

05/30/2024



BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

June 6-7, 2024

University of Wisconsin-Milwaukee
UWM Student Union
2200 E Kenwood Boulevard
Milwaukee, Wisconsin
& via Zoom Videoconference

Wednesday, June 5, 2024

5:30 p.m. – 7:00 p.m. **Welcome Reception***
Central Waters Beer Garden (Rain location: Mezzanine and bar)
1037 W. Juneau Ave, Milwaukee, Wisconsin

Event is by invitation only. Please contact lcwilk@uwm.edu for more information.

Thursday, June 6, 2024

8:45 a.m. – 10:00 a.m. **Audit Committee**
Fireside Lounge, 1st Floor

8:45 a.m. – 10:00 a.m. **Capital Planning & Budget Committee**
Wisconsin Room, 2nd Floor

10:30 a.m. – 12:00 p.m. **Business & Finance Committee**
Wisconsin Room, 2nd Floor

10:30 a.m. – 12:00 p.m. **Education Committee**
Fireside Lounge, 1st Floor

12:00 p.m. **Lunch***
Ballroom A, 1st Floor

1:00 p.m. **I. All Regents**
Wisconsin Room, 2nd Floor

Closed Session

Wisconsin Room, 2nd Floor

4:30 p.m. – 7:00 p.m. **Reception & Tours of UWM Student Union***

Tours start in the Gasthaus on lower level (Level B) and conclude in Union Art Gallery and Overlook

Event is by invitation only. Please contact lcwilk@uwm.edu for more information.

Friday, June 7, 2024

8:30 a.m. **II. All Regents**

Wisconsin Room, 2nd Floor

Closed Session

Wisconsin Room, 2nd Floor

**A quorum of the Board of Regents may be present; no Board business will be conducted.*

Zoom videoconference information and meeting materials can be found at <https://www.wisconsin.edu/regents/meetingmaterials> or may be obtained from Megan Wasley, Executive Director, Office of the Board of Regents, 1860 Van Hise Hall, 1220 Linden Drive, Madison, WI 53706, (608) 262-2324.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I. Board of Regents

Thursday, June 6, 2024

1:00 p.m.

Wisconsin Room, 2nd Floor
UW-Milwaukee Student Union
2200 E. Kenwood Boulevard
Milwaukee, Wisconsin
& via Zoom Videoconference

1. Calling of the Roll
2. Declaration of Conflicts
3. Minutes and Reports
 - A. Approval of the records of the April 4-5, 2024 regular meeting and the April 29, 2024 and May 31, 2024 special meetings of the UW System Board of Regents
 - B. Report(s) of the Wisconsin Technical College System Board
4. Introduction of Newly-Appointed Regents
5. Other Updates and Introductions
6. Resolution of Appreciation for UW-La Crosse Vice Chancellor for Finance & Administration Bob Hetzel's Service to the Universities of Wisconsin
7. Report of the Board President
 - A. Regent Business Partner Awards
 - B. Universities of Wisconsin Accomplishments
 - C. Remarks by Outgoing President
8. Report of the System President
 - A. Free Speech and Civil Dialogue on Campus
 - B. FAFSA Update
 - C. Strategic Plan and Other Updates
9. Host-campus Presentation by UW-Milwaukee Chancellor Mark Mone: "Transforming for Tomorrow Together"
10. Approval of 2024-25 UW System Annual Operating Budget
11. Overview of Title IX Requirements and Approval of Notice of Preliminary Hearing on Administrative Code Scope Statements for Chapters UWS 1, 4, 7, 11, and 17
Emergency and Permanent Rules

12. Closed Session

Move into closed session to:

- A. Consider a student request for review of a UW-Madison disciplinary decision, as permitted by s. 19.85(1)(a), (f), and (g), Wis. Stats.;
- B. Consider faculty member requests for review of UW-La Crosse personnel decisions, as permitted by s. 19.85(1)(c), (f), and (g), Wis. Stats.; and
- C. Consider personnel evaluations of chancellors, as permitted by s. 19.85(1)(c), Wis. Stats.

13. Adjourn

The closed session agenda also may be considered on Friday, June 7, 2024, as the Board's needs may dictate. In addition, the Board may reconvene in open session regarding matters taken up in the closed session, including voting, where applicable.

**UW-MILWAUKEE CHANCELLOR PRESENTATION:
“TRANSFORMING FOR TOMORROW TOGETHER”**

REQUESTED ACTION

For information and discussion.

SUMMARY

Chancellor Mone will discuss how UWM is creating a stronger, more sustainable campus for tomorrow. He will first share an overview of UWM including its unique dual mission and related facts and points of pride. The Chancellor will demonstrate how UWM is meeting the needs of the region and state with testimonials from alumni and business partners.

The Chancellor will discuss challenges, present what the institution is doing to advance despite obstacles, and what can be accomplished with investment along with what will be lost without further investment.

In closing, Chancellor Mone will present to the Board the crucial impact of UWM as an urban student, research, and community focused institution.

Presenters

- Mark Mone, Chancellor
- Carla Cross, President and CEO, Cross Management Services, Inc. (via video)
- Michael Emem, President and CEO, Emem Group
- Jackie Fredrick, retired CEO of Versiti and BloodCenter of Wisconsin (via video)

APPROVAL OF 2024-25 UW SYSTEM ANNUAL OPERATING BUDGET

REQUESTED ACTION

Adoption of Resolution I.10., approval of the 2024-25 UW System Annual Operating Budget

Resolution I.10. That, upon the recommendation of the President of the University of Wisconsin System, the Board approves the 2024-25 operating budget, as attached in the document, "2024-25 Operating Budget, June 2024".

SUMMARY

The 2024-25 UW System Annual Operating Budget is the second year of the State of Wisconsin's 2023-25 biennium. The annual budget information contained herein for the Universities of Wisconsin is based on the biennial budget as signed by Governor Evers on July 5, 2023, and subsequent legislative actions.

The total 2024-25 expenditure budget for all fund types (excluding the use of prior year tuition balances), will increase by approximately \$473.9 million, or 6.34%. The primary drivers for this increase are Gifts, Grants, and Contracts, which relate to research grants and charitable giving and are projected to increase \$208.8 million, and GPR/Tuition, which is estimated to increase by \$137.3 million. The increase in GPR/Tuition is due to resident, non-resident, and additional tuition rate increases at all UW universities, enrollment growth primarily at UW-Madison, additional debt service on academic facilities, and additional GPR dedicated to employee compensation. Planned use of one-time tuition balances is \$34.8 million. The total 2024-25 revenue budget increases by approximately \$514.9 million, or 6.97%.

Six of the 13 UW universities are projecting a structural deficit for 2024-25, which is down from the ten reported in the 2023-24 annual budget. The Universities of Wisconsin Administration is actively working with these universities to address their deficits and reduce the future reliance on tuition balances.

At their April 2024 meeting, the Board of Regents approved rates for academic tuition, segregated fees, room and board, and textbook rental rates. The costs for a typical resident undergraduate student living on campus at a 4-year university, including tuition, segregated fees, and room and board will increase an average of 3.8% for 2024-25 based on April 2024 Board of Regents actions.

Presenter

- Regent Ashok Rai

Related Policies

- [Chapter 20](#), Wis. Stats.
- [Chapter 36.09\(1\)\(h\)](#), Wis. Stats.

ATTACHMENT

- A) Universities of Wisconsin, "2024-25 Operating Budget, June 2024"



2024-25 Operating Budget

Universities of Wisconsin
June 2024

**2024-25 OPERATING BUDGET
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SUMMARY AND OVERVIEW

The Universities of Wisconsin's 2024-25 Annual Operating Budget is the second year of the State of Wisconsin's 2023-25 biennium. The annual budget information contained herein for the Universities of Wisconsin is based on the biennial budget as signed by Governor Evers on July 5, 2023, and subsequent legislative actions.

The total 2024-25 expenditure budget for all fund types (excluding the use of prior year tuition balances), will increase by approximately \$473.9 million, or 6.34%. The primary drivers for this increase are Gifts, Grants, and Contracts, which relate to research grants and charitable giving and are projected to increase \$208.8 million, and GPR/Tuition, which is estimated to increase by \$137.3 million. The increase in GPR/Tuition is due to resident, non-resident, and additional tuition rate increases at all UW universities, enrollment growth primarily at UW-Madison, additional debt service on academic facilities, and additional GPR dedicated to employee compensation. Planned use of one-time tuition balances is \$34.8 million. The total 2024-25 revenue budget increases by approximately \$514.9 million, or 6.97%.

Six of the 13 UW universities are projecting a structural deficit for 2024-25, which is down from the ten reported in the 2023-24 annual budget. The Universities of Wisconsin Administration is actively working with these universities to address their deficits and reduce the future reliance on tuition balances.

At their April 2024 meeting, the Board of Regents approved rates for academic tuition, segregated fees, room and board, and textbook rental rates. The costs for a typical resident undergraduate student living on campus at a 4-year university, including tuition, segregated fees, and room and board will increase an average of 3.8% for 2024-25 based on April 2024 Board of Regents actions.

Individual University Narratives and Budget Data

The past four annual budget documents have included informational pages for each university. For the 2024-25 budget, this is expanded to provide additional insight into the structural deficit, if any, for each UW university, and what progress has been made to address the structural deficit. These narratives also include university mission statements, key drivers in the 2024-25 annual budget, changes in projected fund balances, strategic budget actions in 2024-25 in support of the UWs' Strategic Plan, and university philanthropy efforts.

In addition to the university narratives, data is provided showing enrollment trends over the past five years by both head count and full-time equivalent (FTE) students. Expenditure and revenue budgets by fund group, compared with the prior year, are shown along with

estimated balances for 2023-24 and 2024-25. A line chart is also shown for each university, which reflects historical balance levels and the future projection.

At-A-Glance

Highlights of the UWs' 2024-25 Annual Budget include the following:

- Including tuition, segregated fees, and room and board, the average cost for a typical resident student living on campus in 2024-25 will increase by 3.8% or \$658 for students at four-year campuses and increase by 6.9% or \$381 for students at two-year campuses. These rates were previously approved by the Board of Regents.
- The UWs' 2024-25 expenses will increase \$473.9 million, as depicted in the tables of 2024-25 revenues and expenses for all fund types on pages 4-6.
- The on-going operational General Purpose Revenue (GPR) budget will increase by \$22.5 million, which includes:
 - A \$51.2 million increase in GPR for the 2% pay plan increase effective July 1, 2024.
 - A \$28.8 million decrease in GPR to remove funding for the 27th pay period, which occurred in 2023-24 and only happens every 11 years.
- The tuition share of the pay plan and fringe benefit costs noted above requires \$26.0 million. For the most part, these costs will be absorbed with the 3.75% general tuition increase and universities will not need to reallocate for them as was required under the tuition freeze.
- An additional \$45.4 million in tuition expenditures is primarily due to:
 - \$32.0 million at UW-Madison due to graduate and professional school tuition increases and enrollment growth.
 - Additional increases include \$6.1 million at UW-Milwaukee for enrollment growth at the main campus, \$1.7 million at UW-Green Bay for additional tuition, \$510,000 at UW-La Crosse due to additional tuition and enrollment growth, \$3.1 million at UW-Platteville due to program-specific tuition increases, enrollment growth, and self-supporting programs, \$2.5 million at UW-Stevens Point due to additional tuition and self-supporting programs, and \$3.0 million at UW-Superior for enrollment growth in online programs.
 - \$9.2 million held at systemwide and will be distributed to the universities during the year for items such as raising the minimum salary ranges, supporting student success, and other initiatives proposed by the universities, including student financial aid.

- A decrease of \$9.5 million primarily at UW-Parkside, UW-River Falls, UW-Stout, and UW-Whitewater to align expenditures with revenues.
 - A decrease of \$3.2 million for closures of branch campuses at UW-Milwaukee and UW Oshkosh.
- Expenses related to Gifts, Grants, and Contracts are anticipated to increase \$208.8 million, which is adjusted to reflect historical levels.
- Including the use of one-time tuition balances, expenditures are budgeted to exceed revenues by \$84.4 million systemwide. The primary drivers are:
 - \$31.3 million in the use of tuition balances which includes \$4.0 million at UW-Milwaukee for one-time expenses associated with student success, retention, and university strategic initiatives; \$14.5 million at Universities of Wisconsin Administration primarily for the Administrative Transformation/Workday Project implementation; and offsetting other one-time costs and structural deficits at other universities.
 - \$14.1 million in auxiliary operations utilizing balances to offset enrollment reductions and inflation; debt service and capital projects; and additional institutional financial aid and a portion of the Administrative Transformation/Workday Project implementation at UW-Madison.
 - \$13.6 million in general program operations is primarily made up of costs for the Administrative Transformation/Workday Project implementation and planned spending for the Morgridge Hall building project at UW-Madison; BadgerNet, the statewide network delivering video and data applications to many Wisconsin public institutions, anticipates spending down balances at Universities of Wisconsin Administration.
 - \$18.1 million in the use of federal indirect cost reimbursement funds, which includes \$15.9 million at UW-Madison for a portion of the Administrative Transformation/Workday Project implementation, and the strategic use of these funds throughout the system.
 - \$7.3 million combined in Gifts, Grants and Contracts, Federal Financial Aid and Other.

**Universities of Wisconsin
Budget Summary - All Fund Groups**

Fund Source Category	Expenses					Revenue				
	2023 - 2024 Expenditure Budget	2024 - 2025 Expenditure Budget	Percent Change	Dollar Change	Percent of Ongoing Base	2023 - 2024 Revenue Budget	2024 - 2025 Revenue Budget	Percent Change	Dollar Change	Percent of Total Revenue
Operational GPR (Ongoing)	1,116,830,408	1,139,324,476	2.01%	22,494,068	14.34%	1,116,830,409	1,139,324,476	2.01%	22,494,067	14.43%
GPR Debt Service	198,072,400	241,434,500	21.89%	43,362,100	3.04%	198,072,400	241,434,500	21.89%	43,362,100	3.06%
GPR Total	1,314,902,808	1,380,758,976	5.01%	65,856,168	17.38%	1,314,902,809	1,380,758,976	5.01%	65,856,167	17.48%
Tuition	1,714,588,617	1,786,016,050	4.17%	71,427,433	22.47%	1,710,296,877	1,789,583,934	4.64%	79,287,057	22.66%
GPR/Tuition Total	3,029,491,425	3,166,775,026	4.53%	137,283,601	39.85%	3,025,199,686	3,170,342,910	4.80%	145,143,224	40.15%
Auxiliary Operations	1,036,558,747	1,081,068,073	4.29%	44,509,326	13.60%	1,004,791,000	1,066,990,422	6.19%	62,199,422	13.51%
General Program Operations	603,187,175	642,836,343	6.57%	39,649,168	8.09%	556,334,613	629,231,172	13.10%	72,896,558	7.97%
Federal Indirect Cost Reimbursement	240,759,965	277,223,202	15.15%	36,463,237	3.49%	233,933,062	259,096,267	10.76%	25,163,205	3.28%
Gifts, Grants, and Contracts	1,688,696,115	1,897,506,937	12.37%	208,810,822	23.88%	1,686,521,637	1,893,509,165	12.27%	206,987,527	23.98%
Federal Financial Aid	742,014,552	738,065,664	-0.53%	(3,948,888)	9.29%	741,657,262	735,445,344	-0.84%	(6,211,918)	9.31%
Other	132,132,890	143,280,047	8.44%	11,147,157	1.80%	133,833,476	142,533,932	6.50%	8,700,456	1.80%
Total Ongoing Base Budget	7,472,840,869	7,946,755,292	6.34%	473,914,423	100.00%	7,382,270,736	7,897,149,212	6.97%	514,878,474	100.00%
One-Time Use of Tuition Balances *	59,606,715	34,823,777	-41.58%	(24,782,938)						
Total Operating Budget	7,532,447,584	7,981,579,069	5.96%	449,131,485						

*One-Time use of tuition balances are used by universities to resolve structural deficits and/or for specific strategic investments including, but not limited to, student success and retention initiatives, the Administrative Transformation/Workday project, and capital projects.

**Universities of Wisconsin
2024 - 2025 Annual Budget by Management Category and University
Expenditures**

	GPR/Tuition Base Expenditures	Auxiliary Operations	General Program Operations	Federal Indirect Cost Reimbursement	Gifts, Grants, and Contracts	Federal Financial Aid	Other Funds	Total Base Expenditures	One-Time Use of Tuition Balances	Total Including Use of Tuition Balances
Madison	\$1,278,720,424	\$572,430,780	\$479,213,110	\$257,273,095	\$1,736,481,967	\$208,383,458	\$120,876,956	\$4,653,379,791	-	\$4,653,379,791
Milwaukee	\$293,324,207	\$102,164,389	\$27,532,501	\$8,103,284	\$71,029,899	\$128,580,000	\$4,598,812	\$635,333,092	\$3,950,000	\$639,283,092
Eau Claire	\$98,250,729	\$55,294,698	\$11,690,755	\$512,515	\$8,325,523	\$46,948,929	\$474,080	\$221,497,229	\$3,466,839	\$224,964,068
Green Bay	\$65,021,045	\$24,324,913	\$5,724,341	\$541,565	\$9,671,410	\$36,902,622	\$2,523,461	\$144,709,357	\$1,938,614	\$146,647,971
La Crosse	\$103,621,115	\$48,396,775	\$2,854,861	\$402,942	\$7,873,776	\$49,237,914	\$1,194,886	\$213,582,269	\$1,500,000	\$215,082,269
Oshkosh	\$97,342,545	\$40,578,137	\$7,352,166	\$578,556	\$10,842,095	\$49,807,247	\$10,000	\$206,510,746	\$3,906,801	\$210,417,547
Parkside	\$48,917,614	\$12,286,008	\$2,121,541	\$95,000	\$1,875,646	\$23,132,780	\$384,378	\$88,812,967	\$1,013,650	\$89,826,617
Platteville	\$74,719,725	\$33,704,822	\$7,406,621	\$138,981	\$4,706,038	\$26,911,791	\$50,881	\$147,638,859	-	\$147,638,859
River Falls	\$54,337,086	\$30,175,812	\$1,830,920	\$204,846	\$3,340,082	\$24,434,177	\$67,434	\$114,390,357	-	\$114,390,357
Stevens Point	\$86,970,354	\$51,231,713	\$15,892,449	\$283,381	\$12,379,426	\$40,213,955	\$4,278,458	\$211,249,736	\$3,802,207	\$215,051,943
Stout	\$72,743,268	\$42,524,809	\$16,414,873	\$490,732	\$10,188,226	\$32,792,101	\$341,226	\$175,495,235	-	\$175,495,235
Superior	\$35,609,038	\$8,850,145	\$1,390,000	\$420,937	\$7,240,389	\$14,844,385	\$108,342	\$68,463,236	\$768,970	\$69,232,206
Whitewater	\$114,674,386	\$58,162,584	\$11,870,631	\$587,793	\$6,859,269	\$55,876,304	\$69,939	\$248,100,906	\$0	\$248,100,906
Systemwide	\$85,219,957	\$942,487	\$51,541,574	\$7,589,575	\$6,693,190	-	\$8,301,194	\$160,287,977	\$14,476,696	\$174,764,673
GPR/Tuition Fringe Benefits	\$657,303,532	-	-	-	-	-	-	\$657,303,532	-	\$657,303,532
Total	\$3,166,775,026	\$1,081,068,073	\$642,836,343	\$277,223,202	\$1,897,506,937	\$738,065,664	\$143,280,047	\$7,946,755,292	\$34,823,777	\$7,981,579,069
Percent of Total	39.85%	13.60%	8.09%	3.49%	23.88%	9.29%	1.80%	100.00%	-	-

**Universities of Wisconsin
2024 - 2025 Annual Budget by Management Category and University
Revenues**

	GPR/Tuition	Auxiliary Operations	General Program Operations	Federal Indirect Cost Reimbursement	Gifts, Grants, and Contracts	Federal Financial Aid	Other Funds	Total Revenue
Madison	\$1,285,460,824	\$559,284,427	\$467,362,085	\$241,374,372	\$1,734,631,660	\$206,168,573	\$121,106,835	\$4,615,388,776
Milwaukee	\$299,051,842	\$99,280,410	\$27,778,572	\$8,200,000	\$71,092,099	\$128,580,000	\$4,607,141	\$638,590,064
Eau Claire	\$100,104,758	\$54,309,620	\$10,772,169	\$389,400	\$7,932,063	\$46,948,929	\$531,200	\$220,988,139
Green Bay	\$67,761,315	\$23,292,115	\$5,040,737	\$556,768	\$9,738,053	\$36,902,622	\$1,443,340	\$144,734,950
La Crosse	\$106,589,935	\$50,595,058	\$2,956,298	\$402,942	\$7,386,982	\$49,237,914	\$1,148,220	\$218,317,349
Oshkosh	\$92,682,083	\$44,665,600	\$8,760,485	\$501,500	\$10,780,379	\$49,557,247	-	\$206,947,294
Parkside	\$49,158,483	\$12,274,341	\$1,676,904	\$95,000	\$1,875,646	\$23,132,780	\$424,000	\$88,637,154
Platteville	\$74,896,884	\$34,711,229	\$7,674,917	\$171,427	\$4,707,061	\$26,911,791	\$112,300	\$149,185,609
River Falls	\$49,338,500	\$32,309,608	\$2,257,944	\$150,000	\$3,340,082	\$24,434,177	\$60,155	\$111,890,466
Stevens Point	\$87,888,273	\$49,344,233	\$16,078,829	\$450,000	\$12,346,189	\$40,218,550	\$4,391,907	\$210,717,981
Stout	\$73,682,674	\$42,964,900	\$16,111,316	\$483,210	\$10,188,226	\$32,792,101	\$296,556	\$176,518,983
Superior	\$36,214,503	\$7,913,131	\$1,390,000	\$600,000	\$6,854,000	\$14,844,385	\$137,774	\$67,953,793
Whitewater	\$114,165,212	\$55,193,750	\$12,435,032	\$390,900	\$6,945,754	\$55,716,275	\$49,200	\$244,896,123
Systemwide	\$76,044,091	\$852,000	\$48,935,884	\$5,330,748	\$5,690,971	-	\$8,225,304	\$145,078,998
GPR/Tuition Fringe Benefits	\$657,303,532	-	-	-	-	-	-	\$657,303,532
Total	\$3,170,342,910	\$1,066,990,422	\$629,231,172	\$259,096,267	\$1,893,509,165	\$735,445,344	\$142,533,932	\$7,897,149,212
Percent of Total	40.15%	13.51%	7.97%	3.28%	23.98%	9.31%	1.80%	100.00%

ALL FUNDS BUDGET OVERVIEW

The Universities of Wisconsin budget includes expenses and revenues from several different fund sources. To provide more concise analysis of budgets, the funds are reported by seven fund groups as defined below:

- **General Purpose Revenue (GPR)/Tuition Funds**
 - state resources
 - tuition
 - extension credit fees
- **Auxiliary Operations**
 - self-supporting programs whose primary purpose is to provide services to students, staff, and occasionally the public
 - examples include, residence halls, food service, unions, student organizations, and parking
 - debt service payments for non-academic buildings
- **General Program Operations (GPO)**
 - self-supporting operations
 - examples include, camps and clinics, print and copy shops, research centers, veterinary services, and dairy sales
- **Federal Indirect Cost Reimbursement (FICR)**
 - reimbursements received from the federal government for various costs incurred in administering federal grant programs
- **Gifts, Grants and Contracts (GGC)**
 - use of funds is restricted
 - private or organizational gifts
 - federal and nonfederal research grants
 - contracts that are provided for specific purposes
- **Federal Financial Aid/Other**
 - federal student aid that is passed through to UW students
 - non-credit extension programming

The tables and narratives on the following pages provide information on the total 2024-25 UWs' expense and revenue budget compared to 2023-24, as well as information by source of funds, including the dollar and percent change.

2024-25 GPR/TUITION FUNDS

The GPR/Tuition Changes by university table on page 11 shows the detailed allocation changes in GPR/Tuition from 2023-24 to 2024-25. Appendix A provides details regarding the methodology used for the GPR/Tuition funding adjustments.

These changes include:

- A \$51.2 million increase in GPR for the 2% pay plan and fringe benefits increase that is effective July 1, 2024.
- An increase of \$35.2 million resulting from the 3.75% resident undergraduate tuition increase, of which \$26.0 million will be used for the tuition share of pay plan and fringe benefits noted above. The remaining \$9.2 million is held at systemwide and will be distributed to the universities during the year for items such as raising the minimum salary ranges, supporting student success, and other initiatives proposed by the universities, including student financial aid.
- Removal of the \$28.8 million one-time increase in 2023-24 for the 27th pay period that only occurs every 11 years.
- A net increase of \$36.2 million in tuition expenditures is primarily due to:
 - \$32.0 million at UW-Madison due to graduate and professional school tuition increases and enrollment growth.
 - Additional increases include \$6.1 million at UW-Milwaukee for enrollment growth at the main campus, \$1.7 million at UW-Green Bay for additional tuition, \$510,000 at UW-La Crosse due to additional tuition and enrollment growth, \$3.1 million at UW-Platteville due to program-specific tuition increases, enrollment growth, and self-supporting programs, \$2.5 million at UW-Stevens Point due to additional tuition and self-supporting programs, and \$3.0 million at UW-Superior for enrollment growth in online programs.
 - A decrease of \$9.5 million primarily at UW-Parkside, UW-River Falls, UW-Stout, and UW-Whitewater to align expenditures with revenues.
 - A decrease of \$3.2 million for closures of branch campuses at UW-Milwaukee and UW Oshkosh.
- An increase of \$43.4 million for debt service on university academic facilities.
- The State's 2023-25 Biennial Budget contained a provision in which \$15.9 million of GPR was being held in the Joint Finance Committee's supplemental appropriation. This funding has since been released to the UWs upon the committee's approval of the spending plans towards workforce development. The funding is being reported

centrally at systemwide and will be allocated to the universities according to their approved spending plans in 2024-25.

GPR/Tuition Structural Deficits

In the 2023-24 budget document, it was reported that 10 of the 13 UW universities had structural deficits ranging from \$600,000 to \$15.1 million and totaling more than \$54.6 million systemwide. Since that time, 8 of those 10 universities have made progress towards reducing or eliminating their structural deficits in the 2024-25 annual budget. Some of the significant steps already taken to address structural deficits include voluntary buyouts and layoffs at UW-Platteville; layoffs and furloughs for some UW-Green Bay employees; voluntary buyouts, layoffs, and furloughs at UW-Parkside and UW Oshkosh; and discontinuance of programs at UW-Green Bay and UW Oshkosh.

Currently, six of the 13 UW universities are projected to have structural deficits in 2024-25 ranging from \$509,000 to \$8.6 million and totaling approximately \$16.4 million systemwide, which is a decrease of \$38.2 million from 2023-24. A structural deficit is defined as when ongoing expenses exceed recurring revenues. Additional details on these deficits can be found in the individual university narratives.

As a percentage of their 2024-25 budgeted expenses, excluding financial aid expenses:

- Two universities deficits are less than 1%
- Three universities deficits are between 1% and 3%
- One university deficit is between 3% and 6%

Universities with a structural deficit of more than 1% of their 2024-25 budgeted expenses, excluding financial aid, are in the process of developing a financial realignment plan, which is to be submitted no later than June 30, 2024. Universities of Wisconsin Administration is actively working with the four universities to address their deficits and reduce their future reliance on Tuition balances. Universities of Wisconsin has contracted with Deloitte Consulting, Inc. to conduct individual financial assessments and identify opportunities for all UW universities, except UW-Madison. The final reports for 7 of the 12 universities were released in April 2024, with the remaining 5 universities as well as the Universities of Wisconsin Administration to be finalized in the summer and fall. Some common themes in the completed reports include:

- Retention rates are lower than pre-pandemic levels
- Operating expenses per student full-time equivalent (FTE) have increased due to decreased enrollment
- Aging facilities and maintenance backlogs remain a concern
- Student demand for services is increasing, such as for mental health services

- Salaries for faculty and staff are often not competitive, and
- General alignment exists between program array and workforce needs.

**Universities of Wisconsin
2024-25 GPR/Tuition Changes by University**

	2023-24 GPR/Tuition Ongoing Budget	2024-25 Tuition Authority and Program-Specific Tuition	July 2024 Pay Plan Increases and Fringe Benefits	2024-25 Remove One-Time 27th Pay Period from 2023-2024	2024-25 Utilities	2024-25 Debt Service	Other*	2024-25 GPR/Tuition Ongoing Budget	Total Change of GPR/Tuition Ongoing Budget	2024-25 Use of Tuition Balances	2024-25 GPR/Tuition Ongoing Budget Plus Use of Tuition Balances
Madison	1,222,468,167	31,054,896	13,727,158	(11,809,386)	115,879	21,619,200	1,544,510	1,278,720,424	56,252,257	-	1,278,720,424
Milwaukee	280,050,324	4,615,352	3,561,243	(2,873,190)	1,447,762	5,459,000	1,063,716	293,324,207	13,273,883	3,707,904	297,032,111
Eau Claire	97,546,070	(34,812)	1,242,600	(890,755)	213,368	219,600	(45,342)	98,250,729	704,659	2,634,832	100,885,561
Green Bay	62,908,669	1,447,355	673,651	(581,708)	267,177	202,500	103,401	65,021,045	2,112,376	1,889,338	66,910,383
La Crosse	99,913,384	194,116	1,042,281	(1,037,927)	1,014,321	2,326,500	168,440	103,621,115	3,707,731	1,500,000	105,121,115
Oshkosh	96,342,615	(1,817,283)	1,229,223	(980,913)	1,089,059	1,727,900	(248,056)	97,342,545	999,930	3,261,609	100,604,154
Parkside	48,503,965	(2,243,750)	541,494	(551,242)	368,592	2,422,300	(123,745)	48,917,614	413,649	874,000	49,791,614
Platteville	67,737,173	3,349,475	913,311	(841,921)	1,252,028	2,513,500	(203,841)	74,719,725	6,982,552	-	74,719,725
River Falls	54,997,079	(4,046,500)	684,537	(423,932)	639,810	2,509,900	(23,808)	54,337,086	(659,993)	-	54,337,086
Stevens Point	82,480,977	2,112,478	933,641	(787,732)	488,230	1,887,800	(145,040)	86,970,354	4,489,377	3,802,207	90,772,561
Stout	72,448,163	(1,239,786)	805,321	(543,813)	411,718	1,046,200	(184,535)	72,743,268	295,105	-	72,743,268
Superior	31,741,532	3,000,000	366,842	(360,800)	444,046	394,400	23,018	35,609,038	3,867,506	689,455	36,298,493
Whitewater	112,467,190	(657,317)	1,210,365	(1,111,458)	1,519,446	1,033,300	212,860	114,674,386	2,207,196	-	114,674,386
Systemwide	70,201,616	-	830,739	(1,231,594)	(9,271,436)	-	(426,134)	60,103,191	(10,098,425)	14,476,696	74,579,887
Workforce Development Funding	15,940,900	-	-	-	-	-	-	15,940,900	-	-	15,940,900
1% Tuition Increase for Initiatives		9,175,866						9,175,866	9,175,866	-	9,175,866
System Total Excl FB	2,415,747,824	44,910,090	27,762,406	(24,026,371)	-	43,362,100	1,715,444	2,509,471,493	93,723,669	32,836,041	2,533,131,668
Fringe Benefits	613,743,683	511,183	49,430,286	(4,771,253)	-	-	(1,610,367)	657,303,532	43,559,849	1,987,736	659,291,268
System Total	3,029,491,507	45,421,273	77,192,692	(28,797,624)	-	43,362,100	105,077	3,166,775,025	137,283,518	34,823,777	3,192,422,936

* Other includes: Lawton and AOP financial aid adjustments, TAG and Veterans Remissions adjustments, emergency grants, credit extension, miscellaneous fringe benefit changes and the reallocation of outcomes based funding.

2024-25 AUXILIARY OPERATIONS

Auxiliary operations are self-supporting programs whose primary purpose is to provide services to students (e.g., residence halls, student centers/unions, student health clinics, bookstores) and whose secondary purpose is to provide services to staff and occasionally the general public (e.g., parking, printing and duplicating services). User fees, segregated fees, merchandise sales, and interest earnings generate revenues for auxiliary operations, and the operations are allowed to maintain balances to smooth rate changes; fund new facilities, remodeling/additions, deferred maintenance, high-cost equipment, and debt service obligations; and ensure adequate funding for current operations. Students participate in the programming and budgeting process through institutional Segregated University Fee Allocation Committees.

The table on page 13 shows 2024-25 Auxiliary revenue and expense budget by university. Expenses exceed revenues by 1.3%, or \$14.1 million.

While expenditures exceed revenues at many universities, this is not necessarily an indication of a structural deficit. Universities often strategically utilize balances to address one-time expenses and ease rate increases.

Examples of the use of balances are:

- Additional institutional financial aid and one-time Administrative Transformation/Workday Project costs at UW-Madison.
- Deferred maintenance and repairs.
- New project costs in areas, such as student centers, housing, parking, and recreation facilities.
- Inflationary costs of goods and contractual increases that have outpaced rate increases.

Regent Policy Document (RPD) 21-1, Internal Management Flexibility of Auxiliary Funds, delegates authority to the UW System President and the President's designee(s) to approve the transfer of unanticipated auxiliary fund balances from one auxiliary operation to other operations, or across operations within the university. These transfers must be reported to the Board of Regents. Appendix B provides a summary of the transfers that occurred in 2023-24.

**Universities of Wisconsin
2024 - 2025 Auxiliaries by University**

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	572,430,780	559,284,427	(13,146,353)	-2.35%
Milwaukee	102,164,389	99,280,410	(2,883,979)	-2.90%
Eau Claire	55,294,698	54,309,620	(985,078)	-1.81%
Green Bay	24,324,913	23,292,115	(1,032,798)	-4.43%
La Crosse	48,396,775	50,595,058	2,198,283	4.34%
Oshkosh	40,578,137	44,665,600	4,087,463	9.15%
Parkside	12,286,008	12,274,341	(11,667)	-0.10%
Platteville	33,704,822	34,711,229	1,006,407	2.90%
River Falls	30,175,812	32,309,608	2,133,796	6.60%
Stevens Point	51,231,713	49,344,233	(1,887,480)	-3.83%
Stout	42,524,809	42,964,900	440,091	1.02%
Superior	8,850,145	7,913,131	(937,014)	-11.84%
Whitewater	58,162,584	55,193,750	(2,968,834)	-5.38%
Systemwide	942,487	852,000	(90,487)	-10.62%
Total	1,081,068,073	1,066,990,422	(14,077,651)	-1.32%

2024-25 GENERAL PROGRAM OPERATIONS

General Program Operations is made up of self-supporting operations, such as print and copy shops, dairy sales, research centers, veterinary services, camps, and conferences.

The 2024-25 General Program Operations revenue and expense budget by university is shown in the table below. Expenses exceed revenues by 2.2%, or \$13.6 million.

Examples of the use of balances are:

- One-time Administrative Transformation/Workday Project costs at UW-Madison.
- Planned spending from balances at UW-Madison for the Morgridge Hall building project.
- Increased operating costs in the new Sonnentag Center and other capital projects at UW-Eau Claire.
- Facilities repair projects and a planned investment into Phoenix Innovation Park as a joint venture with Brown County at UW-Green Bay.
- BadgerNet, the statewide network delivering video and data applications to many Wisconsin public institutions, anticipates spending down balances at Universities of Wisconsin Administration.

Universities of Wisconsin 2024 - 2025 Operation Receipts by University

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	479,213,110	467,362,085	(11,851,025)	-2.54%
Milwaukee	27,532,501	27,778,572	246,071	0.89%
Eau Claire	11,690,755	10,772,169	(918,586)	-8.53%
Green Bay	5,724,341	5,040,737	(683,604)	-13.56%
La Crosse	2,854,861	2,956,298	101,437	3.43%
Oshkosh	7,352,166	8,760,485	1,408,319	16.08%
Parkside	2,121,541	1,676,904	(444,637)	-26.52%
Platteville	7,406,621	7,674,917	268,296	3.50%
River Falls	1,830,920	2,257,944	427,024	18.91%
Stevens Point	15,892,449	16,078,829	186,380	1.16%
Stout	16,414,873	16,111,316	(303,557)	-1.88%
Superior	1,390,000	1,390,000	0	0.00%
Whitewater	11,870,631	12,435,032	564,401	4.54%
Systemwide	51,541,574	48,935,884	(2,605,690)	-5.32%
Total	642,836,343	629,231,172	(13,605,171)	-2.16%

2024-25 FEDERAL INDIRECT COST REIMBURSEMENT

Federal Indirect Cost Reimbursement funds are received from the federal government for costs incurred in administering federal grant programs.

The 2024-25 Federal Indirect Cost Reimbursement revenue and expense budget by university is shown in the table below. Expenses exceed revenues by 7.0%, or \$18.1 million.

Most of the change within this fund type is due to revenue and expense increases at UW-Madison where funding will be utilized to for the one-time Administrative Transformation/Workday Project costs, and by Universities of Wisconsin Administration to support campus innovation grants, communication, and strategic planning efforts.

Universities of Wisconsin 2024 - 2025 Federal Indirect Cost Reimbursement by University

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	257,273,095	241,374,372	(15,898,723)	-6.59%
Milwaukee	8,103,284	8,200,000	96,716	1.18%
Eau Claire	512,515	389,400	(123,115)	-31.62%
Green Bay	541,565	556,768	15,203	2.73%
La Crosse	402,942	402,942	0	0.00%
Oshkosh	578,556	501,500	(77,056)	-15.37%
Parkside	95,000	95,000	0	0.00%
Platteville	138,981	171,427	32,446	18.93%
River Falls	204,846	150,000	(54,846)	-36.56%
Stevens Point	283,381	450,000	166,619	37.03%
Stout	490,732	483,210	(7,522)	-1.56%
Superior	420,937	600,000	179,063	29.84%
Whitewater	587,793	390,900	(196,893)	-50.37%
Systemwide	7,589,575	5,330,748	(2,258,827)	-42.37%
Total	277,223,202	259,096,267	(18,126,935)	-7.00%

2024-25 GIFTS, GRANTS, AND CONTRACTS

Gifts, Grants, and Contracts are typically used only for the purposes specified by the grantor or donor, and therefore, are considered restricted. This group contains several different types of funding, including:

- Private or organizational gifts
- Federal and nonfederal research grants
- Contracts that are provided for specific purposes

The 2024-25 Gifts, Grants, and Contracts revenue and expense budget by university is shown in the table below. Expenses exceed revenues by 0.2%, or \$4.0 million.

Gifts, Grants, and Contracts can be difficult to budget within the annual operating budget due to complexities of when the funds are generated and restrictions on their use.

Universities of Wisconsin 2024 - 2025 Gifts Grants and Contracts by University

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	1,736,481,967	1,734,631,660	(1,850,308)	-0.11%
Milwaukee	71,029,899	71,092,099	62,200	0.09%
Eau Claire	8,325,523	7,932,063	(393,460)	-4.96%
Green Bay	9,671,410	9,738,053	66,642	0.68%
La Crosse	7,873,776	7,386,982	(486,794)	-6.59%
Oshkosh	10,842,095	10,780,379	(61,716)	-0.57%
Parkside	1,875,646	1,875,646	0	0.00%
Platteville	4,706,038	4,707,061	1,023	0.02%
River Falls	3,340,082	3,340,082	0	0.00%
Stevens Point	12,379,426	12,346,189	(33,237)	-0.27%
Stout	10,188,226	10,188,226	0	0.00%
Superior	7,240,389	6,854,000	(386,389)	-5.64%
Whitewater	6,859,269	6,945,754	86,485	1.25%
Systemwide	6,693,190	5,690,971	(1,002,219)	-17.61%
Total	1,897,506,937	1,893,509,165	(3,997,772)	-0.21%

2024-25 FEDERAL FINANCIAL AID AND OTHER FUNDS

Federal Financial Aid and Other Funds are primarily financial aid and non-credit Extension programs. Since these funds can typically only be used for specific purposes, they are often considered restricted.

The 2024-25 combined Federal Financial Aid and Other revenue and expense budget by university is shown in the table below. Revenues exceed expenses by 0.4%, or \$3.4 million.

The variance at UW-Green Bay is the result of transferring non-credit Extension continuing education revenue to offset the structural deficit on GPR/Tuition.

Universities of Wisconsin 2024 - 2025 Federal Financial Aid/Other Funds by University

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	329,260,414	327,275,408	(1,985,006)	-0.61%
Milwaukee	133,178,812	133,187,141	8,329	0.01%
Eau Claire	47,423,009	47,480,129	57,120	0.12%
Green Bay	39,426,083	38,345,962	(1,080,121)	-2.82%
La Crosse	50,432,800	50,386,134	(46,666)	-0.09%
Oshkosh	49,817,247	49,557,247	(260,000)	-0.52%
Parkside	23,517,158	23,556,780	39,622	0.17%
Platteville	26,962,672	27,024,091	61,419	0.23%
River Falls	24,501,611	24,494,332	(7,279)	-0.03%
Stevens Point	44,492,413	44,610,457	118,044	0.26%
Stout	33,133,327	33,088,657	(44,670)	-0.14%
Superior	14,952,727	14,982,159	29,432	0.20%
Whitewater	55,946,243	55,765,475	(180,768)	-0.32%
Systemwide	8,301,194	8,225,304	(75,890)	-0.92%
Total	881,345,710	877,979,276	(3,366,434)	-0.38%

2024-25 UNIVERSITY SPECIFIC BUDGET DATA

Each university is being shown independently. This allows for a concise snapshot of each institution. This data includes:

- University submitted narratives:
 - University mission statements
 - 2024-25 enrollment insights
 - Information regarding university structural deficits
 - Key drivers in change in fund balances
 - Strategic budget actions in 2024-25 that support the Universities of Wisconsin's 2023-2028 Strategic Plan
 - University foundations and philanthropy

- Five-year history of total enrollment both by full-time equivalent and headcount.

- 2024-25 Budget Expense and Revenue information by university
 - Expenditures and revenues along with the change from the prior year.
 - Revenue less expenses, including one-time use of tuition balances in 2024-25.
 - Final unrestricted 2022-23 balances and 2023-24 and 2024-25 projected balances.
 - Projected 2024-25 balances are the sum of projected 2023-24 balances and 2024-25 budgeted revenues, less 2024-25 budgeted expenses.



UW-Madison Mission Statement

The primary purpose of the University of Wisconsin-Madison is to provide a learning environment in which faculty, staff and students can discover, examine critically, preserve and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all. The university seeks to help students to develop an understanding and appreciation for the complex cultural and physical worlds in which they live and to realize their highest potential of intellectual, physical, and human development.

It also seeks to attract and serve students from diverse social, economic, and ethnic backgrounds and to be sensitive and responsive to those groups which have been underserved by higher education.

Key Drivers in the 2024-25 Annual Budget:

- Student FTE Enrollments have increased in recent years and are projected to be approximately 48,000 in 2024-25.
 - Undergraduate enrollment is estimated to increase by 2.8% to approximately 36,000.
 - Graduate enrollment is estimated to remain steady at approximately 12,000.
- In 2024-25, **revenues are projected to increase by 9.3%**, or \$390.9 million from the prior year. Key drivers include:
 - GPR/Tuition revenue is budgeted to increase \$67.9 million (5.6%), driven primarily by additional tuition revenue from having a larger student body and a \$21.6 million increase in debt service.
 - Auxiliary revenues are budgeted to increase \$39.6 million (11.1%). Major growth drivers include Housing (\$8.4 million; 7.5%) and study abroad (\$8.1 million; 20.5%).
 - General Program Operations revenues are budgeted to increase by \$53.4 million. To comply with state requirements, UW-Madison must demonstrate that it has adequate funding for state-managed capital projects and make an annual fund transfer into General Program Operations. The transfer amount will grow by \$45.3 million in FY25 as the Morgridge Hall building project continues through its construction phase.
 - Federal Indirect Cost Reimbursement revenue is budgeted to increase by \$23.8 million (10.9%), reflecting continued strong federal grant activity.
 - Gift, Grant, and Contract revenues are budgeted to increase by \$194.8 million (12.7%). The largest driver of this growth is gift income, accounting for \$158.5 million of this increase. This adjustment, which was also made on the expense side, brings budgeted philanthropic activity into greater alignment with FY23 and FY24 activity. Federal and non-federal grants and contracts are anticipated to increase by \$29.0 million (3.2%), reflecting growing federal support but minimal change in non-federal funding.
- In 2024-25, **expenses are estimated to increase by 9.2%**, or \$391.4 million from the prior year. Key expense drivers are:
 - GPR/Tuition expenses are budgeted to increase \$64.4 million (5.3%). Spending on supplies and services accounts for \$28.0 million of the growth, which is a 15.7%

increase over the prior year. However, this is due primarily to shifting more of the funding for these items onto GPR/Tuition rather than an overall increase in supplies and services spending. Another area where we anticipate additional spending in this fund category is debt service. Payments are projected to rise by \$21.7 million next year.

- Auxiliary expenses are budgeted to increase \$58.9 million (11.5%). A major reason for this growth is campus plans to cover \$25.3 million of Administrative Transformation Project (ATP) costs from auxiliary funds in FY25. This is a sharp contrast from FY24 when minimal auxiliary funds were used on the ATP project.
 - General Program Operations expenses are budgeted to increase by \$24.8 million. As noted earlier, transfers are up by \$45.3 million as spending on the Morgridge Hall building project accelerates. To partially offset this increase, UW-Madison will use other funds besides General Program Operations in FY25 to cover ATP-related expenses.
 - Federal Indirect Cost Reimbursement (FICR) expenses are budgeted to increase by \$34.2 million (22.4%). Campus has budgeted \$25.3 million of FICR towards ATP costs in FY25. This matches the contribution from auxiliary funds. ATP costs were not included in the FY24 federal indirect cost reimbursement budget although actual results show some spending is occurring this fiscal year.
- The 2023-24 year-end fund balance is forecasted to decrease by \$28.6 million (5.8%) from the year end 2022-23 fund balance. This is largely due to spending on the ATP project which is occurring over multiple years. UW-Madison's share of these costs total \$37.4 million in FY24. The three revenue sources covering these ATP costs are general operations, auxiliary and FICR.

Key Campus Actions Related to the UW System's 2023-28 Strategic Plan:

We will focus on being a global leader in research, scholarship, and creative activity.

- Wisconsin RISE, Research, Innovation and Scholarly Excellence is designed to help address significant, complex challenges of particular importance to Wisconsin and the world, through accelerated and strategic faculty hiring, research infrastructure enhancement, interdisciplinary collaboration and increased student and educational opportunities. Two initiatives are being implemented.
 - The first initiative is Rise AI. AI has transformative potential, with high stakes, great possibilities and significant risks.
 - Rise-EARTH is the second initiative with the goal of making UW-Madison well positioned to make even greater contributions to sustainability research, education and problem-solving in the world.
- Investments in Labs:
 - In the 2023 calendar year, 45 lab projects were completed.
 - To date in calendar year 2024, 40 more labs are in design and construction and another 50 are being considered as future projects.
- The university has launched a new effort to nourish and advance entrepreneurship to help bring more UW-Madison research and innovations out of our labs and classrooms and into the world. A work team is expected to report out in summer 2024.

We will increase access to higher education and improve rates of success for historically underserved students.

- The Wisconsin Tribal Education Promise Program will begin next fall for state residents who are members of federally recognized Indian tribes in Wisconsin. Financial support will be awarded regardless of family income and all currently enrolled students that qualify will be eligible.
- Bucky's Pell Pathway (BPP) expands on Bucky's Tuition Promise. Last fall nearly 1,000 freshmen from all over Wisconsin were covered by BPP and 65 percent of undergraduates received their degrees with no student debt.
- Institutional Aid -- over the last five full academic years, UW-Madison's financial aid budget on all funds basis has increased by nearly \$50 million from \$337.7 million in 2018-19 to \$387.2 million in 2022-23. The 2024-25 budget includes an additional \$21.0 million for financial aid.

We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.

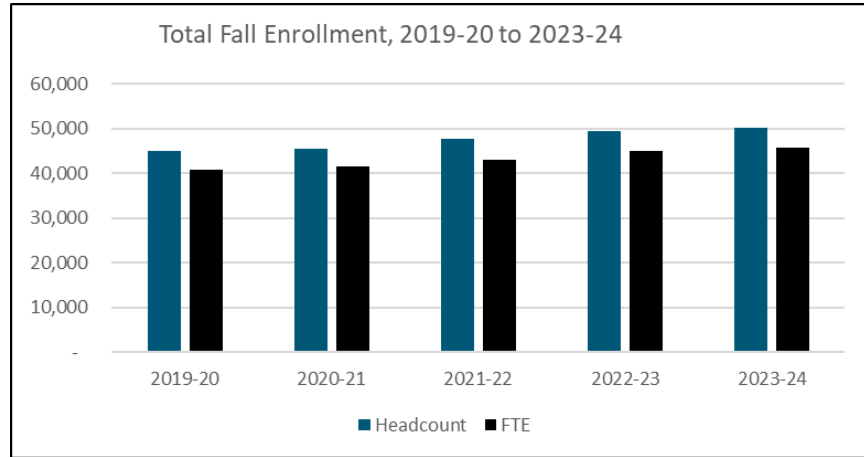
- The Center for Teaching, Learning & Mentoring brings together about 50 professional staff members with extensive and wide-ranging expertise. The center serves instructors at all career stages, including teaching assistants, by offering campus-level professional development, course design and instructional consulting programs and services.
- Investing in upgrading classrooms to support active learning provide high-quality environments for students and faculty.
- Prioritizing the retention of faculty and staff through competitive compensation and benefits, such as paid parental leave, makes UW-Madison an attractive career choice.

We will ensure that we are financially and environmentally sustainable so that we are able to fulfill our strategic mission.

- The university has launched a Sustainability Research Hub, a new service to campus that aims to bring significant interdisciplinary sustainability research funding to campus by connecting researchers across departments and targeting major federal research grants.
- As part of a new sustainability initiative, UW-Madison has committed to the following goals:
 - Procuring 100% renewable electricity on campus by 2030 and achieving net-zero emissions by 2048 or sooner to drastically reduce UW-Madison's carbon footprint, improve public health and address global climate change.
 - Meeting prospective and current student demand by ensuring all interested students have access to sustainability educational experiences by 2030.
 - Achieving a Zero Waste campus by 2040 by sustainably managing materials and related emissions from procurement and use to reuse or disposal.
 - Achieving STARS (Sustainability Tracking, Assessment & Rating System) Gold by 2025 to align UW-Madison performance with peer institutions and foster campus-wide participation in sustainability efforts.

Philanthropy and Foundations:

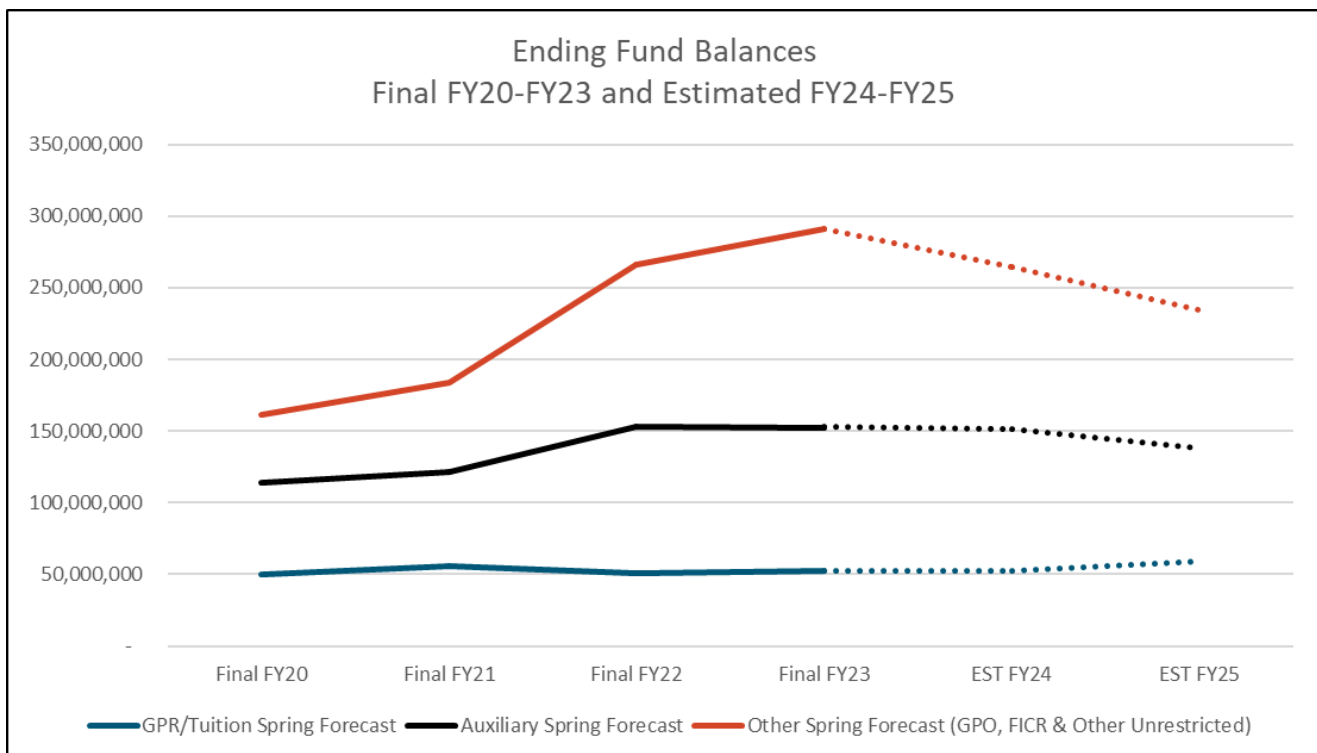
- **Primary Fundraising Foundation:** Wisconsin Foundation & Alumni Association (established in 1945)
- **Total Assets (as of June 30, 2023):** \$5.0 billion
- **FY2024-25 Highlights:**
 - In FY23, more than 80,000 gifts and pledges were made to UW-Madison by generous donors
 - Finalized \$75.0 million lead naming gift for Engineering facility
 - Held groundbreaking event for new Irving and Dorothy Levy Hall for Humanities
 - Record setting Day of the Badger event raised nearly \$1.8 million from 4,716 donors



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$1,278,720,424	\$64,405,675	1,285,460,824	\$67,867,686	\$6,740,400	\$52,688,556	\$52,688,556	\$59,428,956
Auxiliaries	\$572,430,780	\$58,885,976	\$559,284,427	\$39,567,868	(\$13,146,353)	\$153,080,808	\$151,121,317	\$137,974,964
General Program Operations	\$479,213,110	\$24,838,229	\$467,362,085	\$53,402,374	(\$11,851,025)	\$33,899,121	\$34,481,434	\$22,630,409
Fed Indirect Cost Reimb.	\$257,273,095	\$34,244,510	\$241,374,372	\$23,820,310	(\$15,898,723)	\$243,378,050	\$219,576,598	\$203,677,875
Gifts, Grants, Contracts	\$1,736,481,967	\$195,122,436	\$1,734,631,660	\$194,827,367	(\$1,850,307)			
Federal Financial Aid / Other	\$329,260,414	\$13,898,671	\$327,275,408	\$11,372,086	(\$1,985,006)	\$13,592,485	\$10,151,973	\$8,166,967
Total Base	\$4,653,379,790	\$391,395,497	\$4,615,388,776	\$390,857,691	(\$37,991,014)	\$496,639,020	\$468,019,878	\$431,879,171
One-Time Use of Tuition Balances	\$0	\$0						
Total Including Use of Balances	\$4,653,379,790	\$391,395,497	\$4,615,388,776	\$390,857,691	(\$37,991,014)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Milwaukee Mission Statement

To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin's largest metropolitan area, the University of Wisconsin–Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service. UW-Milwaukee's vision is to be a top-tier research university that is the best place to learn and work for students, faculty, and staff, and that is a leading driver for sustainable prosperity.

Key Drivers in the 2024-25 Annual Budget:

- FTE Enrollments have declined since 2019-20 but have been relatively stable since 2022-23. Fall 2024 enrollments are projected to remain at prior-year levels, with a slight increase to 19,275 FTE. Key drivers in enrollment are:
 - Undergraduate enrollment at the main campus is projected to increase by 321 to 15,405 FTE.
 - Graduate enrollment is projected to increase by 37 to 3,425 FTE.
 - Branch campus enrollments are projected to decrease by 324 to 445 FTE, pending Washington County closure.

- In 2024-25, **revenues are expected to increase by 6.9%**, or \$41.1 million from the prior year budget. Key drivers in revenues are:
 - GPR/Tuition is increasing by \$17.5 million, or 6.2%. This is driven by pay plan funding, an overall 3.75% tuition rate increase, a slight improvement in enrollment, and \$2.4 million for workforce development funding.
 - Auxiliary revenue including housing and dining is anticipated to increase \$4.9 million, or 5.2%. This is primarily due to increased enrollment projections and increased meal plan, housing, and segregated fee rates.
 - The General Program Operations revenue budget is increasing by \$12.0 million, or 6.2%. This is primarily due to a \$3.4 million increase in Interest Income aligned with current and projected interest rate trends, \$2.0 million in support of the UWS Promise Program's Fall 2023 cohort, \$1.0 million for dual enrollment and continuing education fees, and \$4.3 million for veterans' remissions reimbursements that is offset in financial aid expenses.
 - Gifts, Grants, Contracts are increasing \$5.9 million, or 9.1%. This is primarily due to a \$4.7 million increase in gift funding including Zilber College of Public Health and a \$1.8 million increase in federal contracts.

- In 2024-25, **expenses are expected to increase by 2.8%**, or \$17.3 million from the prior year. Key drivers in expenses are:
 - Debt service expenditures are increasing \$7.4 million over prior year budget due to additional debt service in FY25 and a prior year understatement in the budget.
 - Financial aid expenses are increasing \$6.5 million over prior year budget due to funding strategic initiatives intended to increase enrollment, retention, and affordability.
 - Supplies and expenses are increasing \$5.4 million, or 4%, due to increases in utility costs and other inflationary impacts.

- Salaries are decreasing by \$5.3 million due to elimination of prior year one-time expenses including 27th pay period and one-time initiatives, as well as a reduction in employee FTE from 3,491 to 3,402.
- The 2024-25 budget fully eliminates a GPR/Tuition structural deficit from the prior year of \$7.5 million, that was reported in the 2023-24 annual budget. This decrease was achieved through:
 - Early implementation of expense reductions, including a reduction of 89 FTE in select divisions and reduced spending on strategic initiatives that had been funded with fund balances.
 - An early planning assumption of no more than a 2% increase in tuition that was replaced by a larger increase approved by the Board in April 2024 which accounts for approximately \$4.1 million in ongoing revenue.
 - A slight increase in projected undergraduate enrollment increase as the smallest cohort impacted by the COVID-19 pandemic is replaced with a larger cohort resulting in an additional \$2.4 million.
- Key drivers in the changes in fund balances include:
 - The GPR/Tuition balance is anticipated to increase \$1.8 million primarily due to conservative budget assumptions and expense management and will provide a small buffer if fall enrollment does not materialize as planned.
 - Auxiliary balances are anticipated to decrease \$2.9 million primarily due to planned use of fund balances for the union renovation project, an operating deficit in dining, and the use of fund balances in some auxiliary operations due to moderate rate increases.
 - UW-Milwaukee’s internal policy on fund balances requires it to make all efforts to maintain balances at between 60 to 90 days of operating expenditures and a Composite Financial Index (CFI) score of 2.0 to 4.0. UW-Milwaukee intends to continue to meet this goal in its multiyear planning.

Key Campus Actions that Support the UW System’s 2023-28 Strategic Plan:

Champion student success outcomes across the higher education life cycle.
<ul style="list-style-type: none"> • Align campus student success initiatives to provide holistic support to students to drive improvements in retention, especially among URM students. • Target student aid packages through comprehensive four-year awards and retention, re-entry, and completion grants of \$10 million of UW-Milwaukee initiated aid. • Enhance the student experience by delivering strategic programming to drive retention and graduation rates and enhancing the use of data analytics, improved programming, and interventions.
Promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.
<ul style="list-style-type: none"> • Promote professional and career development opportunities for all employees. • Launch a UW-Milwaukee New Employee Orientation program for all employees.

Champion the democratic principles of free expression, academic freedom, and civil discourse.

- Provide professional development offerings for instructors, graduate teaching assistants, and researchers around inclusive teaching and research strategies.
- Create opportunities for dialogues on diverse viewpoints such as:
 - “Courageous Conversations” - monthly topic series encouraging attendees to form and voice opinions, ideas and thoughts.
 - “Conflict Transformation Circles” to support the UW-Milwaukee community to engage in conflict constructively for learning and positive change.
- Promote the Free Speech, Rights and Responsibilities on UW-Milwaukee’s website.

Ensure UW-Milwaukee is financially and environmentally sustainable and positioned to fulfill its strategic mission.

- Implement the financial strategies outlined in UW-Milwaukee’s 2030 Action Plan:
 - Complete UW-Milwaukee’s five-year budget model review and implement changes to continue to better align financial incentives to strategic goals.
 - Invest resources to grow revenue streams such as through student success, online growth, and the student pipeline.
 - Develop a culture and framework for resource alignment.
 - Continue to update/develop UW-Milwaukee’s multiyear financial strategy.
- Optimize philanthropy to increase donor satisfaction and grow the endowment.

Focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.

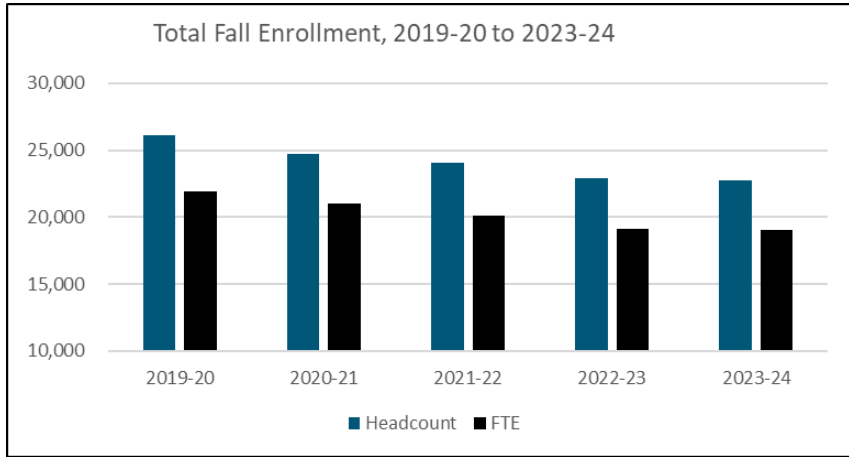
- Advance innovative and interdisciplinary research, including through partnerships.
- Increase extramural proposals and awards for research and public service.
- Establish a cohesive faculty workload policy including metrics, roles and responsibilities, recognition and rewards.

Philanthropy and Foundations:

- **Primary Fundraising Foundation:** The UW-Milwaukee Foundation (established in 1974).
- **Total Assets (as of June 30, 2023):** \$297.0 million
- **2024-25 Highlight:**
 - In FY23, UW-Milwaukee's Foundation raised \$35.6 million, the second largest fundraising year in UW-Milwaukee’s history to that point and is on track for FY24 to be the largest fundraising year in history.
 - UW-Milwaukee plans on continuing to increase the percent of its operating budget supported by philanthropic contributions over the next several years through continued fundraising and growth in the endowment¹.
 - The UW-Milwaukee Foundation’s endowment is on a strong trajectory of growth with \$297 million in assets under management in 2023, compared to \$283 million in 2022 and \$201 million a decade ago.

¹ <https://uwm.foundation/financials/reports/>

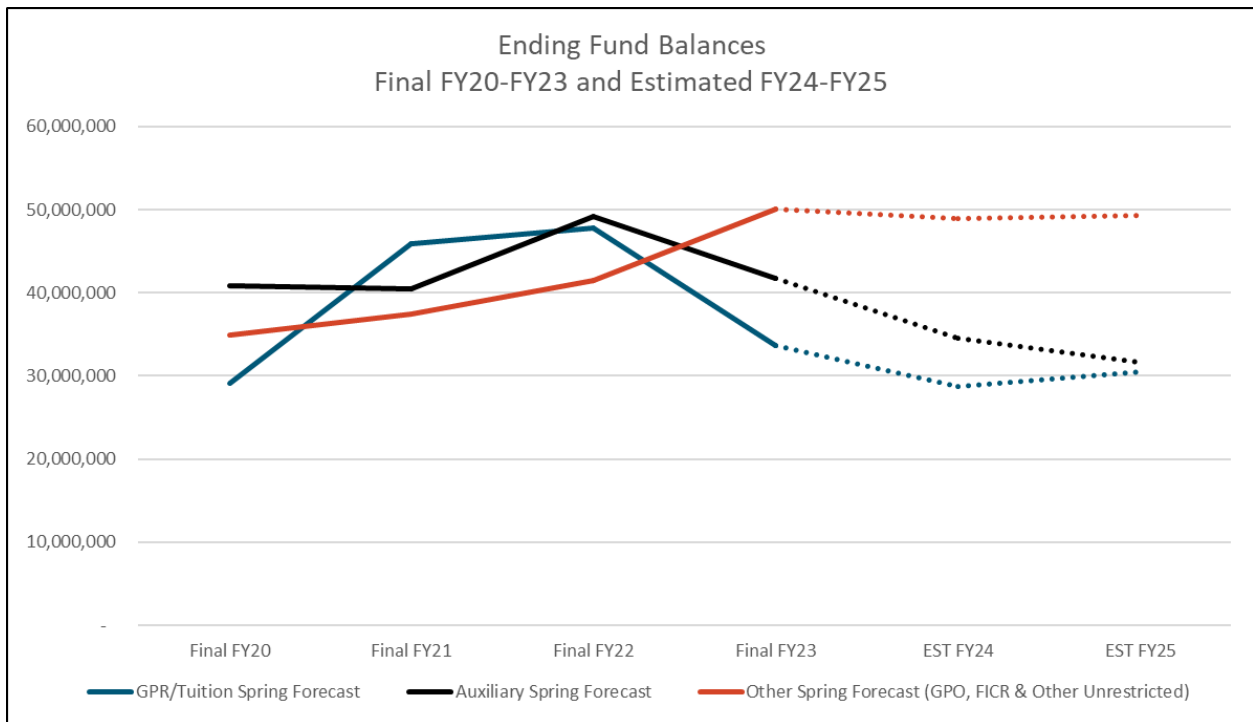
- UW-Milwaukee is planning its next major fundraising campaign, which will focus on student need with gifts that support recruitment, retention, and getting students to graduation, and will emphasize gifts that grow the endowment.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$293,324,207	\$13,341,683	299,051,842	\$17,533,908	\$1,777,635	\$33,688,718	\$28,688,717	\$30,466,352
Auxiliaries	\$102,164,389	\$888,146	\$99,280,410	\$4,887,315	(\$2,883,979)	\$41,695,138	\$34,529,138	\$31,645,159
General Program Operations	\$27,532,501	\$12,788,398	\$27,778,572	\$12,047,401	\$246,071	\$31,451,071	\$28,212,371	\$28,458,442
Fed Indirect Cost Reimb.	\$8,103,284	\$331,838	\$8,200,000	\$498,012	\$96,716	\$13,315,183	\$14,347,683	\$14,444,399
Gifts, Grants, Contracts	\$71,029,899	\$5,315,748	\$71,092,099	\$5,926,248	\$62,200			
Federal Financial Aid / Other	\$133,178,812	\$700,455	\$133,187,141	\$193,730	\$8,329	\$5,342,762	\$6,353,762	\$6,362,091
Total Base	\$635,333,092	\$33,366,268	\$638,590,064	\$41,086,614	\$3,256,972	\$125,492,872	\$112,131,671	\$111,376,443
One-Time Use of Tuition Balances	\$3,950,000	(\$16,095,722)						
Total Including Use of Balances	\$639,283,092	\$17,270,546	\$638,590,064	\$41,086,614	(\$693,028)			

*GPR/Tuition includes One-Time Use of Tuition Balances



UW-Eau Claire Mission Statement

Foster in one another creativity, critical insight, empathy and intellectual courage, the hallmarks of a transformative liberal education and the foundation for active citizenship and lifelong inquiry.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have decreased since 2019-20 and are projected to be 8,776 in 2024-25.
 - Main Campus Undergraduate enrollment is projected to decrease by 100 FTE to 7,787.
 - Graduate enrollment is projected to increase by 14 FTE to 701.
 - Branch campus enrollment is projected to increase by nine FTE to 288.

- In 2024-25, **revenues are expected to increase by 3.5%**, or \$7.4 million from the prior year. Key drivers in revenues are:
 - A 3.75% tuition increase was approved for all students and is estimated to generate \$2.5 million.
 - The Wisconsin Economic Development Corp (WEDC) Workforce Innovation grant revenue increases by \$700,000 in 2024-25.
 - A new segregated fee for The Sonnentag begins in 2024-25 and is budgeted to increase revenue by \$1.4 million.
 - General Program Operations revenue is budgeted to increase by \$2.3 million primarily due to the Sonnentag Center which will be opening in 2024 and is expected to generate revenue of \$1.3 million in its first year of operations.
 - Revenue increases were partially offset by an estimated student FTE reduction of 77 overall. This will equate to a decrease in revenue of \$600,000.

- In 2024-25, **expenses will decrease by 0.3%**, or about \$557,000 from the prior year. Key drivers in expenses are:
 - The campus instituted the Working Smarter program, which included identifying on-going and one-time savings totaling \$2.2 million. This has assisted the campus in keeping expenses relatively flat.
 - The campus will be focusing efforts on The Sonnentag Events Center operations and the construction of the Science and Health Sciences building in 2024-25 and has not planned additional one-time investments outside of recurring programming.

- The 2024-25 budget has a GPR/Tuition structural deficit of \$1.6 million down from \$5.6 million reported in the 2023-24 annual budget. This decrease was achieved through:
 - \$2.5 million in tuition revenue increases across both base and additional tuition have assisted in reducing the deficit.
 - \$1.0 million in Minnesota reciprocity revenue will help to close the gap in 2024-25.
 - New programs, including Professional Studies, Master of Public Health, and Master of Science in Exercise Physiology have been added and are anticipated to generate \$400,000 of additional revenue in their first years.
 - It is anticipated that the structural deficit will be fully addressed by 2027.
 - Continuation of the Working Smarter program will identify new revenue growth opportunities and expense reductions.
 - Efforts to increase retention of current students will be expanded, including utilizing

progress reports for all first-year students and an early alert system to identify students who may be struggling.

- Key drivers in the changes in projected 2023-24 fund balances include:
 - The campus was reimbursed for the architectural and engineering (A&E) fees for the Science and Health Sciences Building.
 - Planned tuition fund balance reduction of \$2.5 million as the campus works to eliminate the structural deficit.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

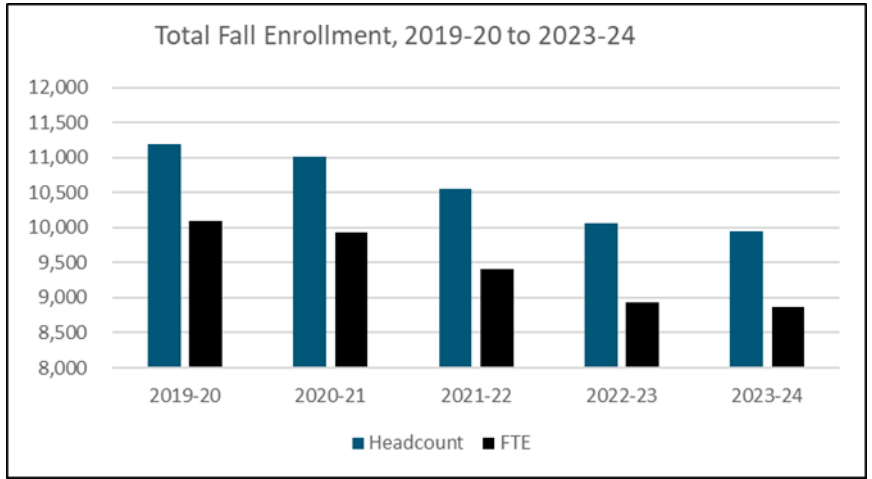
<p>We will champion student success across the higher education life cycle.</p> <ul style="list-style-type: none"> • Creation of learning communities and enhanced enrollment analysis to close the graduation gap for underserved students and reimagining our student suspension policy to provide a second chance for students with additional support and resources. • Continue support of high impact practices including undergraduate research, internships, and study abroad. • Addition of online programming options for a bachelor’s in business administration, the new Professional Studies major, and the Master of Science in Nursing has been converted to hybrid/online. The campus is also partnering with UW-Stout to provide access to educational opportunities at the Stanley Prison facility. • Promotion of wellness for employees to invest in and retain high-quality faculty and staff.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p> <ul style="list-style-type: none"> • Develop financial sustainability plans to ensure the university remains financially viable through the Working Smarter program. This program focuses on expense reductions and revenue growth across all funds. • The new Science and Health Sciences Building will provide state of the art learning opportunities for students and the community. • Actively seeking grant opportunities to support and grow campus initiatives.
<p>We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.</p> <ul style="list-style-type: none"> • Foster the collaborative relationship with Mayo Clinic Health System which combines our focus on education, research, and patient care in the new state of the art Science and Health Sciences Building. • Expand focus on environmental sustainability through student engagement with design of two new sustainable building projects – The Sonntag and Science and Health Sciences buildings.

We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.

- The WEDC grant incentivizes student teachers and social workers to accept placements in rural settings, supports the Small Business Development Center's work to serve the needs of over 1,700 small business owners.
- Capacity of the nursing program has been increased by 60%; graduating 48 more nurses each year and developing seven new degree programs to prepare a skilled workforce in health-care related fields.
- Enhancing relationship and collaborations with Chippewa Valley Technical College to improve transfer experience.
- Fostering strategic partnerships to build innovation into our buildings and academic programming. This includes promoting partnerships opportunities with economic leaders and business owners in Barron County and surrounding counties including tuition reimbursement programs through the Barron County campus.

Philanthropy and Foundations:

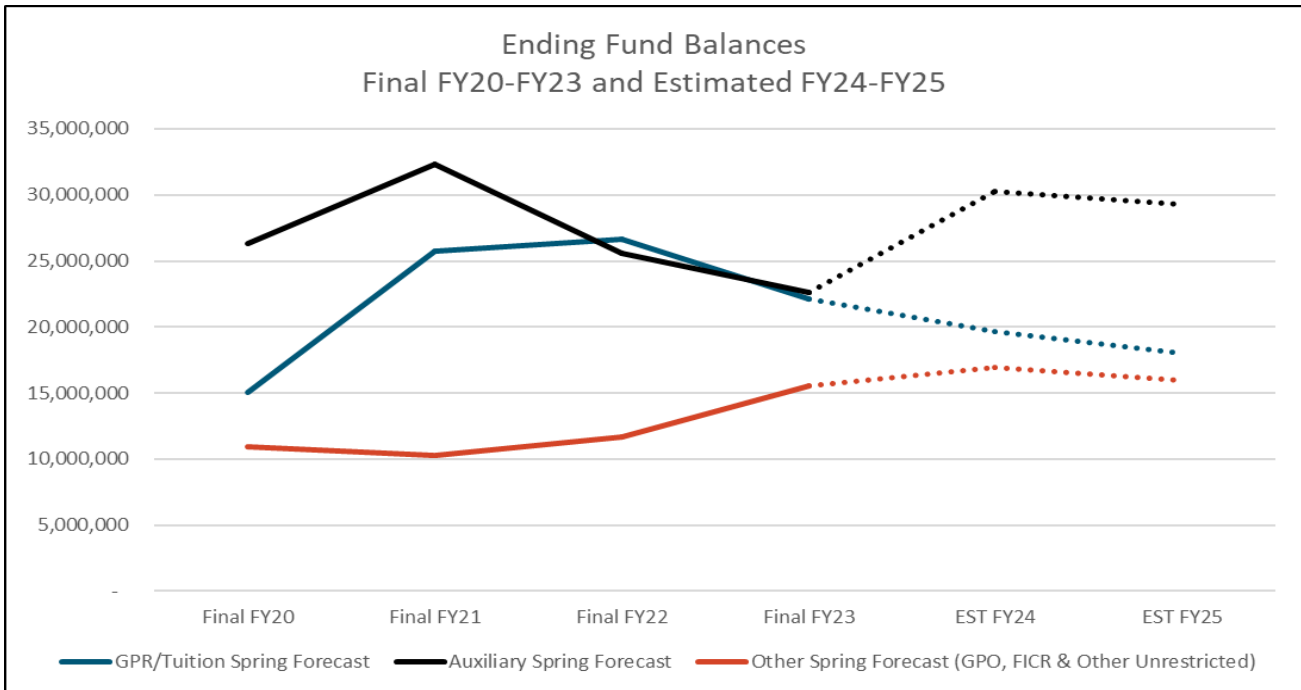
- **Primary Fundraising Foundation:** The UW-Eau Claire Foundation (established in 1964)
- **Total Assets (as of June 30, 2023):** \$186.8 million
- **2024-25 Highlights:**
 - Opening of County Materials Complex (estimated September 2024)
 - Third year of University Fellows program
 - Thirteenth straight year of disbursements to support the university through scholarships or direct support exceeding \$6.0 million.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$98,250,729	\$704,659	100,104,758	\$1,471,306	(\$1,612,810)	\$22,137,624	\$19,638,393	\$18,025,583
Auxiliaries	\$55,294,698	(\$1,723,982)	\$54,309,620	\$2,180,476	(\$985,078)	\$22,627,982	\$30,281,826	\$29,296,748
General Program Operations	\$11,690,755	\$3,155,212	\$10,772,169	\$2,308,917	(\$918,586)	\$13,977,933	\$15,033,056	\$14,114,470
Fed Indirect Cost Reimb.	\$512,515	\$114,093	\$389,400	\$73,688	(\$123,115)	\$721,571	\$946,691	\$823,576
Gifts, Grants, Contracts	\$8,325,523	\$862,265	\$7,932,063	\$821,379	(\$393,460)			
Federal Financial Aid / Other	\$47,423,009	\$602,813	\$47,480,129	\$563,020	\$57,120	\$845,127	\$976,927	\$1,034,047
Total Base	\$221,497,229	\$3,715,060	\$220,988,139	\$7,418,786	(\$509,090)	\$60,310,237	\$66,876,893	\$63,294,424
One-Time Use of Tuition Balances	\$3,466,839	(\$4,272,444)						
Total Including Use of Balances	\$224,964,068	(\$557,384)	\$220,988,139	\$7,418,786	(\$3,975,929)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Green Bay Mission Statement

The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The University provides a problem focused educational experience that promotes critical thinking and student success.

The culture and vision of the University reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.

Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges: College of Arts, Humanities and Social Sciences; College of Science, Engineering and Technology (including the Richard Resch School of Engineering); College of Health, Education and Social Welfare; and the Austin E. Cofrin School of Business, leading to a range of degrees, from associate to doctoral.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments are projected to be 6,630 in 2024-25, decreasing slightly from 2023-24 by 11 FTE. A conservative estimate was used for budget preparation and plan to exceed these enrollment numbers.
 - Undergraduate enrollment is projected to increase by six FTE to 5,355.
 - Graduate enrollment is projected to increase by four FTE to 297.
 - High School and dual enrolled enrollment are projected to decrease by 21 FTE to 978.
 - Location campus enrollments are included in the above enrollment numbers and are projected to be steady with a two FTE decrease.
- In 2024-25, **revenues are expected to increase by 2.6%**, or \$3.6 million from the prior year. Key drivers in revenues are:
 - A general tuition increase of 3.75% is included in the 2024-25 budget and is planned to generate \$1.7 million.
 - 2024-25 is the second year of a phased-in university wide additional tuition. The additional tuition will increase by \$4.64 per credit to \$12.35 and is expected to generate \$1.9 million in tuition revenue in 2024-25.
 - Tuition revenue will increase by \$1.2 million, with an offsetting reduction in the 'Other' fund group, primarily due to a planned transfer to the tuition fund from Continuing Education.
- In 2024-25, **expenses will decrease by 1.8%**, or \$2.6 million from the prior year. Key drivers in expenses are:
 - A GPR/Tuition budget reduction exercise contributed to decreased expenses in 2024-25. The \$2.5 million reduction allowed UW-Green Bay to base fund ongoing expenses that had previously been budgeted as one-time use of tuition balances.
 - The 2024-25 auxiliary budget includes a smaller capital project expense than

2023-24. The prior year budget included a \$2.3 million parking lot resurfacing project funded with auxiliary cash balances.

- Additionally, debt service payments in 2024-25 auxiliary operations are \$870,000 less than the prior year.

- The 2024-25 budget reflects an elimination of the \$2.2 million structural deficit on GPR/Tuition funds that was reported in the 2023-24 annual budget. This outcome was achieved through:

- Review and reduction of \$2.0 million in campus salaries and \$500,000 in supplies and expenses which allowed ongoing expenses that were previously paid with balances to be base funded.
 - Reduction in faculty course releases, overload payments, and reduced ad hoc instructional staff, resulted in savings of \$717,000.
 - Salary savings of \$1.3 million was achieved by layoffs at location campus libraries, position restructuring, and elimination of vacant positions throughout campus.
 - Review of supply and expense spending to include travel reductions and funding shifts where appropriate, and reduction of other campus expenses.
- Included in the 2024-25 campus GPR/Tuition budget is a \$2.1 million transfer from continuing education funds, of which \$1.0 million will be ongoing.

- Key drivers in the changes in projected 2023-24 fund balances include:

- Implementation of a university wide additional tuition in 2023-24 of \$7.71 per credit
- Receipt of \$1.0 million in GPR for the workforce development initiative.
- Planned capital projects transfer to the State of Wisconsin of \$2.3 million in Auxiliary funds for the Weidner Center parking lot repaving, scheduled to start in May 2024.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

We will increase access to higher education and improve rates of success for historically underserved students.
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| <ul style="list-style-type: none"> • We will continue to implement strategies to recruit and retain First Generation College students. • We will place a primary focus for the 2024-2025 academic year on retention efforts with the goal to increase retention by 1% each year. • We will develop better ways to analyze data regarding what causes students to leave. We will also seek to better understand where students transfer to and determine if they are transferring to universities that can provide initial greater social mobility than UW-Green Bay. • We will continue our progress towards becoming a Hispanic Serving Institution. |
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We will champion student success across the higher education life cycle.

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| <ul style="list-style-type: none"> • We will develop and implement a plan to support students from rural backgrounds that includes providing support networks. • We will implement the general education requirement reform that was passed this year. This includes reducing the total number of required general education credits resulting in students starting work toward their major sooner, and a |
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reduction in the total number of course offerings which will reduce complexity for students and staff (a reduction from 435 courses to approximately 135 courses) effective Fall 2025. We have also updated the categories for general education, most notably, adding an information literacy requirement.

- We will measure the impact of the changes that were made to embed career counselors in every college.

We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.

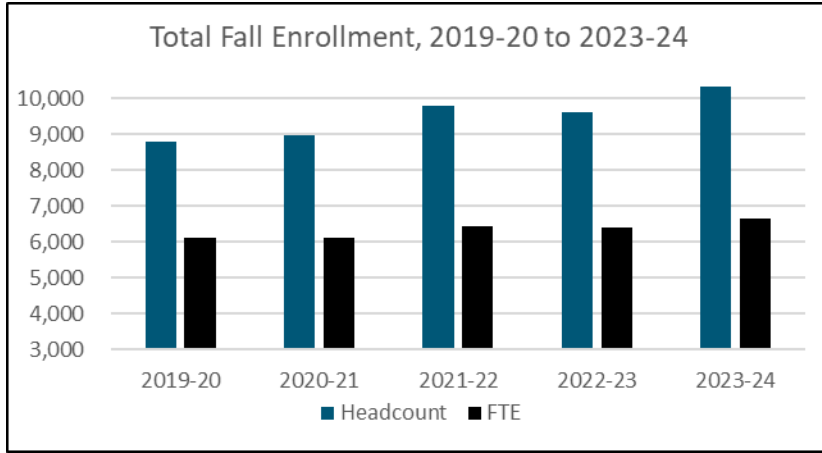
- We will restructure our cabinet to ensure the CFO is more fully dedicated to the financial issues of the University.
- We will begin planning to address potential 2025-26 expenses that we need to save for now.
- We will take steps to examine our financial model and consider alternatives to legacy funding.
- We will make progress on Phoenix Innovation Park to create new revenue streams for the University.

We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.

- We will add a Software Engineering degree to our portfolio, which is the most sought-after degree in our region.
- We will finish the National Estuarine Research Reserve designation process from the National Oceanic and Atmospheric Administration (NOAA) and begin work to identify land for a Visitor Center.
- We will create an Artificial Intelligence (AI) Advisory Committee that connects industry leaders in our region with our faculty so that we can increase the speed that we implement AI strategies and outcomes that employers desire for our students.

Philanthropy and Foundations:

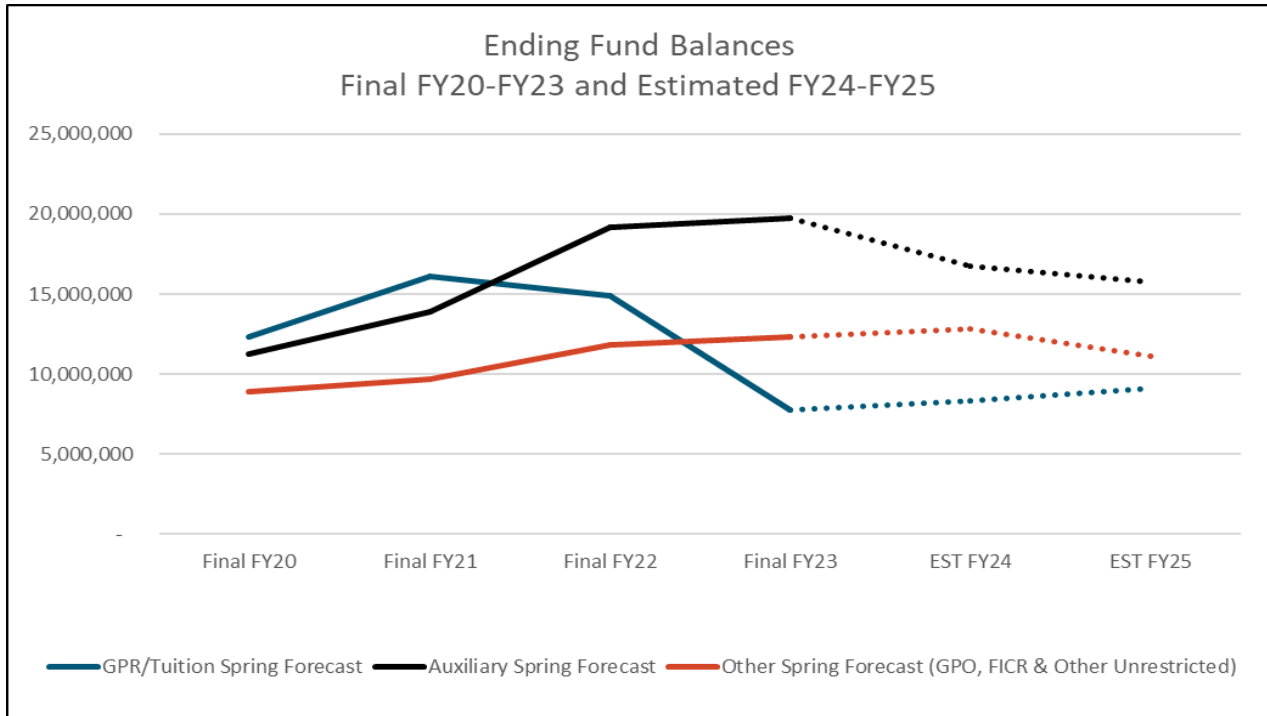
- **Primary Fundraising Foundation:** UW-Green Bay Foundation, Inc. (established in 2011).
- **Total Assets (as of June 30, 2023):** \$68,197,859
- **2024-25 Highlights:**
 - In 2024, UW Green Bay Foundation concluded the Ignite the Future Campaign raising \$20 million.
 - Completion of the Resch Audio Production Studio.
 - Awarded over \$2.0 million in scholarships.
 - Completion of First Nations Outdoor Classroom.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$65,021,045	\$2,112,376	67,761,315	\$4,193,350	\$801,656	\$7,742,576	\$8,325,205	\$9,126,861
Auxiliaries	\$24,324,913	(\$3,605,443)	\$23,292,115	\$575,270	(\$1,032,798)	\$19,740,955	\$16,771,865	\$15,739,067
General Program Operations	\$5,724,341	(\$156,167)	\$5,040,737	(\$267,377)	(\$683,604)	\$9,260,639	\$9,840,726	\$9,157,122
Fed Indirect Cost Reimb.	\$541,565	(\$25,095)	\$556,768	\$30,441	\$15,203	\$1,203,565	\$1,129,386	\$1,144,589
Gifts, Grants, Contracts	\$9,671,410	\$665,376	\$9,738,053	\$541,886	\$66,643			
Federal Financial Aid / Other	\$39,426,083	\$616,251	\$38,345,962	(\$1,467,652)	(\$1,080,121)	\$1,861,024	\$1,886,278	\$806,157
Total Base	\$144,709,357	(\$392,702)	144,734,950	\$3,605,918	\$25,593	\$39,808,759	\$37,953,460	\$35,973,796
One-Time Use of Tuition Balances	\$1,938,614	(\$2,233,570)						
Total Including Use of Balances	\$146,647,971	(\$2,626,272)	\$144,734,950	\$3,605,918	(\$1,913,021)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-La Crosse Mission Statement

The University of Wisconsin-La Crosse provides a challenging, dynamic, and diverse learning environment in which the entire university community is fully engaged in supporting student success. Acknowledging and respecting the contributions of all, UW-La Crosse is a regional academic and cultural center that prepares students to take their place in a constantly changing world community.

Key Drivers in the 2024-25 Annual Budget:

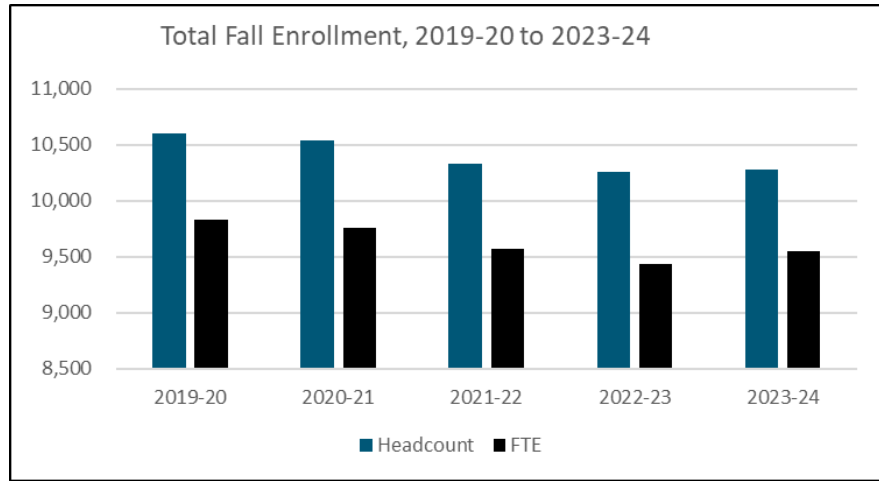
- FTE enrollments have declined since 2019-20 but have remained relatively steady since 2021-22 and are projected to be 10,350 in 2024-25.
 - Undergraduate enrollment is projected to be at the same level or slightly higher at 9,430.
 - Graduate enrollment is projected to be at the same level at 920.
- In 2024-25, **revenues are expected to increase by 4.3%**, or \$8.9 million from the prior year. Key drivers in revenues are:
 - A 3.75% base increase on resident and non-resident tuition, and an additional 1% increase for the Growth, Quality & Access program is estimated to generate \$4.3 million.
 - Auxiliary rates were budgeted with increases of 3.6% for room and board and 4% for segregated fees, which are estimated to generate \$1.4 million.
- In 2024-25, **expenses will increase by 1.3%**, or \$2.8 million from the prior year. Key drivers in expenses are:
 - Personnel costs increased \$3.9 million due to salary increases for the FY24 and FY25 pay plans and related fringe benefit costs.
 - Auxiliary expenditures reflect a \$900,000 increase in the cost of operations, deferred maintenance, and debt service.
 - Capital project commitments are projected to be \$2.0 million less in FY25 than FY24.
- The 2024-25 budget includes no GPR/Tuition structural deficit. The \$637,000 deficit that was reported in the 2023-24 annual budget was eliminated in FY24. This outcome was achieved through the reallocation of salary savings and reduction of supplies & expense budgets.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - GPR/Tuition fund balances are projected to increase \$1.5 million due to stable enrollment and the FY25 tuition rate increase.
 - Auxiliary fund balances are projected to increase \$2.2 million due to a housing occupancy rate of 102% and delays in residence hall renovation projects.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>We will increase access to higher education and improve rates of success for historically underserved students.</p> <ul style="list-style-type: none"> • Maintained base funding of over \$1.1 million in financial aid for Pell-eligible students. • Strategic focus by the Admissions Office on recruitment of first generation and Pell-eligible students.
<p>We will champion student success across the higher education life cycle.</p> <ul style="list-style-type: none"> • Enrollment management initiatives resulted in an 86.5% retention rate for fall 2022 first-year students re-enrolling for fall 2023. • The four-year graduation rate for UW-La Crosse students in FY23 was 53.4% compared to the national average of 44%. • The six-year graduation rate for UW-La Crosse students in FY23 was 71% compared to the national average of 64%.
<p>We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality diverse faculty and staff.</p> <ul style="list-style-type: none"> • Allocation of base resources and planned use of reserve balances for one-time funding to address institutional priorities for retention, equity, and market.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p> <ul style="list-style-type: none"> • UW-La Crosse eliminated its structural deficit of \$637,000 in FY24. • The university reported a Composite Financial Index (CFI) ratio of 1.10 for FY23. • Allocated base funding of \$147,000 for the Security Operations Center (OmniSOC) initiative to provide 24x7x365 coverage to mitigate cybersecurity risk.

Philanthropy and Foundations:

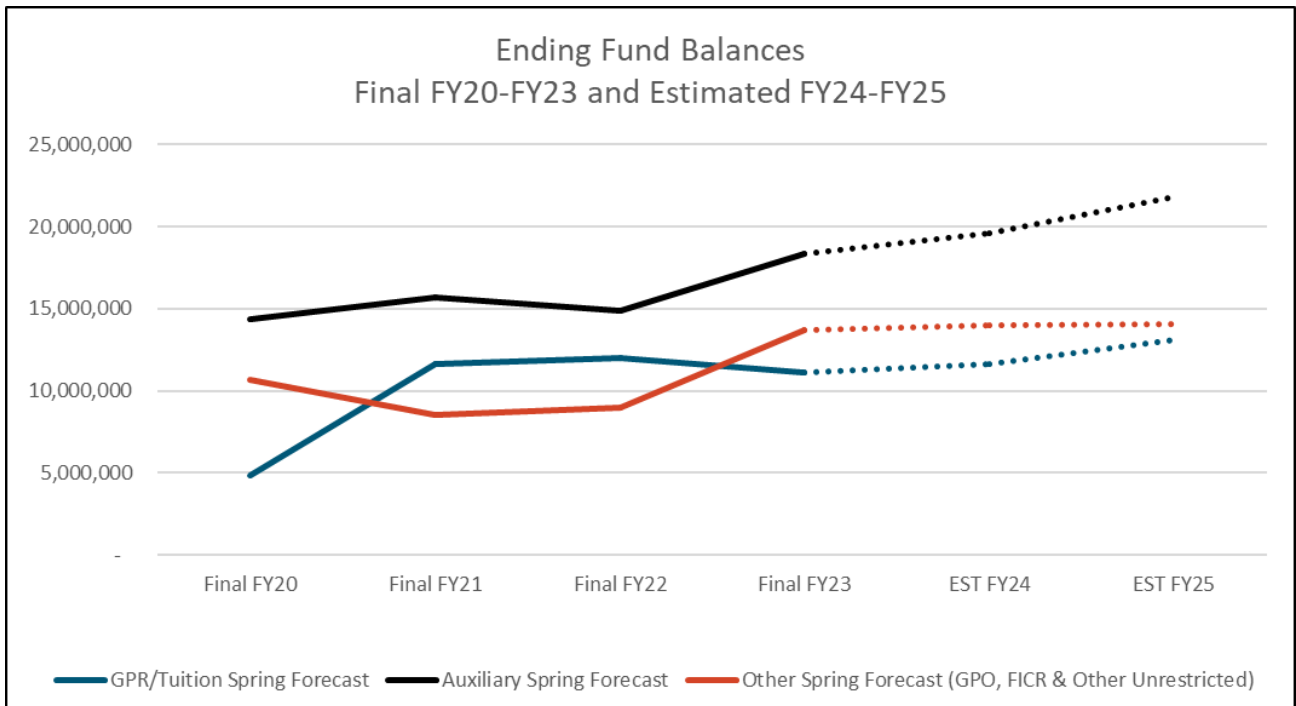
- **Primary Fundraising Foundation:** The UWL Alumni & Friends Foundation, Inc. (established in 1967 and merged with the UWL Alumni Association in 2023).
- **Total Assets (as of June 30, 2023):** \$47 million
- **2024-25 Highlights:**
 - The Foundation’s endowment increased to \$36.3 million as of December 31, 2023.
 - The Foundation will be providing approximately \$2.5 million in funding for scholarships, grants, awards, and support to over 1,000 students.
 - Initiating planning and feasibility study for new capital campaign.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$103,621,115	\$3,707,731	\$106,589,935	\$6,469,853	\$1,468,820	\$11,124,714	\$11,639,385	\$13,108,205
Auxiliaries	\$48,396,775	(\$382,344)	\$50,595,058	\$2,262,171	\$2,198,283	\$18,364,964	\$19,634,916	\$21,833,199
General Program Operations	\$2,854,861	\$217,174	\$2,956,298	\$287,725	\$101,437	\$13,015,357	\$13,303,539	\$13,404,976
Fed Indirect Cost Reimb.	\$402,942	\$29,575	\$402,942	\$29,575	\$0	\$528,398	\$528,398	\$528,398
Gifts, Grants, Contracts	\$7,873,776	\$763,693	\$7,386,982	(\$70,883)	(\$486,794)			
Federal Financial Aid / Other	\$50,432,800	(\$83,435)	\$50,386,134	(\$42,515)	(\$46,666)	\$177,233	\$144,528	\$97,862
Total Base	\$213,582,269	\$4,252,394	\$218,317,349	\$8,935,926	\$4,735,080	\$43,210,666	\$45,250,766	\$48,972,640
One-Time Use of Tuition Balances	\$1,500,000	(\$1,424,350)						
Total Including Use of Balances	\$215,082,269	\$2,828,044	\$218,317,349	\$8,935,926	\$3,235,080			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW Oshkosh Mission Statement

The University of Wisconsin Oshkosh provides a high-quality liberal education to its students in order to prepare them to become successful leaders in an increasingly diverse and global society. Our dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship, and community engagement to create a more sustainable future for Wisconsin and beyond. High quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master's, and professional doctorate levels.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 and are projected to be 13,019 in 2024-25.
 - Main Campus Undergraduate enrollment is projected to decrease from 11,259 to 11,147 FTE.
 - Graduate enrollment is projected to remain steady at 1,070 FTE.
 - Branch campus enrollment is estimated to decrease from 1,157 to 802 FTE, 332 of which are due to closing the Fond du Lac Campus.

- In 2024-25, **revenues are expected to decrease 5.8%**, or \$12.9 million from the prior year. Key drivers in revenues are:
 - The GPR/Tuition decrease of \$4.2 million is due to an increase in tuition revenue of \$2.1 million due to the 3.75% tuition increase approved in April offset by reduced tuition collections of \$4.4 million due to undergraduate and service-based pricing enrollment declines since 2022-23, and \$2.0 million from the closure of the Fond du Lac campus.
 - Targeted program closures in General Program Operations reduced revenue by \$1.6 million.
 - Reduced segregated fee, housing, and dining revenue due to enrollment declines of \$1.4 million.
 - Gifts, Grants and Contracts are projected to decrease by \$1 million.
 - A Federal Financial Aid decrease of \$4.7 million due to enrollment declines.

- In 2024-25, **expenses will decrease by 6.4%**, or \$14.4 million from the prior year. Key drivers in expenses are:
 - Reduction in payroll expenses resulting from the implementation of Phase One of the Institutional Realignment Plan (IRP) of \$8.0 million across all funds.
 - This includes ongoing savings from our Reduction in Force which included layoffs and elimination of vacant positions, and a Voluntary Retirement Incentive Option Program.
 - \$2.0 million associated with the closure of the Fond du Lac Campus.
 - Aligning auxiliary spending with enrollment projections as well as a one-

- o time decrease in debt service of \$3.6 million in 2024-25.
- o Decreased Federal Financial Aid and General Program Operations expenditures due to enrollment declines and program eliminations under the IRP of \$700,000.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$8.6 million, down from the \$15.2 million that was reported in the 2023-24 annual budget. This was accomplished by:
 - o Phase one IRP savings of \$5.3 million which included a reduction in workforce and voluntary retirement incentives.
 - o The deficit was also reduced by \$1.3 million due to the discontinuation of programs.
 - o Additional reduction efforts that have yet to be determined (i.e. building closures, contract re-negotiations, outsourcing) have a savings target of \$4.6 million across all funds.
 - o An Academic Restructure will be implemented in 2025-26 and is estimated to provide \$4.0 million in savings.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - o Full utilization of existing reserves to buffer the university from tuition shortfalls due to enrollment declines.
 - o Decreased expenses across all funds to align with projected revenue.
 - o Tuition declines continue to negatively impact our GPR/Tuition balances until the IRP is fully implemented.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>Strategic Plan Initiative: We will increase access to higher education and improve rates of success for historically underserved students.</p>
<ul style="list-style-type: none"> • The university implemented a <i>Peer Navigator program</i> to engage students with a fellow student peer mentor to improve their educational experience and eliminate barriers to their success.
<p>Strategic Plan Initiative: We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>
<ul style="list-style-type: none"> • <i>Financial sustainability</i> remains the university's focus as we complete Phase 1 of our Institutional Realignment Plan (IRP) and move into Phase 2 to fully eliminate our structural deficit. This includes: <ul style="list-style-type: none"> • An additional \$4.0 million to be realized as we implement the institutional Academic Restructure and additional instructional savings in FY26. • Phase Two of the IRP includes: <ul style="list-style-type: none"> • <i>Position Accountability & Integrity Review</i> process to manage staff positions and maintain savings from Phase One of IRP. • Continued internal review of cost centers for strict budget control. • Engaging in Master Facilities Planning to include building closures/demolitions, sale of property, centralization of

space control, and new contract pricing/practices for external events.

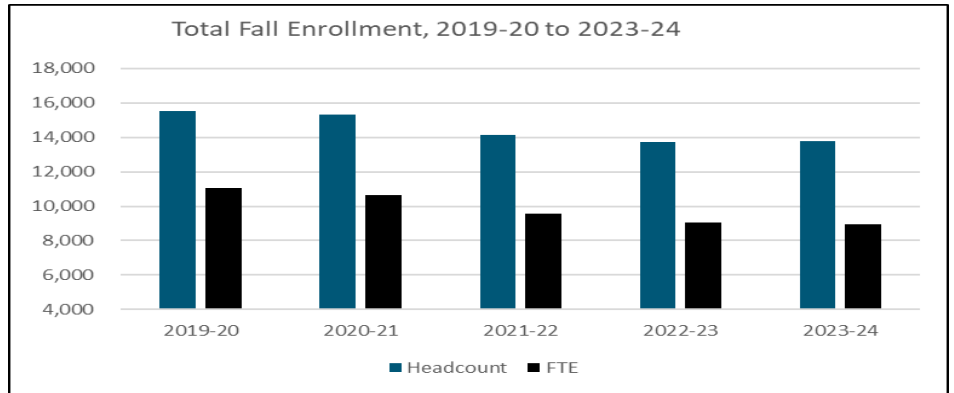
- On-going evaluation of vendor contracts, with considerations for additional outsourcing of auxiliary services (e.g. bookstore).
- The *Sustainability Institute for Regional Transformations* is as an example of UW Oshkosh's commitment to environmental sustainability on campus and as a regional leader.

Strategic Plan Initiative: We will provide support for the universities to **drive enrollment** to meet the needs of the state and the knowledge economy.

- The *academic restructuring* will align our colleges' structure with the Department of Public Instruction's career clusters for a seamless transition for K-12 students.
- UW Oshkosh has *integrated online academic programs* into the existing colleges to improve the experience for undergraduate students who desire a blend of online and in-person learning.
- UW Oshkosh continues to partner with our region to create new programs, such as our College of Nursing's *Psychiatric Mental Health Family Nurse Practitioner* degree emphasis and certificate.

Philanthropy and Foundations:

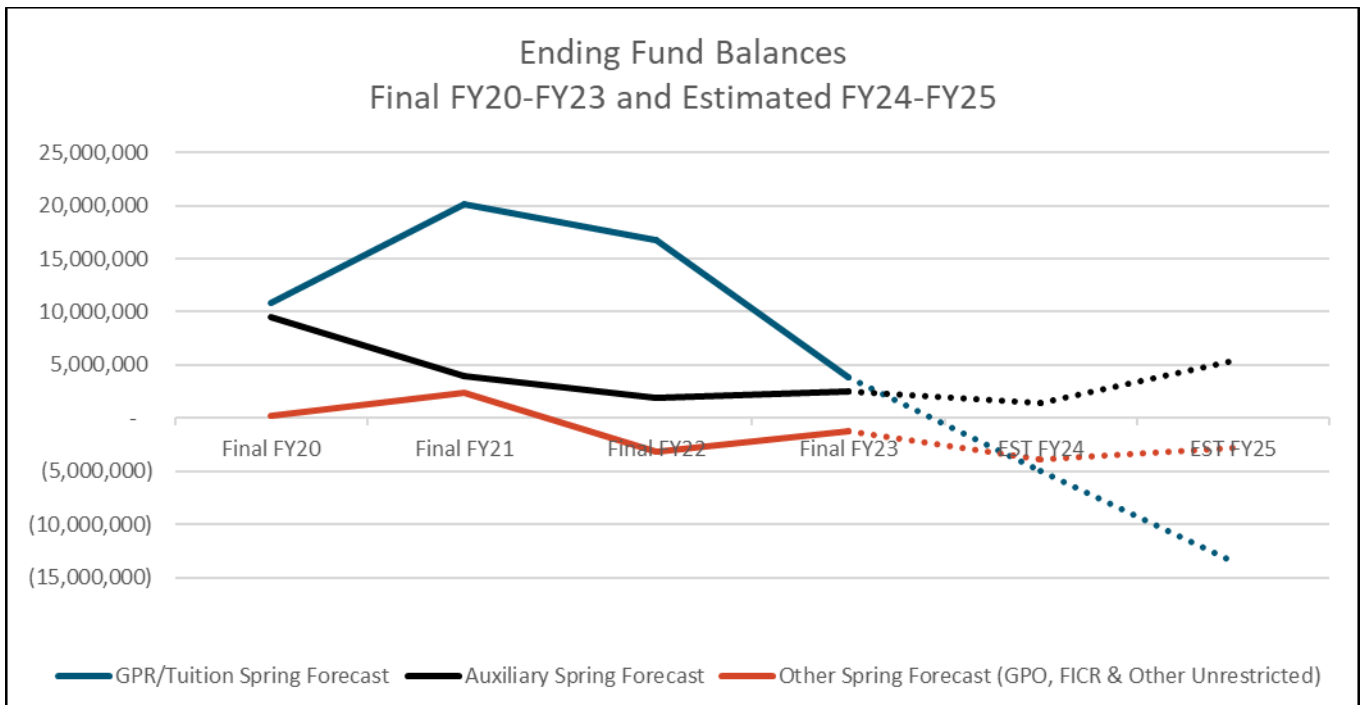
- **Primary Fundraising Foundation:** The UW Oshkosh Foundation (established in 1963).
- **Total Assets (as of June 30, 2023):** \$40.7 million
- **2024-25 Highlights:**
 - \$1.1 million provided in scholarship support in FY24.
 - \$3.4 million donation commitment for capital improvement project for Athletics.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue			Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25	Revenue Less Expense *	Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$97,342,545	\$999,930	92,682,083	(\$4,206,544)	(\$8,567,263)	\$3,821,654	(\$5,020,198)	(\$13,587,461)
Auxiliaries	\$40,578,137	(\$7,519,689)	\$44,665,600	(\$1,432,594)	\$4,087,463	\$2,529,728	\$1,371,600	\$5,459,063
General Program Operations	\$7,352,166	(\$3,506,636)	\$8,760,485	(\$1,640,657)	\$1,408,319	(\$1,367,282)	(\$4,181,759)	(\$2,773,440)
Fed Indirect Cost Reimb.	\$578,556	(\$106,952)	\$501,500	(\$116,155)	(\$77,056)	(\$81,019)	\$134,407	\$57,351
Gifts, Grants, Contracts	\$10,842,095	(\$767,695)	\$10,780,379	(\$722,380)	(\$61,716)			
Federal Financial Aid / Other	\$49,817,247	(\$4,436,068)	\$49,557,247	(\$4,737,807)	(\$260,000)	\$242,511	\$141,055	(\$118,945)
Total Base	\$206,510,746	(\$15,337,110)	\$206,947,294	(\$12,856,137)	\$436,548	\$5,145,592	(\$7,554,895)	(\$10,963,432)
One-Time Use of Tuition Balances	\$3,906,801	\$906,801						\$0
Total Including Use of Balances	\$210,417,547	(\$14,430,309)	\$206,947,294	(\$12,856,137)	(\$3,470,253)			

*GPR/Tuition includes One-Time Use of Tuition Balances



UW-Parkside Mission Statement

The University of Wisconsin-Parkside is committed to high-quality educational programs, creative and scholarly activities, and services responsive to its diverse student population, and its local, national, and global communities.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 but have been relatively steady since 2022-23. Fall 2024 FTE enrollments are projected to decrease approximately 2% to 3,109.
 - Undergraduate enrollment is project to decrease by 63 FTE to 2,713.
 - Graduate enrollment is projected to increase by 13 FTE to 396.
- In 2024-25, **revenues are expected to increase by 3.5%**, or \$2.9 million from the prior year. Key drivers in revenues are:
 - GPR/Tuition revenue will increase by \$5.7 million. This includes \$6.2 million of tuition revenue not previously recognized in the budget and tuition rate increases approved in April. The revenue increases are partially offset by an estimated \$500,000 decrease in tuition due to the enrollment declines.
 - Auxiliary revenue is anticipated to increase primarily due to the post-COVID increase in students on campus using residence housing, dining plans, and paying additional segregated fees.
 - Revenue from grants is anticipated to decrease due to receiving fewer grant awards.
 - Federal Financial Aid revenue decreases due to enrollment declines and grants available.
- In 2024-25, **expenses are expected to decrease by 5.2%**, or \$4.9 million from the prior year. Key drivers in expenses are:
 - GPR/Tuition expenses are expected to increase by approximately \$400,000. This is due to several factors including: campus efforts to align resources with GPR/Tuition expenditures resulted in a \$1.8 million reduction to the expense budget; conversely, there is a planned \$1.7 million increase in expenditures focused on investments in new academic programs and collaborative program costs. Additionally, funding for the FY25 2% pay plan, and increases to debt service contribute to the increase.
 - Auxiliary expenditures are expected to decrease by \$2.0 million. This is due to a \$763,000 decrease in debt service payments and a reduction in capital expenditures of \$1.2 million.
 - Activity on grants is anticipated to be down due to fewer grants awarded.
 - Budgets for federal financial aid have been reduced by \$2.9 million based on anticipated usage of financial aid grants available.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$1.0 million, down from \$5.3 million that was reported in the 2023-24 annual budget.
 - This decrease along with an additional \$600,000 was achieved through reducing operational expenditures to align with resources available as follows:

- Eliminating salaries related to vacant positions in the amount of \$2.3 million,
 - Reducing the budget for student employment, eliminating unassigned salaries, the non-renewal of four positions, and laying off 11 staff has resulted in a savings of \$1.4 million,
 - Eliminating another \$1.2 million in salary budgets through voluntary separation agreements, and
 - Reducing department budgets for supplies and expenses totaling \$921,000.
- Of the \$5.9 million in base budget reductions listed above, approximately \$4.3 million was realized in FY24 allowing the campus to reduce its FY25 operating budget. The rest of the reduction will be realized in 2024-25 with the completion of the layoff process allowing the campus to eliminate the remaining \$1.0 million structural deficit in the FY26 operating budget.
- Key drivers in the changes in the 2023-24 fund balances include:
 - Auxiliary balances are projected to decrease by \$1.3 million. This is due to the following:
 - Planned use of fund balances for capital improvements in the amount of \$837,000 for a parking lot (\$260,000) and an elevator upgrade (\$577,000).
 - Planned use of fund balances for debt service payments for the Parkside Student Center exceeded segregated fee revenue of approximately \$490,000.

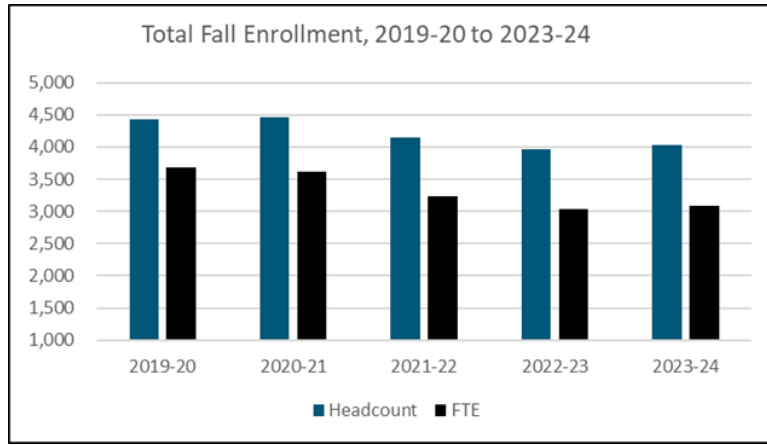
Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>We will increase access to higher education and improve rates of success for historically underserved students.</p> <ul style="list-style-type: none"> • Increased college going students across the region by expanding Parkside Access to College Credit (PACC) for high school students. • Continuing to work with EAB’s Moonshot for Equity program to eliminate equity gaps by 2030. • Fully implemented associate degree pathways with Gateway Technical College. • Continue to work with local school districts and higher education partners to reverse current college going trends.
<p>Champion student success across the higher education life cycle.</p> <ul style="list-style-type: none"> • Implemented the Title III Grant and effectiveness of student success coaches which will increase student retention and the student experience. • Implemented the Educational Opportunity Center Adult Learner Grant which will increase the college going rate in our region by helping prospective students achieve their personal and professional goals through goal setting services and degree completion assistance. • Improved the use of Slate and EAB tools.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p> <ul style="list-style-type: none"> • Completed assessment with Brailsford & Dunlavy, which is helping the campus to identify potential opportunities to improve its outdoor athletic facilities through public private partnerships.

<ul style="list-style-type: none"> • Continue to partner with Root-Pike Watershed Initiative Network to leverage resources to enhance campus sustainability efforts.
<p>We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge.</p>
<ul style="list-style-type: none"> • Continue academic program innovation. • Serving as a lead partner in the Kenosha Emerging Leaders Academy and the Kenosha Innovation Neighborhood.
<p>We will provide support for the universities to drive enrollment to meet the needs of the state and knowledge economy.</p>
<ul style="list-style-type: none"> • Continue to serve on regional economic development boards. • Continue to partner with Higher Education Regional Alliance (HERA), Higher Expectations and Building our Future to align Higher Education outcomes to regional needs. • Continue to partner with higher education and K-12 institutions in the region.

Philanthropy and Foundations:

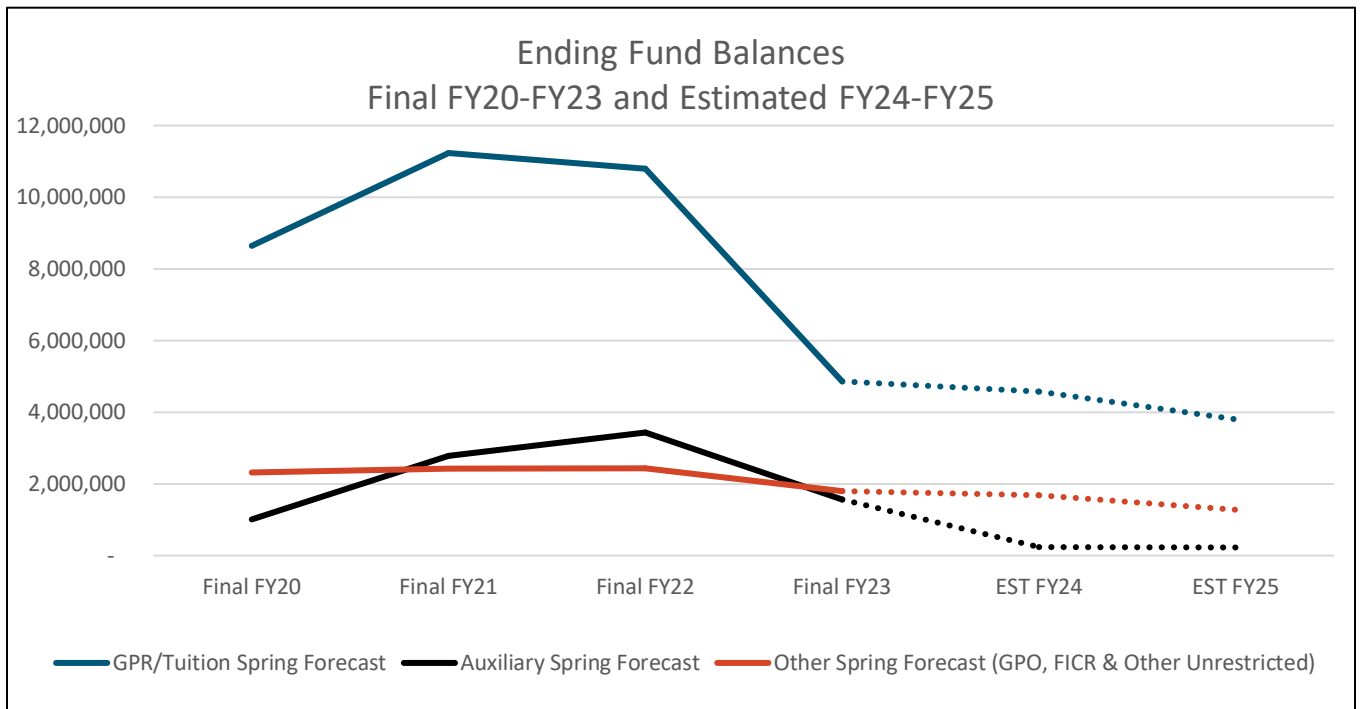
- **Primary Fundraising Foundation:** University of Wisconsin Parkside Foundation, Inc. (established in 1985).
- **Total Assets (as of June 30, 2023):** \$19.1 million
- **FY24-25 Highlights:**
 - The UW-Parkside Foundation is continuing progress on its first ever comprehensive fundraising campaign, Where Opportunity Meets Transformation: The Campaign for UW-Parkside. As of May 2024, we have raised nearly \$15 million toward our \$25 million campaign working goal.
 - Based on preliminary 2023-24 numbers, the UW-Parkside Foundation provided approximately \$750,000 in scholarships and other direct support to students. 2023-24 was the first year of UW-Parkside’s Ascension Scholars and Froedtert Health Scholars partnerships, which pair scholarships with hands-on learning and career opportunities in the health sciences.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$48,917,614	\$413,649	49,158,483	\$5,713,885	(\$772,781)	\$4,860,054	\$4,575,470	\$3,802,689
Auxiliaries	\$12,286,008	(\$1,986,035)	\$12,274,341	\$565,686	(\$11,667)	\$1,564,110	\$236,923	\$225,256
General Program Operations	\$2,121,541	\$208,186	\$1,676,904	\$230,232	(\$444,637)	\$1,245,265	\$1,129,854	\$685,217
Fed Indirect Cost Reimb.	\$95,000	\$0	\$95,000	\$0	\$0	\$215,205	\$215,205	\$215,205
Gifts, Grants, Contracts	\$1,875,646	(\$571,830)	\$1,875,646	(\$571,830)	\$0			
Federal Financial Aid / Other	\$23,517,158	(\$2,967,928)	\$23,556,780	(\$2,972,960)	\$39,622	\$338,143	\$338,143	\$377,765
Total Base	\$88,812,967	(\$4,903,958)	\$88,637,154	\$2,965,013	(\$175,813)	\$8,222,777	\$6,495,595	\$5,306,132
One-Time Use of Tuition Balances	\$1,013,650	(\$43,300)						
Total Including Use of Balances	\$89,826,617	(\$4,947,258)	\$88,637,154	\$2,965,013	(\$1,189,463)			

*GPR/Tuition includes One-Time Use of Tuition Balances



UW-Platteville Mission Statement

The University of Wisconsin-Platteville provides associate, baccalaureate, and master's degree programs in a broad spectrum of disciplines including science, technology, engineering, and mathematics; criminal justice; education; business; agriculture; and liberal arts. We promote excellence by using a personal, hands-on approach to empower each student to become broader in perspective, intellectually more astute, ethically more responsible, and contribute wisely as an accomplished professional and knowledgeable citizen in a diverse global community.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 but have been relatively stable since 2021-22. They are conservatively projected to be 5,603.
 - Main Campus Undergraduate enrollment is projected to decrease by 278 to 5,287 FTE.
 - Graduate enrollment is projected to decrease by 19 to 164 FTE.
 - Branch campus enrollments are projected to decrease by 19 to 152 FTE.
- In 2024-25, **revenues are expected to increase by 8.2%**, or \$11.3 million from the prior year. Key drivers in revenues are:
 - Tuition increases for resident, non-resident, and program specific tuition along with the full recognition of program specific tuition in 2024-25 accounts for \$4.2 million. Re-estimates of debt service payments, utilities, and pay plan increased revenue by an additional \$4.2 million.
 - Continued forecasted strong revenue performance by auxiliary enterprises due to implementing cost control strategies, retail price adjustments, and strong market demand for a total increase of \$1.6 million.
 - More accurate revenue projections due to conducting deep dives into the General Program Operations accounts resulted in a decrease of \$2.2 million.
 - Full recognition of grant, gift, and donation revenue in 2024-25 resulted in an increase of \$3.5 million.
- In 2024-25, **expenses will increase by 0.7%**, or \$1.1 million from the prior year. Key drivers in expenses are:
 - Though GPR/Tuition compensation expenses decreased by \$2.3 million due to the campus restructure, non-compensation expenses increased. Notably, utilities increased by \$1.6 million, debt service increased by \$2.9 million, tuition expenditures will increase by \$3.8 million due to the full recognition of program specific tuition, and \$1.0 million was added for student scholarships, capital expense, etc. for a net increase of \$7.0 million.
 - Due to fiscal stabilization efforts in FY24, the campus eliminated the use of one-time auxiliary funds to support ongoing operational costs. Additionally, there was a change in the annual debt service for a combined decrease in expenses of \$3.9 million.

- More accurate revenue projections due to conducting deep dives into the General Program Operations accounts resulted in a decrease of \$2.5 million.
 - Full recognition of grant, gift, and donation revenue in FY25 resulted in an increase of \$3.5 million.
 - Due to the fiscal stabilization efforts in 2023-24, the campus will not need to use one-time funds in 2024-25; thus, a decrease of \$3.0 million.
- The 2024-25 budget does not have a GPR/Tuition structural deficit. The \$9.7 million deficit that was reported in the 2023-24 annual budget was eliminated and a balanced budget for 2024-25 was achieved through:
 - Fiscal stabilization efforts initiated in FY24 which included voluntary separations, layoffs, and shifting GPR expenditures to PR funds where appropriate which resulted in \$9.7 million in savings.
 - Implementing a hybrid zero-based budgeting approach during the annual budget template process.
 - A commitment to a budgeting philosophy that ensures ongoing expenses do not exceed ongoing revenue.
- Key drivers in the changes in the anticipated ending fund balances for 2023-24 include:
 - GPR/tuition fund balances are anticipated to increase by \$3.9 million due to the 2023-24 structural deficit budget reduction efforts (e.g., layoffs, voluntary separation), retraction of a portion of the supplies and expenses budget, and increased tuition revenue due to enrollment exceeding the conservative projections which had been used to build the budget.
 - Auxiliary fund balances are anticipated to decrease by \$3.3 million in 2023-24 primarily due to a one-time transfer necessary to aid in the campus' fiscal recovery.

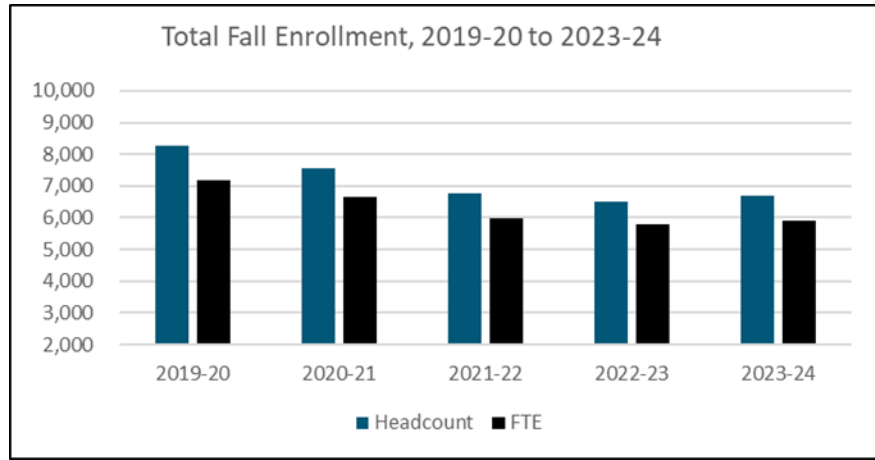
Key Campus Actions Related to the UW System's 2023-28 Strategic Plan:

<p>We will increase access to higher education and improve rates of success for historically underserved students.</p>
<ul style="list-style-type: none"> • \$2.1 million is being provided in 2024-25 to fully fund the Pioneer Pledge addressing college affordability and access. • Student affairs staff evaluated the innovative strategies of several programs that had an 80-100% retention rate for underserved students for replication.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>
<ul style="list-style-type: none"> • Eliminated a \$9.7 million structural deficit in 2023-24 and submitted a fully balanced budget in 2024-25 with financial sustainable forecast through 2027-28. • Engaging local partners to develop a sustainable financial plan for the Baraboo Sauk County campus that will allow us to continue to serve regional needs. • Sesquicentennial Hall has received LEED Gold certification from the U.S. Green Building Council, re-confirming UW-Platteville's continuing commitment to sustainability.

We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.
<ul style="list-style-type: none"> • 81% of UW Platteville students participate in an internship, co-op, student teaching, or field experience. • Engaged dozens of partners from the employer and educational community to participate in UW Platteville Strategic Plan 2030 effort.
We will champion student success across the higher education life cycle.
<ul style="list-style-type: none"> • Utilized EAB Navigate to inform outreach activities, boosting persistence, and retention. • The cashier's office implemented a financial assistance campaign boosting Fall 2023 to Spring 2024 persistence to 84.1% for participating students.

Philanthropy and Foundations:

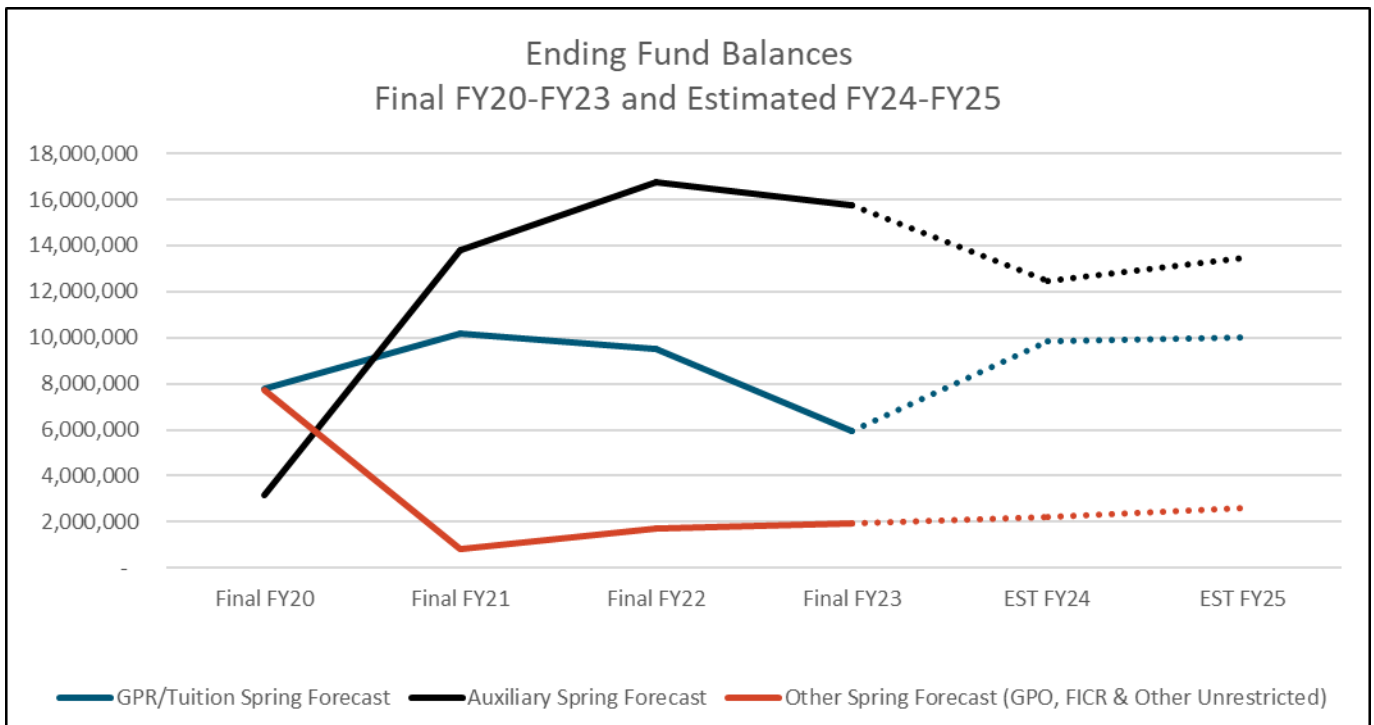
- **Primary Fundraising Foundation:** The UW-Platteville Foundation, Inc. (established 1951)
- **Total Assets (as of June 30, 2023):** \$56.5 million
- **2024-25 Highlight:**
 - Increasing philanthropy will continue to drive new revenue securing opportunities that ensure financial stability and further develop Pioneer Pride.
 - Increase yearly fundraising to \$10.0 million.
 - Increase and ultimately double scholarships.
 - Begin planning for a comprehensive campaign including support for capital projects such as Karrmann Library and Ottensman Learning.
 - 2023-24 highlights include, for the fifth consecutive year, a record-breaking fundraising, raising approximately \$9.0 million from over 7,500 alumni and friends.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue			Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25	Revenue Less Expense *	Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$74,719,725	\$6,982,552	74,896,884	\$8,295,121	\$177,159	\$5,959,266	\$9,839,776	\$10,016,935
Auxiliaries	\$33,704,822	(\$3,861,099)	\$34,711,229	\$1,638,129	\$1,006,407	\$15,732,818	\$12,461,287	\$13,467,694
General Program Operations	\$7,406,621	(\$2,465,372)	\$7,674,917	(\$2,183,758)	\$268,296	\$1,614,879	\$1,926,945	\$2,195,241
Fed Indirect Cost Reimb.	\$138,981	(\$66,009)	\$171,427	\$24,427	\$32,446	\$237,621	\$181,078	\$213,524
Gifts, Grants, Contracts	\$4,706,038	\$3,502,078	\$4,707,061	\$3,503,101	\$1,023			
Federal Financial Aid / Other	\$26,962,672	(\$33,169)	\$27,024,091	(\$14,510)	\$61,419	\$57,875	\$125,163	\$186,582
Total Base	\$147,638,859	\$4,058,981	\$149,185,609	\$11,262,510	\$1,546,750	\$23,602,459	\$24,534,249	\$26,079,976
One-Time Use of Tuition Balances	\$0	(\$3,000,000)						
Total Including Use of Balances	\$147,638,859	\$1,058,981	\$149,185,609	\$11,262,510	\$1,546,750			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-River Falls Mission Statement

Our mission is to prepare students to be productive, creative, ethical, engaged citizens and leaders with an informed global perspective.

Key Drivers in the 2024-25 Annual Budget:

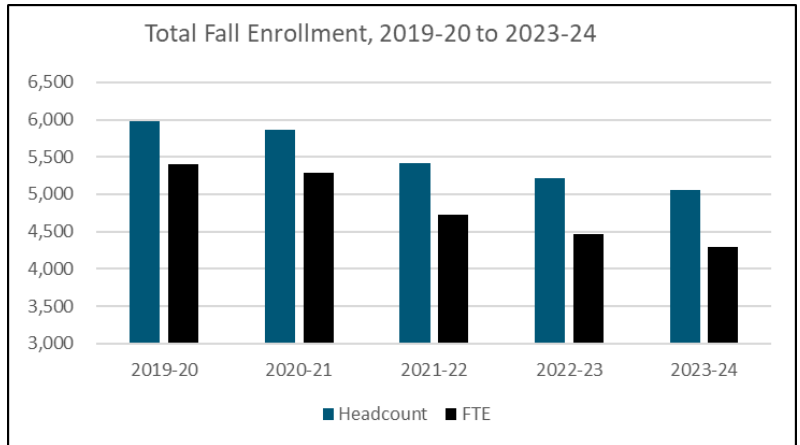
- FTE enrollments have been declining since 2019-20. UW-River Falls is moving forward with a Budget Improvement Exercise in 2024-25 that is built on updated enrollment forecasts of 4,012 FTE which includes:
 - Undergraduate enrollment is projected to decrease 311 FTE to 3,775.
 - Graduate enrollment is projected to remain steady at 237 FTE.
- In 2024-25, **budgeted revenues are expected to decrease by 5.8%**, or \$6.9 million from the prior year. Key drivers in revenues are:
 - GPR/Tuition revenue will decrease by \$6.7 million. While overall tuition revenue is estimated to increase by \$1 million due to rate increases for 2024-25 which were approved in April 2024, and \$1.5 million resulting from the change to Minnesota Reciprocity Agreement. These increases are offset by a decrease of \$9.5 million to reflect prior year's enrollment declines that hadn't previously been adjusted for.
 - Auxiliary revenue is budgeted to grow \$2.4 million due to approved increases in segregated fees, textbook, and room and board rates.
 - Federal Financial Aid decreased by \$2.1 million due to the decline in enrollments.
- In 2024-25, **expenses will decrease by 3.1%**, or \$3.7 million from the prior year. Key drivers in expenses are:
 - Compensation and other expenses will increase by \$2.5 million due to pay plan, fringe benefits, and inflation. However, this is offset by a \$4.2 million in expenses resulting from the Budget Improvement Exercise.
 - Federal Financial Aid will decrease by \$2.0 million due to a decline in enrollments.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$3.2 million, an increase from the \$2.0 million that was reported in the 2023-24 annual budget. This deficit will be addressed by:
 - The Budget Improvement Exercise which includes, but is not limited to, a hiring pause/freeze, re-organizations, and Student Credit Hour (SCH)/Workload changes.
 - The addition of a marching band, eSports, baseball, and soccer to increase enrollments and tuition revenue by \$500,000.
 - Additional Minnesota Reciprocity Tuition revenue of \$1.4 to \$2.4 million.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - Declining enrollments across most programs.
 - Spending of balances to address the campus tuition shortfall.
 - Inflationary pressures on wages and supplies.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>We will increase access to higher education and improve rates of success for historically underserved students.</p>
<ul style="list-style-type: none"> Improving transfer student enrollment, thanks to a partnership with Chippewa Valley Technical College and transfer adviser co-funded by UW-River Falls, UW-Stout and UW-Eau Claire. Developed Strategic Enrollment Management Plan to increase retention and grow enrollment. ROI analysis will aid in prioritizing which strategies to utilize.
<p>We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.</p>
<ul style="list-style-type: none"> Completed Wuethrich Family/Grassland Dairy Center of Excellence renovation. Held meeting of Dairy Pilot Plant Advisory Committee to engage with industry of programs, research, and talent development opportunities being offered.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>
<ul style="list-style-type: none"> Financially: Budget Improvement Exercise planned. This will be a two-year effort to align resources and operations at a university and unit level. Strategies include a hiring pause/freeze, re-organizations, Student Credit Hour (SCH)/Workload and other strategies as needed. Environmentally Sustainable: UW-River Falls has achieved Sustainability Tracking, Assessment and Rating System (STARS) rank of “Gold”

Philanthropy:

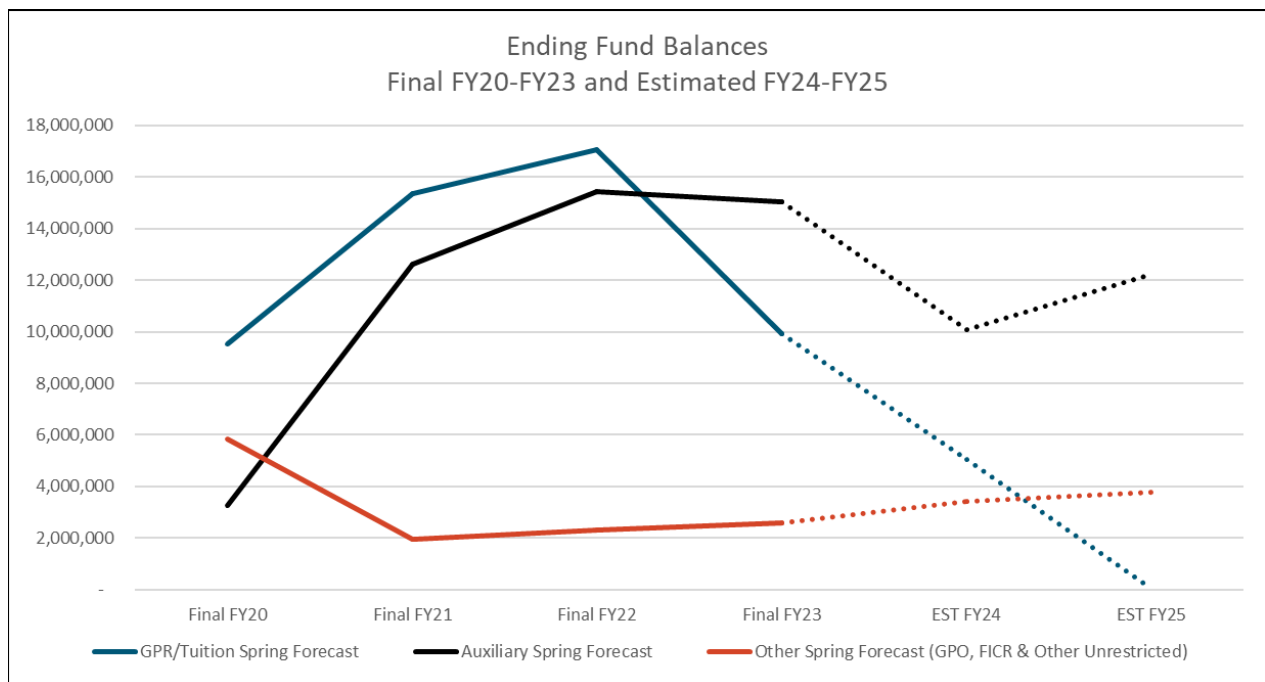
- **Primary Fundraising Foundation:** University of Wisconsin-River Falls Foundation, Inc. (established in 1948).
- **Total Assets (as of June 30, 2023):** \$25.0 million
- **2024-25 Highlights:**
 - Significant funds continue to be raised for UW-River Falls’ \$5 million commitment for construction of the new Science and Technology Innovation Center, with nearly \$4.5 million registered as outright gifts or pledges. Fundraising will continue through the end of calendar year 2024.
 - The on-campus and renovated Wuethrich Family Grassland Dairy of Excellence is operating for the first time in five years thanks to \$4.5 million of support from private dairy industry partners for the \$8.0 million project.
 - In early 2024, the nationally recognized UW-River Falls Humane Handling Institute announced the establishment of a \$1.0 million programmatic endowment funded by the Rosen Family Foundation.
 - Donor-funded scholarships administered by UW-River Falls Foundation are estimated at \$1.2 million for 2023-24.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$54,337,086	(\$659,993)	49,338,500	(\$6,675,467)	(\$4,998,586)	\$9,916,574	\$5,036,834	\$38,248
Auxiliaries	\$30,175,812	\$68,987	\$32,309,608	\$2,416,735	\$2,133,796	\$15,052,293	\$10,086,699	\$12,220,495
General Program Operations	\$1,830,920	(\$838,813)	\$2,257,944	(\$335,754)	\$427,024	\$2,115,371	\$2,842,755	\$3,269,779
Fed Indirect Cost Reimb.	\$204,846	(\$35,666)	\$150,000	(\$89,000)	(\$54,846)	\$404,487	\$521,682	\$466,836
Gifts, Grants, Contracts	\$3,340,082	(\$170,828)	\$3,340,082	(\$146,665)	\$0			
Federal Financial Aid / Other	\$24,501,611	(\$2,073,860)	\$24,494,332	(\$2,079,744)	(\$7,279)	\$46,088	\$41,176	\$33,897
Total Base	\$114,390,357	(\$3,710,173)	\$111,890,466	(\$6,909,895)	(\$2,499,891)	\$27,534,813	\$18,529,146	\$16,029,255
One-Time Use of Tuition Balances	\$0	\$0						
Total Including Use of Balances	\$114,390,357	(\$3,710,173)	\$111,890,466	(\$6,909,895)	(\$2,499,891)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Stevens Point Mission Statement

Through the discovery, dissemination and application of knowledge, UW-Stevens Point fosters intellectual growth, provides a broad-based education, models community engagement, and prepares students for success in a diverse and sustainable world.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have been relatively stable since 2019-20 and are projected to be 7,189 in 2024-25.
 - Main Campus Undergraduate enrollment is projected to increase by 141 FTE to 6,415.
 - Graduate enrollment is projected to increase by 31 FTE to 465.
 - Branch campus enrollments are projected to decrease by 57 FTE to 309.

- In 2024-25, **revenues are expected to increase by 7.2%**, or \$14.2 million from the prior year. Key drivers in revenues are:
 - Both general tuition and graduate service-based pricing tuition are expected to increase approximately \$4.6 million in total. This is due to the tuition increase and growth in graduate service-based pricing programs.
 - Auxiliary revenue is expected to increase by \$3.6 million due to realigning the budget to reflect planned enrollment levels. Increased segregated, housing, and dining fees also contribute to increased revenue.
 - General Operations revenue is projected to increase by \$2.6 million due to increased program revenue generation in field stations and other outreach programming as well as increased interest earnings.
 - Gift, Grant and Contracts revenue is projected to increase by \$2.2 million as both gift and grant activity is projected to increase.

- In 2024-25, **expenses will increase by 6.4%**, or \$12.9 million from the prior year. Key drivers in expenses are:
 - GPR/tuition expenses will increase \$2.5 million due to a large increase in debt service payments, increasing utility expenditures, and pay plan. Additionally, a one-time expected expense of \$3 million to support the Health and Wellness project is included in the budget.
 - Auxiliary expenses are expected to increase by \$2.6 million, largely due to rising costs of goods.
 - An increase of \$2.4 million in General Operations expenses is due to realignment of expenses with actual planned activity.
 - Gift, Grants, and Contracts expenses are projected to increase by \$2.2 million as both gift and grant activity is projected to increase.

- The 2024-25 budget includes an overall GPR/Tuition net positive position for the main campus, while the Marshfield and Wausau campuses include a net structural deficit of \$1 million, remaining consistent with what was reported in the 2023-24 annual budget. This includes \$500,000 in projected savings due to expense reduction efforts. Additional strategies include:
 - A major effort has been put in place to increase adult student recruitment at both Marshfield and Wausau campuses.
 - Space needs and utilization of facilities are being evaluated for possible reductions in physical space needs. In addition, efforts are being made to bring in external entities to utilize unused spaces.

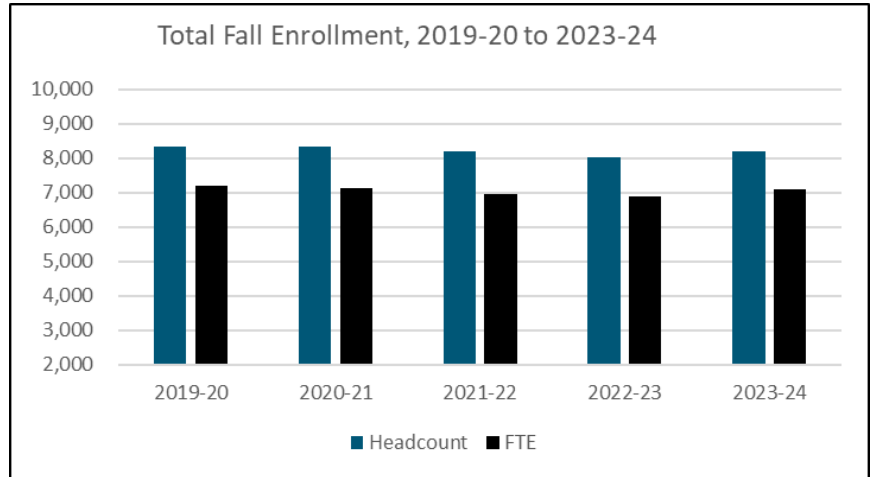
- Key drivers in the changes in projected 2023-24 fund balances include:
 - GPR/tuition balance is projected to decline due to branch campus tuition shortfalls, spending of prior year encumbrances, and planned spending of graduate service-based pricing program balances.
 - Auxiliary balance is projected to decline due to the planned spending of accumulated balances for the Health and Wellness capital project as well as unexpected auxiliary utility capital projects.
 - The General Operations balance is expected to increase due to higher-than-normal interest earnings during this fiscal year.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.
<ul style="list-style-type: none"> • New faculty positions are planned in Computer and New Media Technologies and Mathematics/ Statistics to expand capacity for Paper Science and Chemical Engineering, Cyber Security, and AI programs. • New faculty positions in Nursing and Occupational Therapy to build capacity in UW-Stevens Point’s wellness and healthcare curriculum.
We will increase access to higher education and improve rates of success for historically underserved students.
<ul style="list-style-type: none"> • Continue to leverage UW-Stevens Point’s Growth Initiative to establish new degree programs and certificates to attract new students to the university.
We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.
<ul style="list-style-type: none"> • Goal of a 10% increase in research expenditures by 2028.

Philanthropy and Foundations:

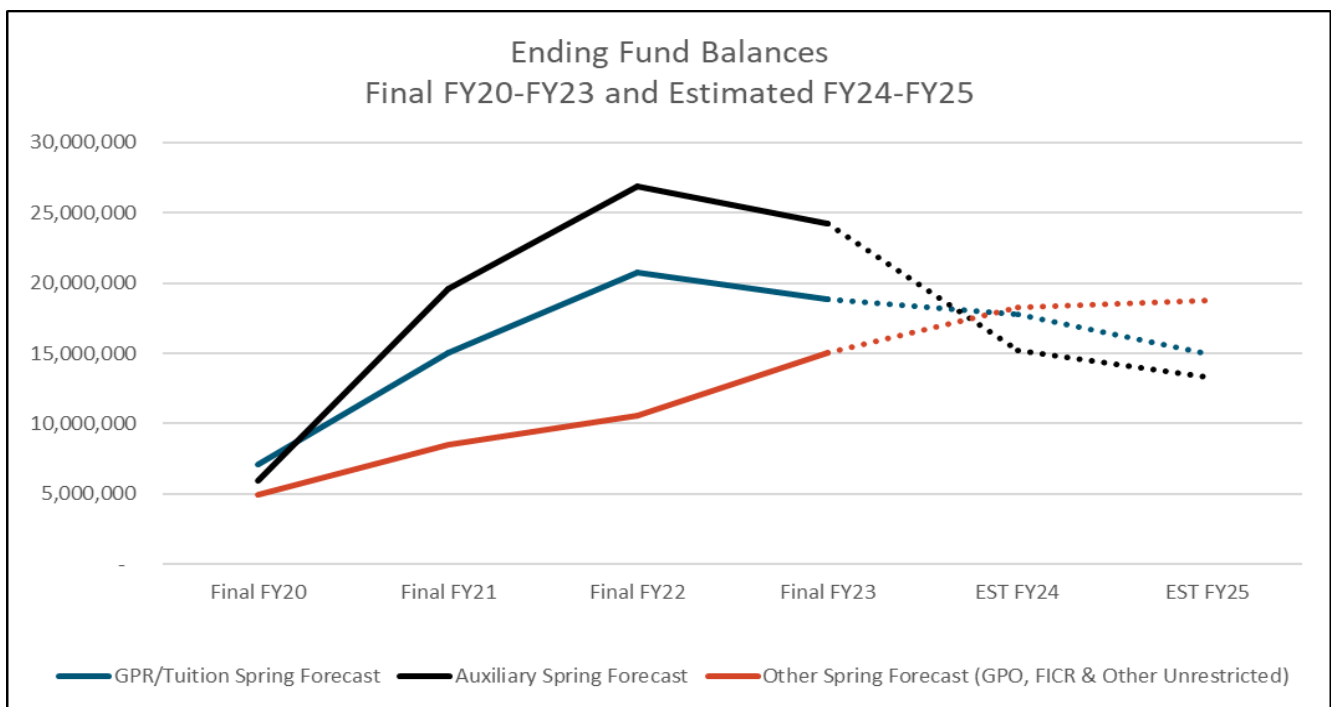
- **Primary Fundraising Foundation:** The UW-Stevens Point Foundation (established in 1965).
- **Total Assets (as of March 30,2024):** \$71.7 million
- **2024-25 Highlights:**
 - The UW-Stevens Point Foundation awarded \$1.3 million in scholarships and \$2.1 million in program support, both single year records.
 - The UW-Stevens Point Foundation merged with the UW-Stevens Point-Marshfield Foundation in fall, 2023 and now coordinates scholarship administration and program support for the campus.
 - UW-Stevens Point received five private donations of \$1.0 million or more in 2023-24, a single year record. Those donations represented five of the 22 donations of \$1.0 million or more in the university's 130-year history.
 - Total donations increased 16.5% over 2022, alumni donors increased by 34.1%over 2022, and the university established records for its Day of Giving (\$150,000) and Giving Tuesday (\$80,000).



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$86,970,354	\$4,489,377	87,888,273	\$4,081,733	(\$2,884,288)	\$18,864,401	\$17,813,365	\$14,929,077
Auxiliaries	\$51,231,713	\$582,322	\$49,344,233	\$3,585,185	(\$1,887,480)	\$24,265,278	\$15,224,298	\$13,336,818
General Program Operations	\$15,892,449	\$2,350,248	\$16,078,829	\$2,572,236	\$186,380	\$13,643,442	\$16,563,123	\$16,749,503
Fed Indirect Cost Reimb.	\$283,381	\$134,135	\$450,000	\$331,533	\$166,619	\$638,439	\$726,527	\$893,146
Gifts, Grants, Contracts	\$12,379,426	\$2,151,435	\$12,346,189	\$2,247,884	(\$33,237)			
Federal Financial Aid / Other	\$44,492,413	\$1,015,672	\$44,610,457	\$1,394,216	\$118,044	\$797,002	\$982,635	\$1,100,679
Total Base	\$211,249,736	\$10,723,189	\$210,717,981	\$14,212,787	(\$531,755)	\$58,208,562	\$51,309,948	\$47,009,223
One-Time Use of Tuition Balances	\$3,802,207	\$2,148,944						
Total Including Use of Balances	\$215,051,943	\$12,872,133	\$210,717,981	\$14,212,787	(\$4,333,962)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Stout Mission Statement

The University of Wisconsin-Stout prepares students for careers through applied learning and research, professional experiences, and collaborative partnerships to benefit a global society. As Wisconsin's Polytechnic University, we fulfill our mission through a curriculum that combines interdisciplinary knowledge and discipline-specific technical skills with critical thinking, creative problem-solving, communication, and social and ethical reasoning skills to better the human condition. We offer career-focused undergraduate and graduate programs for diverse students, in a variety of in-person, hybrid, and virtual modalities, organized around career clusters that include science, technology, engineering and mathematics; art and design; business and management; education; social and behavioral sciences; information technology and communications; and health sciences and human services.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 but are stabilizing and projected to be 5,687 in 2024-25.
 - Undergraduate enrollment is projected to remain steady at 5,275 FTE.
 - Graduate enrollment is projected to remain flat at 412 FTE.
- In 2024-25, **revenues are expected to increase by 3.5%**, or \$5.9 million from the prior year. Key drivers in revenues are:
 - Tuition revenue increases \$1.2 million in 2024-25 due to the changes in tuition rates approved in April.
 - Auxiliary Services revenue increased \$1.8 million due to segregated fee increases, room and board increases, and miscellaneous revenue increases.
 - General Program Operations revenue increased by \$1.4 million due to increased program revenue generation in areas such as Vocational Rehabilitation training, surplus sales, and conferences, in addition to the discontinuation of Higher Education Emergency Relief Funds (HEERF) transfers.
 - Gifts, Grants and Contracts revenue increased \$1.4 million due to growth in federal funding and planned gifts.
- In 2024-25, **expenses will decrease by 1.4%**, or \$2.4 million from the prior year. Key drivers in expenses are:
 - Debt Service decreased \$2.4 million in auxiliary units due to changes in the debt schedule but will increase again in 2025-26. Increases related to pay plan and reduced spending on projects will result in an additional net decrease of \$500,000.
 - A tuition budget reduction of \$1.1 million aligns expenditures with revenues and includes a reduction of 7.5 FTE and a reduction in non-salary expenses. The reductions are partially offset by \$800,000 due to increasing market wages, supplies, contracts for services, travel, and additional operating expenses.
 - General Program Operations expenses decreased by \$874,000 due to budget realignments and the discontinuation of HEERF spending.
 - Gifts, Grants and Contracts expenses increased by \$1.5 million, which is a direct correlation to our revenue increase.

- The 2024-25 budget does not have a GPR/Tuition structural deficit.

- Key drivers in the changes in projected 2023-24 fund balances include:
 - A change in the accounts receivable recording methodology in 2023-24 accounting for \$7.7 million across all funds.
 - Delaying or cancellation of capital purchases across all funds.
 - The addition of GPR Workforce Development funding.
 - Continued budget reduction efforts in Program Revenue funds.

Key Campus Actions Related to the UW System's 2023-28 Strategic Plan:

We will foster a **culture of innovation** in support of advancing human knowledge and economic prosperity.

- UW-Stout will foster academic innovation through investment in new degree programs that meet workforce needs and prepare students for advances in critical industries, including AI, smart automation, sustainability, leading-edge technology, and career training. This is evidenced by our new bachelor's degree in Game and Media Studies and Automation Leadership, and new master's degree in Design, Entrepreneurship & Sustainability, and adding an in-person track for Manufacturing Engineering. In parallel, we continue expanding our work via the Manufacturing Outreach Center to support Wisconsin's small to mid-size industries, and the Center for Innovation and Development to support new and expanding companies in bringing new ideas to market.

We will provide support for the universities to **drive enrollment** to meet the needs of the state and the knowledge economy.

- In alignment with the Universities of Wisconsin strategic plan and UW-Stout's FOCUS2030 plan, UW-Stout has implemented a five-year Strategic Enrollment Plan and a five-year Comprehensive Academic Plan. These plans are key to achieving UW-Stout's enrollment growth goals. The university-wide committees associated with these plans are working on a wide variety of initiatives to improve enrollment, including stackable certifications and micro-credential programs to enhance knowledge and skills of traditional and non-traditional learners and provide pathways to degree completion. In addition, UW-Stout is continuing to expand enrollment in the high school dual enrollment area, international students, and prison education.

We will ensure our universities are **financially and environmentally sustainable** so that they are positioned to fulfill their strategic missions.

- Since FY20, the university has been actively engaged in aligning revenues with expenditures to support the mission of the institution and provide a fiscally sustainable environment for our students, employees, and community.
- UW-Stout continues to expand our sustainability mission by being the only laptop campus in the UW-System, which along with being a leader in the use of digital textbooks and OER resources improve accessibility, reduce cost, and almost fully eliminate the use of physical textbooks.
- UW-Stout continues to expand sustainability efforts via the incorporation of solar on campus along with sustainable design and incorporating sustainability into our curriculum. This is evidenced by being awarded both the Green Ribbon Award by the US Department of Education and the Focus on Energy – Energy Excellence Award by Xcel Energy.

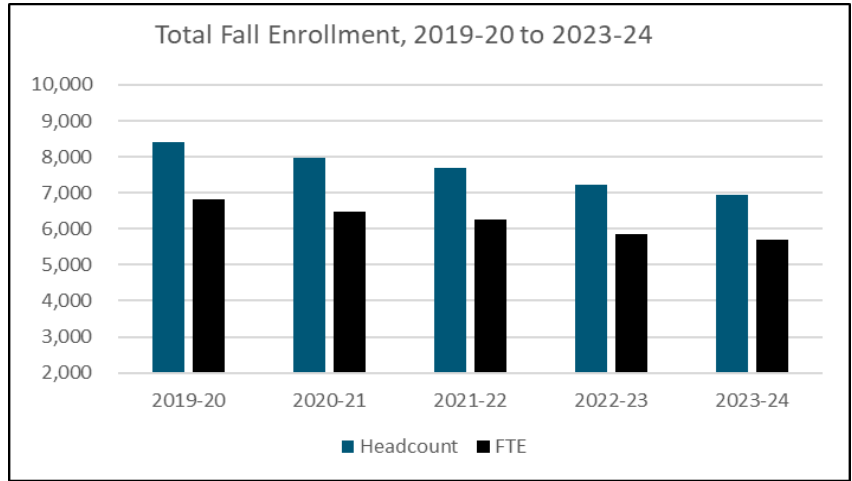
We will engage thoughtfully with the **employer community** to identify and address employer talent, support, and research needs.

- UW-Stout is Wisconsin's only Polytechnic University and prepares students for careers as evidenced by our unmatched 99% employment rate after graduation and our more than 600 700+ business and industry partnership network.

- UW-Stout's curriculum is built, reviewed, and assessed continuously by our program advisory committees comprised of industry and business professionals who assist in shaping our learning outcomes and infrastructural choices to meet employer needs.

Philanthropy and Foundations:

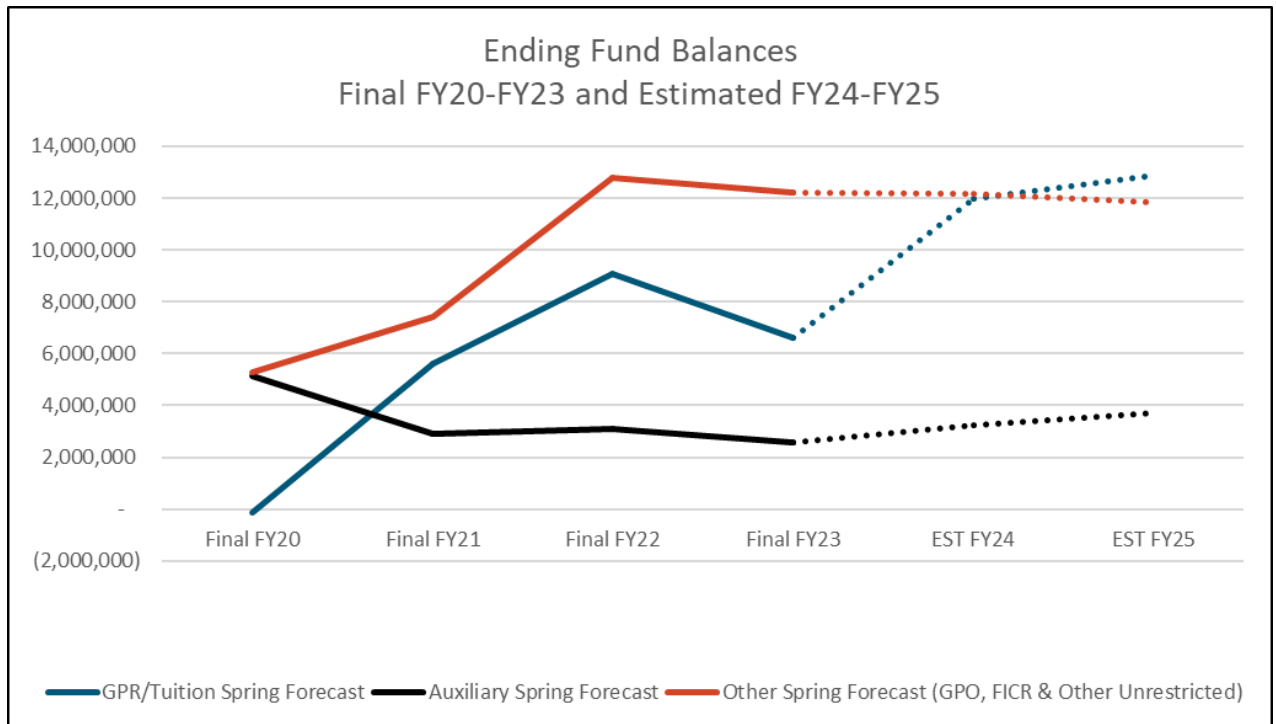
- **Primary Fundraising Foundation:** Stout University Foundation, Inc. (established in 1962).
- **Net Assets (as of June 30, 2023):** \$81.9 million
- **2024-25 Highlights:**
 - Increased support for scholarships and additional student and faculty support.
 - Streamlined scholarship process for early student engagement.
 - Focused effort on further alumni engagement aligning student and industry collaboration.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to	2024 - 2025 Budget	\$ Change FY24 to		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$72,743,268	\$295,105	73,682,674	\$1,185,617	\$939,406	\$6,587,579	\$11,952,487	\$12,891,893
Auxiliaries	\$42,524,809	(\$3,071,573)	\$42,964,900	\$1,831,543	\$440,091	\$2,593,638	\$3,259,160	\$3,699,251
General Program Operations	\$16,414,873	(\$874,364)	\$16,111,316	\$1,338,135	(\$303,557)	\$11,084,519	\$11,260,254	\$10,956,697
Fed Indirect Cost Reimb.	\$490,732	(\$68,426)	\$483,210	\$194,874	(\$7,522)	\$1,051,849	\$876,184	\$868,662
Gifts, Grants, Contracts	\$10,188,226	\$1,460,372	\$10,188,226	\$1,377,911	\$0			
Federal Financial Aid / Other	\$33,133,327	(\$157,347)	\$33,088,657	\$1,195	(\$44,670)	\$92,953	\$33,831	(\$10,839)
Total Base	\$175,495,235	(\$2,416,233)	\$176,518,983	\$5,929,275	\$1,023,748	\$21,410,538	\$27,381,916	\$28,405,664
One-Time Use of Tuition Balances	\$0	\$0						
Total Including Use of Balances	\$175,495,235	(\$2,416,233)	\$176,518,983	\$5,929,275	\$1,023,748			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Superior Mission Statement

The University of Wisconsin-Superior fosters intellectual growth and career preparation within a liberal arts tradition that emphasizes individual attention, embodies respect for diverse cultures and multiple voices, and engages the community and region.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have been relatively steady since 2019-20 and are projected to be 2,709 in 2024-25:
 - Undergraduate enrollment is projected to decrease by 40 FTE to 2,034.
 - Graduate enrollment is projected to increase by 43 FTE to 675.
- In 2024-25, **revenues are expected to increase by 7.0%**, or \$4.4 million from the prior year. Key drivers in revenues are:
 - The increase in revenue is primarily in GPR/Tuition, including \$3.65 million due to increased revenues from growth in graduate online programs to better align with actual activity levels.
 - \$119,000 due to the implementation of a new program specific tuition for the School of Business and Economics.
 - \$600,000 in increased revenue due to the change in the Minnesota Tuition Reciprocity agreement.
- In 2024-25, **expenses will increase by 6.7%**, or \$4.3 million from the prior year. Key drivers in expenses are:
 - Expense increases are also primarily in GPR/Tuition, including \$3.5 million of increased costs in graduate online programs, revenue sharing, and other instructional costs to better align with actual activity levels.
 - \$450,000 in one-time expenditures for maintenance equipment and startup costs related to Superior Choice Credit Union Stadium.
 - \$225,000 due to increased compliance costs related to: Title IX, youth protection, the Enterprise Decision Council (EDC) assessment, and mandated technology costs such as the Okta implementation, Tableau Server, Helios Virtual Private Network, and Ivanti Neurons IT Service Management.
 - \$125,000 for increased salary/compensation costs due to parity issues and Fair Labor Standards Act (FLSA) rule changes.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$1.5 million, an increase from the \$600,000 that was reported in the 2023-24 annual budget. This deficit will be addressed by:
 - A summer task force in Academic Affairs will create strategies to reduce expenditures and increase revenue through new program development; any reductions would be base budget reductions.
 - \$200,000 annually of Minnesota Tuition Reciprocity Revenue will be utilized to offset this deficit (campus traditionally earns \$400,000 - \$600,000 per year).
 - Increasing revenue options by launching the Registered Nursing/Bachelor of Science in Nursing program and a partnership with Beijing Wuzi University in

2025-2026 – these programs are estimated to generate revenues of \$250,000 and \$200,000 per year respectively.

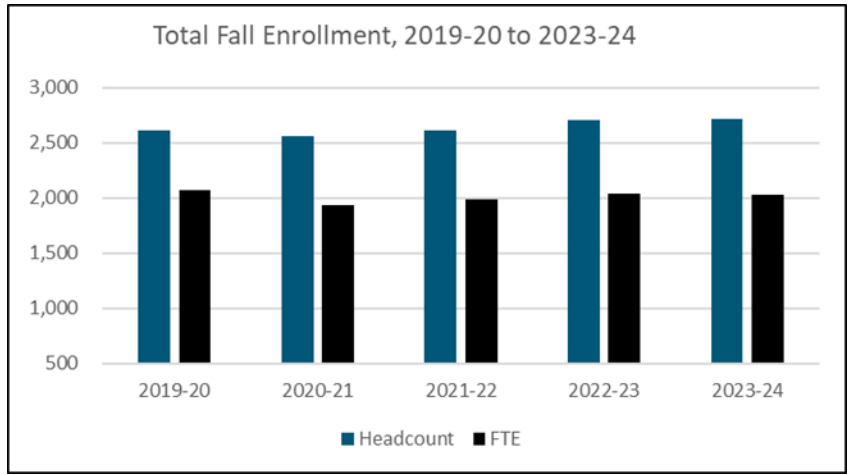
- Developing additional undergraduate online programs (estimated go-live July 1, 2025).
 - The campus plans to spend the 2024-2025 fiscal year developing plans and launching initiatives and programs designed to both increase revenue and decrease expenses which will go into effect on July 1, 2025.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - Late receipt of the \$1 million in Workforce Development funding.
 - Online graduate enrollment is growing, however, is not generating adequate revenue to offset traditional undergraduate enrollment declines.
 - Cumulative impact of past unfunded pay plan costs.
 - Investment in retention initiatives such as the Educational Success Center.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>We will increase access to higher education and improve rates of success for historically underserved students.</p>
<ul style="list-style-type: none"> • Our expanded use of EAB Navigate data analytic capabilities, the changes in some key policy and procedures, the first year of a new freshman course designed to equip students with the skills to navigate college, as well full implementation of the use of a case manager will enable us to educate and intervene with at-risk students earlier to help address challenges. • UW-Superior is participating in the Direct Admissions program which starts this summer.
<p>We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p>
<ul style="list-style-type: none"> • Implementation of the new standard for teaching quality (in addition to regular course evaluations) adopted by the faculty in Spring 2024 goes into effect in the 2024-2025 academic year. • Academic program Advance Grants will be provided to departments to upgrade curriculum and pedagogy.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p>
<ul style="list-style-type: none"> • We have committed to eliminating our structural deficit on an accelerated timeline so as not to exhaust reserves; we will consider the allocation of resources within our current/predicted enrollment mix of students, and the development of new sources of revenue. • A facilities/energy audit by Ameresco and EKM Encompass will help identify improvements that can help save resources.
<p>We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.</p>
<ul style="list-style-type: none"> • The creation of new programs, such as our RN/BSN degree with community partners, Essentia Health, Northwood Technical College, Lake Superior College, Fond Du Lac Tribal Community College, and an increased number of certificate programs all align as UW-Superior uniquely serves its region’s health and mental health provider shortage.

Philanthropy and Foundations:

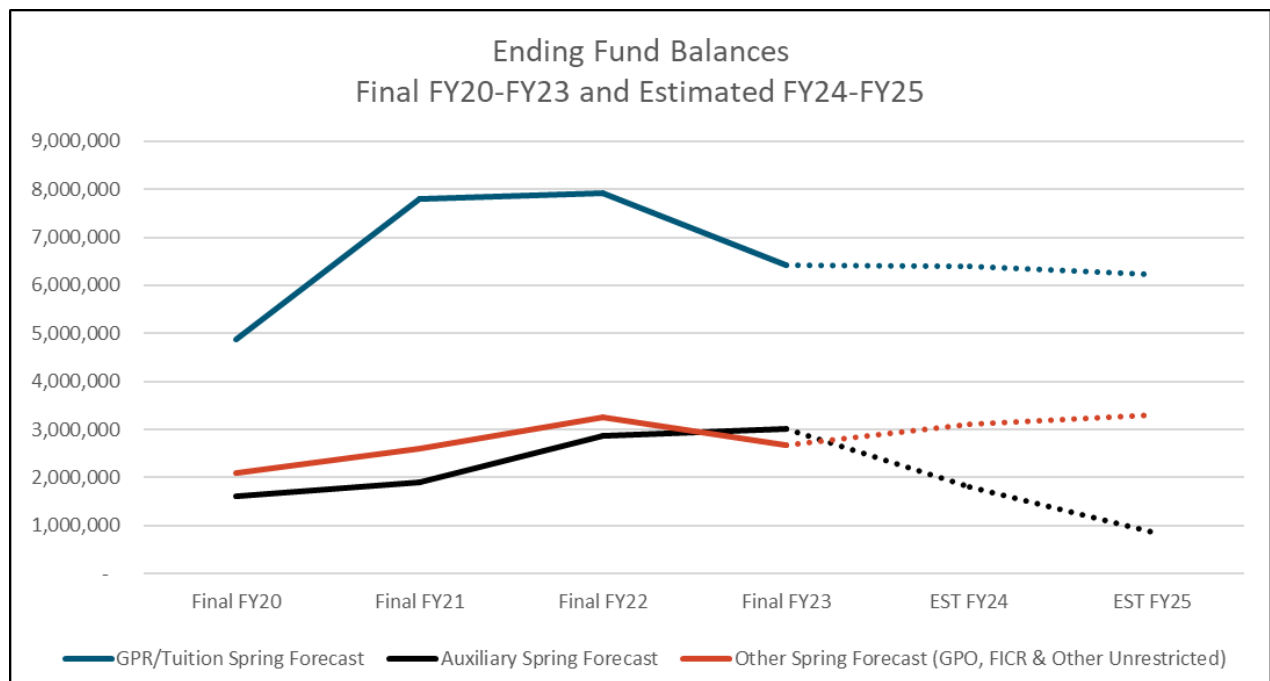
- **Primary Fundraising Foundation:** The UW-Superior Foundation, Inc. (established in 1949)
- **Total Assets (as of June 30, 2023):** \$26.9 million
- **2023-24 Highlights:**
 - Construction of a \$4.5 million research and classroom vessel being built in Harvey, LA (anticipated arrival summer 2024).
 - In partnership with the Athletics Department, the 10th annual 24 hour online Superior Day of Giving event secured 341 gifts totaling over \$230,000.
 - Received over \$400,000 from local business partner Cenovus Energy for support of the Superior Choice Credit Union Stadium, a Women in Leadership dinner/lecture series, and scholarship support.
 - Over 550 northern Wisconsin area high school students visited campus through the Yellowjacket For A Day program courtesy of the Foundation's Northern Wisconsin Outreach Campaign.
 - Awarded over \$1.1 million in scholarships.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$35,609,038	\$3,867,506	36,214,503	\$4,365,687	(\$163,505)	\$6,415,920	\$6,397,198	\$6,233,693
Auxiliaries	\$8,850,145	\$7,938	\$7,913,131	(\$94,664)	(\$937,014)	\$3,018,856	\$1,805,921	\$868,907
General Program Operations	\$1,390,000	\$125,113	\$1,390,000	\$123,000	\$0	\$1,319,265	\$1,561,557	\$1,561,557
Fed Indirect Cost Reimb.	\$420,937	(\$91,224)	\$600,000	\$0	\$179,063	\$1,237,642	\$1,392,018	\$1,571,081
Gifts, Grants, Contracts	\$7,240,389	\$414,704	\$6,854,000	\$9,000	(\$386,389)			
Federal Financial Aid / Other	\$14,952,727	\$12,185	\$14,982,159	\$30,175	\$29,432	\$118,904	\$145,228	\$174,660
Total Base	\$68,463,236	\$4,336,222	\$67,953,793	\$4,433,198	(\$509,443)	\$12,110,587	\$11,301,922	\$10,409,898
One-Time Use of Tuition Balances	\$768,970	(\$315)						
Total Including Use of Balances	\$69,232,206	\$4,335,907	\$67,953,793	\$4,433,198	(\$1,278,413)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Whitewater Mission Statement

The University of Wisconsin-Whitewater is a preeminent academic institution driven by the pursuit of knowledge, powered by a spirit of innovation, and focused on transforming lives. As part of the Universities of Wisconsin, UW-Whitewater embraces the Wisconsin Idea and is an economic and cultural driver of our region. We are nationally and internationally recognized for the accomplishments of our students, faculty, staff, and alumni. We are an inclusive educational community with a deep commitment to access that inspires us to serve students from diverse backgrounds, experiences, identities, and abilities. We have a longstanding special mission to serve students with disabilities. By supporting all students, we champion education, opportunity, and prosperity for all.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 but increased slightly in 2023-24 over 2022-23 levels and are projected to show continued growth to 9,745 FTE for fall 2024.
 - Main Campus Undergraduate enrollment is projected to remain relatively flat for the upcoming year at 8,232 FTE.
 - Graduate enrollment is budgeted relatively flat at 963 FTE for fall 2024.
 - Branch campus enrollment continues to grow and is projected to increase from 533 to 550 FTE.

- In 2024-25, **revenues are expected to increase by 5.5%**, or \$12.8 million from the prior year. Key drivers in revenues are:
 - Approved tuition rate increases and 3.7% enrollment growth in the fall of 2023 resulted in an increase of \$7.1 million in tuition and fees, along with an additional \$2.5 million of state support for utilities and debt service.
 - Auxiliary revenues are anticipated to increase by \$4.1 million due to enrollment growth and approved rate increases.
 - Continued growth in our summer camp programs resulted in a \$440,000 increase to General Program Operations.
 - Discontinuation of the Center for Inclusive Transition Education and Employment (CITEE) grant program will result in a \$2.2 million reduction of grant revenues in 2024-25.
 - Federal financial aid is anticipated to increase by approximately \$586,000 due to enrollment growth experienced in fall 2023.

- In 2024-25, **expenses will increase by 1.1%**, or \$2.6 million from the prior year. Key drivers in expenses are:
 - Operational cost increases due to enrollment growth, utilities and debt service were offset by reductions from restructuring and efficiencies, including elimination of 30 FTE positions, travel funding and branch campus expense reductions, resulted in a net increase of to GPR/Tuition of \$2.2 million.
 - Auxiliary expenses are anticipated to increase by \$6.4 million due to enrollment growth, increased vendor costs and maintenance projects.
 - Federal financial aid is anticipated to increase by approximately \$500,000 due to enrollment growth experienced in fall 2023.

- General program operational expenses decreased by \$550,000 due to timing of technology purchases.
 - Discontinuation of the CITEE grant program resulted in a \$2.1 million reduction of grant expenses.
 - Expenses are reduced by removal of \$3.7 million one-time budgeted cash use for Winther construction project and other campus initiatives.
- The 2024-25 budget has a GPR/Tuition structural deficit of \$509,174, down from the \$5.9 million that was reported in the 2023-24 annual budget. This decrease was achieved through:
 - Reduction in salary and fringe expenses due to elimination of 30 FTE positions from restructuring and efficiencies and recognition of natural salary savings resulted in \$2.7 million of expenditure reductions.
 - A campus wide review of operations resulted in cost saving reductions and reclassification of expenditures to non-GPR funding sources, where those services are provided, resulting in a \$1.7 million reduction.
 - \$1.0 million of the additional tuition increase approved in April 2024 was used to offset inflationary issues and compensation needs.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - Experienced 3.7% enrollment growth in fall 2023.
 - Campus review of all vacant positions prior to recruitment. This review process restructured and eliminated positions, and the utilization of our GPR salary budget resulting in \$4.7 million of salary and fringe savings for the campus.
 - Enumeration of the Winther construction project eliminated the need to use \$2.0 million of cash reserves to fund the design of the project.
 - Realized additional interest earnings on cash balances.

Key Campus Actions Related to the UW System’s 2023-28 Strategic Plan:

<p>We will champion student success across the higher education life cycle.</p> <ul style="list-style-type: none"> ▪ Establishing a one-stop shop to provide students with easy access to student services. ▪ Begin development of an institution-wide advising model to ensure shared objectives and processes that support student goals of academic and personal success.
<p>We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p> <ul style="list-style-type: none"> ▪ Working collaboratively across the institution to identify cost saving opportunities while strategically reinvesting back into the university to drive enrollment growth and eliminate the annual deficit. ▪ Continuing the institution-wide position vacancy review to ensure strategic hiring practices continue with future recruitments. ▪ Reviewing facility usage to ensure efficient and effective space utilization and promoting sustainability in facility renovation projects.
<p>We will provide support for the universities to drive enrollment to meet the needs of the state and knowledge economy.</p> <ul style="list-style-type: none"> ▪ Review and improve transition pathways for students transferring from other campuses.

- Implemented a high school direct admissions program to increase access to a college education.
- Continued financial aid support for first generation students.
- Leverage the Rock County campus to create an affordable pathway to a four-year college degree.

We will engage thoughtfully with the **employer community** to identify and address employer talent, support, and research needs.

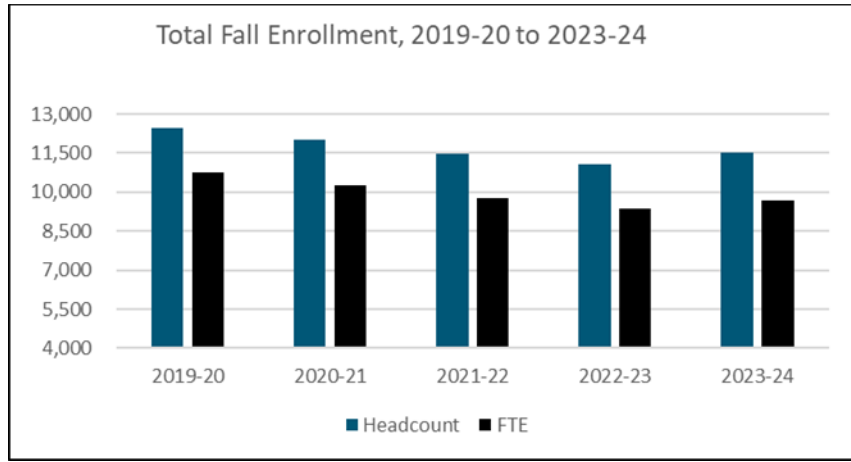
- Expanding the collaborative Bachelor of Science in Nursing program at the Rock County campus will fill a gap in nursing education for the region.
- Development of additional partnerships and student support to expand pathways to engineering degrees.
- Establish collaborative Business and Computer Science programs focused on finance technology including Artificial Intelligence (AI).

Philanthropy and Foundations:

- **Primary Fundraising Foundation:** The UW-Whitewater Foundation, Inc., (established in 1962)
- **Net Assets (as of June 30, 2023):** \$35.2 million
- **2024-25 Highlights:**
 - Launch a comprehensive fundraising campaign with informed and data-based stretch goals.
 - UW-Whitewater Foundation Incentive Program to incentivize, motivate, and retain staff while driving fundraising results and maximizing efficiency, all aligned with our strategic plan.
 - Invested in two University Relations Officer positions to drive community outreach, donor pipeline, events, and unrestricted support.



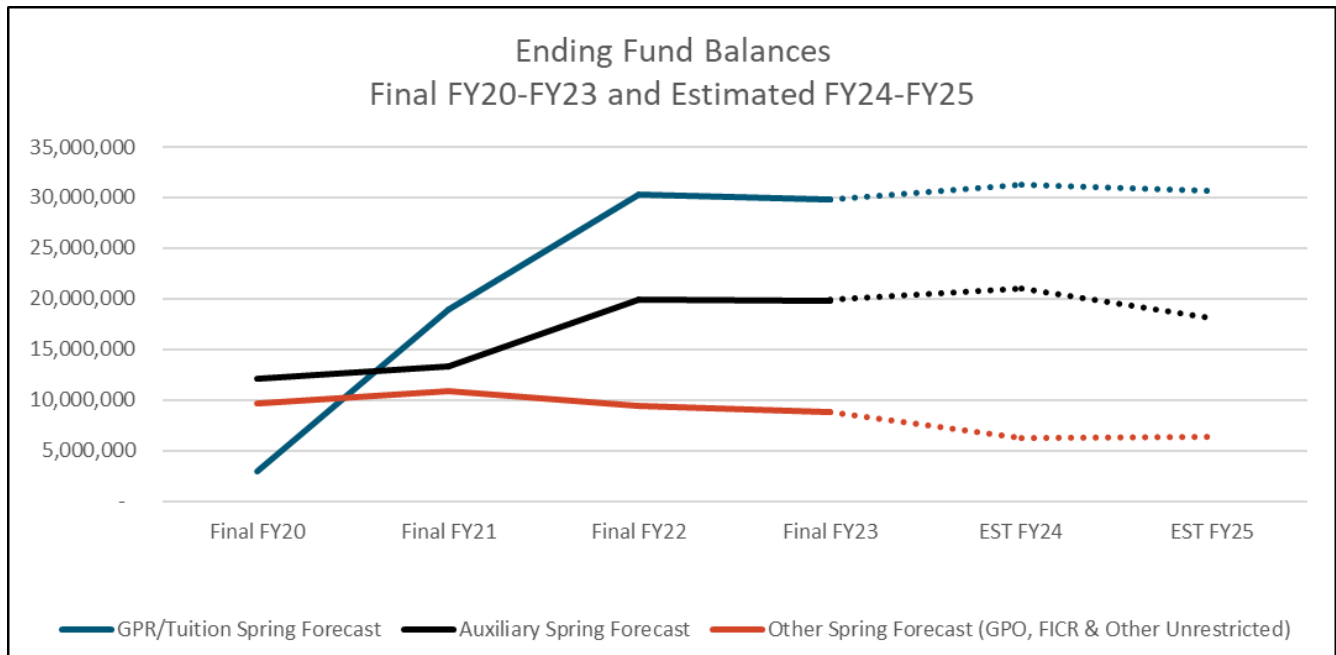
University of Wisconsin
Whitewater



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$114,674,386	\$2,207,196	114,165,212	\$9,606,800	(\$509,174)	\$29,767,216	\$31,231,275	\$30,722,101
Auxiliaries	\$58,162,584	\$6,463,462	\$55,193,750	\$4,104,602	(\$2,968,834)	\$19,962,260	\$21,026,261	\$18,057,427
General Program Operations	\$11,870,631	(\$556,421)	\$12,435,032	\$708,016	\$564,401	\$7,257,670	\$5,005,859	\$5,570,260
Fed Indirect Cost Reimb.	\$587,793	(\$64,642)	\$390,900	(\$15,248)	(\$196,893)	\$1,405,776	\$1,103,074	\$906,181
Gifts, Grants, Contracts	\$6,859,269	(\$2,177,504)	\$6,945,754	(\$2,234,316)	\$86,485			
Federal Financial Aid / Other	\$55,946,243	\$502,626	\$55,765,475	\$586,721	(\$180,768)	\$115,998	\$125,461	(\$55,307)
Total Base	\$248,100,906	\$6,374,717	\$244,896,123	\$12,756,575	(\$3,204,783)	\$58,508,920	\$58,491,930	\$55,200,662
One-Time Use of Tuition		\$0 (\$3,735,000)						
Total Including Use of	\$248,100,906	\$2,639,717	\$244,896,123	\$12,756,575	(\$3,204,783)			

*GPR/Tuition includes One-Time Use of Tuition Balances





Mission Statement

With the Board of Regents, the Universities of Wisconsin Administration (UWSA) leads and serves the Universities of Wisconsin campuses, as a champion of higher education and a responsible steward of resources.

Under the direction of the Universities of Wisconsin President, UWSA helps to develop, and then implements, monitors, and evaluates policies enacted by the Board of Regents, aligning university programs with the current and future needs of the state and the nation.

In fulfilling this mission, UWSA:

- Develops strategic plans, analyzing advances in teaching and learning, new technologies, and demographic trends.
- Acquires and manages the human, physical, and financial resources needed to advance public higher education in Wisconsin, advocating for the Universities of Wisconsin, students, employees, and stakeholders.
- Ensures the effective and efficient use of resources, building trust with students, taxpayers, donors, and other funders.
- Measures, evaluates, and reports the UW system's progress toward strategic goals and operational objectives, demonstrating accountability and leadership.
- Cultivates the talent needed to fulfill the UW system mission, helping the institutions attract, reward, and retain faculty, academic staff, classified staff, and academic leaders,
- Models and leads organizational learning and transformation through inclusive excellence, equity, and diversity, by engaging with students, faculty, staff, and a wide variety of external stakeholders, whose diverse viewpoints and experiences enrich the university's impact.
- Facilitates close coordination and cooperation among the UW system, building on existing capabilities and sharing expertise.
- Coordinates UW system activities and operations with appropriate local, state, and federal governmental agencies.
- Facilitates effective partnerships with other public and private educational institutions and systems, university governance groups, businesses, students, and others, to create shared solutions to emerging challenges.
- Interprets and applies laws, regulations, and business practices that govern the UW system, providing reliable guidance and oversight for the institutions.

Key Drivers in the 2024-25 Annual Budget:

- In 2024-25, **revenues are expected to decrease by 2.8%**, or \$4.2 million from the prior year. Key drivers in revenues are:
 - GPR Revenues (and expenses) have a large decrease of \$10.1 million in total for FY25 in total: \$1.2 million in one-time funds for the FY24 27th pay period was removed from the UWSA budget and \$9.3 million in utility funding was reallocated to UW system campuses to allow flexibility in management of these costs.
 - The fund group 'Other' is associated with UW Extended Campus collaborative semester-based degree programs. Enrollments in these programs are experiencing an overall decline. As such, both revenue and expenses have been reduced by approximately \$300,000 to have a balanced budget in 2024-25.

- General Operations revenues (and expenses) increased between FY24 and FY25 by \$4.3 million, for technology related purposes in preparation for moving to Workday in July 2025.
- Gifts, Grants, & Contract budgeted revenue increased by \$1.5 million in FY25 due to increased grant activity in the Institute of Business and Entrepreneurship (IBE) and the Wisconsin Institute for Public Policy and Service (WIPPS).
- In 2024-25, **expenses will increase by 6.1%**, or \$10.1 million from the prior year. Key drivers in expenses are:
 - The 2% pay plan effective July 1, 2024, impacts expenses in all fund categories.
 - One percent of the tuition increase, \$9.2 million, is being held at UWSA and will be transferred to UW system campuses for student success initiatives and financial aid in FY25.
 - One-time use of tuition balances will increase in FY25 by approximately \$3 million, primarily due to the Administrative Transformation Project (ATP) and Wisconsin Tuition Promise.
- Key drivers in the changes in fund balances include:
 - GPR/Tuition
 - The UW System Capital Design Revolving Fund FY24 balance increased due reimbursement for design related costs for enumerated capital projects. These funds will be retained in the revolving fund and redistributed for future campus capital projects.
 - Expenses for ATP and Tuition Promise will continue to bring down these balances.
 - Auxiliary
 - The FY24 balance will be significantly lower than FY23 due to a shift in the recording of interest income, which is now being recorded in General Operations.
 - General Operations
 - Balances increase partially due to the shift in recording interest income from Auxiliary to General Operations (this revenue is transferred directly to campuses at the start of the next fiscal year).

2024-25 Annual Budget Zero-Based Budget and Strategic Plan Initiatives:

When developing the UWSA 2024-25 operating budget, a zero-based budget methodology was used for all non-compensation expenditures. The zero-based budget approach allows additional visibility into the activities and needs of all departments within UWSA. During the 2024-25 UWSA budget development process, departments worked with leadership to ensure that submissions aligned with the 2023-2028 Strategic Plan initiatives and goals. During the year, leadership will continue to work with departments to ensure that departmental functions are prioritized to align with the 2023-2028 Strategic Plan.

The table below outlines some of the Strategic Plan investments for 2024-25 that were made possible by undertaking a zero-based budgeting approach and reallocating GPR resources to those initiatives. A total of \$1.4 million in GPR funding was reallocated within UWSA departmental

budgets for 2024-25. Approximately \$700,000 of these reallocations are in direct support of Strategic Plan goals.

Key Financial Actions Related to the UW System's 2023-28 Strategic Plan:

Champion student success across the higher education lifecycle.

- Support robust academic advising, career advising, and mental health support by providing dedicated budget lines to these activities and providing support to campuses in these areas.
 - The 360 Advising and Navigate initiative budgeted just over \$100,000 for systemwide webinars, workshops, and professional development support for academic advisors.
 - Career Advising budget support includes \$100,000 to fund the My Majors major and career exploration tool, and \$130,000 to support administration of the National Alumni Career Mobility (NACM) survey that gives UW universities information on career outcomes and feedback on how students perceive the support they received in achieving those outcomes.
 - The Behavioral Health initiative budgeted just over \$100,000 for ongoing support to universities in the form of training, professional development, subscriptions, and assessment activities. An additional \$2 million in American Rescue Plan Act (ARPA) funds will provide supplemental direct services to students through 2024-2025, creating a need to identify alternative funding to continue services in future years.
 - A Student Success mini-grant program, with a budget of \$75,000, will invite universities to propose innovative student success initiatives that cut across student support areas, including advising, mental health, veteran support, and others.
- Expand high-impact practices (HIPs) by providing grants to campuses to develop HIPs related goals and collaborate with campuses on best practices for further this work.
 - All UW universities are participating in the Next Generation HIPs initiative and will receive funding to further develop HIPs related goals.
 - UWSA is organizing a systemwide convening of institutional HIPs directors and practitioners to share "Next Generation" HIPs objectives and develop a systemwide strategy for advancing HIPs.
 - UWSA will build and convene a HIPs community of practice to provide campuses with a monthly forum to share best practices, discuss pressing policy issues, and set systemwide strategic directions.
 - UWSA will support the planning and implementation of an annual UW Research Symposium.

Foster a culture of innovation in support of advancing human knowledge and economic prosperity.

- The UW Innovation Grant is an annual competition for five years (2023-2028) that aims to develop and apply advancements in human knowledge and/or promote economic prosperity in the state of Wisconsin. Innovation Grants were awarded to the first three recipients in January 2024. The first-year awardees received a combined total of \$300,000.
 - UW Chancellors will receive the 2024 call for proposals in May 2024. Three new awardees will be announced in December 2024. In January 2025, distributions to the first two cohorts will total \$525,000.

Ensure universities are financially and environmentally sustainable.

- Financial and strategic assessments are being conducted by Deloitte Consulting. This analysis has provided insight into campus finances with a goal of resolving structural deficits by fiscal year 2028. A list of potential opportunities was also provided to the respective UW campuses. A review of UWSA will be conducted in the summer of 2024.
- Workday implementation continues to move forward with a go-live date of July 2025. This cloud-based Enterprise Resource Platform (ERP) technology will optimize finance and human resource functions to standardize business processes and improve decision making for all 13 Universities of Wisconsin and UWSA.
- UWSA zero-based budgeting (ZBB) for non-compensation and review of vacancies, was undertaken when developing the FY25 budget. Under ZBB, all expenses must be justified for the new fiscal year starting from zero (versus starting with the previous budget and adjusting incrementally). ZBB proved effective in eliminating unnecessary costs and maintaining discipline for directing investment towards UWSA's strategic priorities. Each department reviewed anticipated expenses and developed an FY25 plan which was approved by the President.
- Expansion of IT as a Service (ITaaS) continues as campuses leverage the scale of system and move campus-based operations to the centralized management of IT, improving redundancy and resiliency for the IT infrastructure across the UW system.
- Sustainability Efforts are well underway at all 13 Universities of Wisconsin. Coordinated by UWSA's sustainability team, a framework has been developed for developing individual campus sustainability plans that focus on 1) Emissions and Energy; 2) Built Environment; 3) Student Learning; 4) Operations; and 5) Leveraging Resources.

Champion the democratic principles of free expression, academic freedom, and civil discourse.

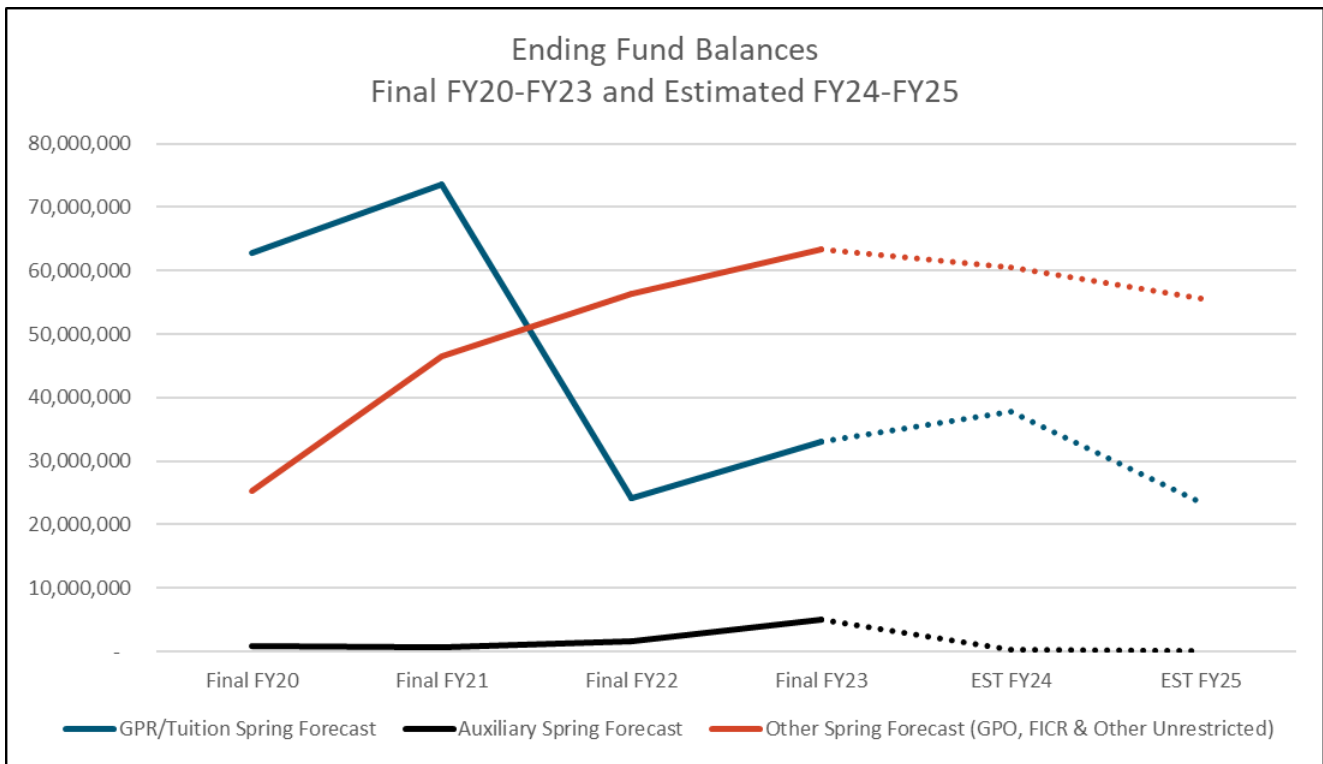
- The Wisconsin Institute for Citizenship & Civil Dialogue (WICCD) provides resources, opportunities, and support for teaching, learning, and practicing viewpoint diversity; freedom of expression; academic freedom; civil dialogue; and civic participation within our universities and communities. In 2024-25, a budget of \$500,000 was developed for WICCD. These funds provide support for grant projects likely to have positive impacts on campus culture, campus free speech and academic freedom, and other events.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$60,103,191	(\$10,098,425)	60,103,191	(\$10,098,425)	(\$14,476,696)	\$33,100,243	\$37,832,281	\$23,355,585
Auxiliaries	\$942,487	(\$237,342)	\$852,000	\$111,700	(\$90,487)	\$5,000,366	\$203,836	\$113,349
General Program Operations	\$51,541,574	\$4,364,381	\$48,935,884	\$4,306,069	(\$2,605,690)	\$28,791,867	\$29,008,438	\$26,402,748
Fed Indirect Cost Reimb.	\$7,589,575	\$2,067,101	\$5,330,748	\$380,748	(\$2,258,827)	\$24,590,025	\$22,075,417	\$19,816,590
Gifts, Grants, Contracts	\$6,693,190	\$2,240,571	\$5,690,971	\$1,478,826	(\$1,002,219)			
Federal Financial Aid / Other	\$8,301,194	(\$398,597)	\$8,225,304	(\$337,417)	(\$75,890)	\$9,949,598	\$9,408,404	\$9,332,514
Total Base	\$135,171,211	(\$2,062,311)	\$129,138,098	(\$4,158,499)	(\$6,033,113)	\$101,432,099	\$98,528,376	\$79,020,786
One-Time Use of Tuition Balances	\$14,476,696	\$2,966,019						
Workforce Development Funding	\$15,940,900	\$0	\$15,940,900	\$0	\$0			
1% Tuition Incr. for Initiatives	\$9,175,866	\$9,175,866			(\$9,175,866)			
Total Including Use of Balances	\$174,764,673	\$10,079,574	\$145,078,998	(\$4,158,499)	(\$29,685,675)			

*GPR/Tuition includes One-Time Use of Tuition Balances



APPENDIX A
ANNUAL DISTRIBUTION ADJUSTMENTS FOR CHANGES IN GPR/TUITION FUNDING

1. 2024-25 TUITION AUTHORITY AND PROGRAM-SPECIFIC TUITION

These allocations reflect institutional re-estimates in tuition authority for enrollment changes, existing program-specific tuition, self-supporting programs, and additional rate changes for resident, graduate, and non-resident students. These changes vary based upon institutional requests and are not the result of the general resident undergraduate tuition increases.

2. JULY 2024 COMPENSATION ADJUSTMENTS

This allocation provides funding for the 2% compensation increase that is effective on July 1, 2024. Also known as pay plan, this increase was approved by the Joint Committee on Employment Relations (JCOER), in the State's 2023-25 Compensation Plan and was allocated based upon the October 2022 payroll.

3. REMOVE 27TH PAY PERIOD

This allocation removes the one-time funding that was allocated in 2023-24 for a 27th pay period which occurs every eleven years.

4. UTILITY FUNDING

For 2024-25, the allocation methodology for utilities has been separated into two allocations. The first allocation is for the core utilities and was calculated based on the 2022-23 actual expenses for electric, gas, steam, water/sewer, and sales credits. The 2022-23 actual expenses are believed to have been the highest costs in recent years, so this allocation will remain constant for future years.

The second allocation for utilities is for the debt service on Department of Administration energy-savings performance contracts and is based on the actual debt service schedule for projects that were approved by the State Building commission as of March 2024. This allocation will be updated annually using the most recent amortization schedule. Projects approved after March of 2024 will be covered by utility savings generated at the universities.

Utilities funding at the universities increased by \$9.3 million. This funding was reallocated from a contingency utility fund previously held in the Universities of Wisconsin Administration budget.

5. DEBT SERVICE

The 2023-25 Biennial Budget provides a \$43,362,100 increase in GPR Debt Service for fiscal year 2024-25. This funding has been allocated based on each institution's proportion of actual debt service expenditures (principal plus interest) in fiscal year 2022-23.

6. TUITION ASSISTANCE GRANTS (TAG)

Tuition Assistance Grant funding is held flat in the budget and is allocated to universities based on the 2022-23 proportion of Pell Grant dollars for Wisconsin resident undergraduate students below the Wisconsin Grant maximum. The allocation is adjusted annually.

7. VETERANS REMISSIONS

Veterans Remission funding is held flat in the budget and is allocated to the universities based on a 3-year average of actual Veterans Remissions (2020-21 through 2022-23). The allocation will be adjusted annually. To ensure that campuses are made whole, a true-up will occur at the end of the year.

8. LAWTON UNDERGRADUATE MINORITY RETENTION GRANT/ADVANCED OPPORTUNITY PROGRAM (AOP)

The budget flat funds the Lawton Undergraduate Minority Retention Grant and the Advanced Opportunity Program in 2024-25. Funding for the AOP is based on each institution's proportion of a three-year rolling average headcount of the statutorily designated eligible population of minority/disadvantaged graduate students.

The Lawton Grant allocation is based on the three-year rolling average of Wisconsin resident undergraduates from eligible populations who are registered full-time.

9. EMERGENCY GRANT FUNDING

Emergency grant funding is allocated to the universities based on the 2022-23 proportion of Pell Grant dollars for Wisconsin resident undergraduate students below the Wisconsin Grant maximum.

2023 Wisconsin Act 80 made some notable changes to this program. The first modified the definition of "eligible student" from requiring an EFC less than \$5,000, to meeting

the eligibility criteria for a federal Pell grant. Second, previously these funds could only go to students attending branch campuses and now they may go to students at any university. Last, the maximum individual student award increased from not exceeding \$500 to \$1,000 within the same academic year. This allocation will be adjusted annually.

10. REALLOCATION OF OUTCOMES BASE FUNDING

This allocation redistributes \$48.75 million of Outcomes Based Funding based on the formula developed by the Board of Regents and approved by the Joint Finance Committee and is adjusted annually.

11. REALLOCATION OF RENEWABLE ENERGY APPROPRIATION

This allocation redistributes \$4,367,000 in the renewable energy appropriation based on each institution's proportion of actual renewable energy expenditures in fiscal year 2022-23.

APPENDIX B
2023-24 AUXILIARY BALANCE TRANSFERS

In February 2021 Resolution 11584 revised Regent Policy Document (RPD) 21-1, Internal Management Flexibility of Auxiliary Funds. RPD 21-1 delegates authority to the UW System President and the President’s designee(s) to approve the transfer of unanticipated auxiliary fund balances from one auxiliary operation to other operations, or across operations within the institution. These transfers must be reported to the Board of Regents.

Below is a summary of the transfers that occurred in 2023-24.

Fiscal Year 2023-24				
University	Transfer From	Amount	Transfer To	Purpose
Platteville	Housing	\$1,130,730	Tuition	Operating Losses
	Dining	\$2,000,000		
	Textbooks	\$32,059		
	Union	\$88,749		
	Service Charges	\$85,000		
	Total	\$3,336,538		
Stevens Point	Housing	\$2,000,000	Health and Wellness	Project costs for the Health and Wellness Facility
	Dining	\$1,000,000		
	Total	\$3,000,000		

**OVERVIEW OF TITLE IX REQUIREMENTS AND APPROVAL
OF NOTICE OF PRELIMINARY HEARING ON
ADMINISTRATIVE CODE SCOPE STATEMENTS FOR
CHAPTERS UWS 1, 4, 7, 11, AND 17 EMERGENCY AND
PERMANENT RULES**

REQUESTED ACTION

Adoption of Resolution I.11.

Resolution I.11. That, upon the recommendation of the President of the University of Wisconsin System, the UW System Board of Regents approves the attached Notice of Preliminary Public Hearing on the scope statements for the revision of Chapters UWS 1, 4, 7, 11, and 17 of the Wisconsin Administrative Code.

SUMMARY

Title IX of the Education Amendments of 1972 requires that all educational institutions that receive federal funds of financial assistance prohibit sex discrimination in their education programs and activities (34 C.F.R. Part 106). The U.S. Department of Education has engaged in rulemaking to further examine and clarify schools' responsibilities in responding appropriately to reports of sex discrimination, sexual harassment, sexual violence, intimate partner violence, and stalking involving faculty, staff, and students as well as pregnant and parenting students. On April 19, 2024, the Department released a final rule which all recipient educational institutions are required to comply with by August 1, 2024.

This presentation is intended to provide the Board of Regents with a brief history of Title IX, as well as the steps that the Universities of Wisconsin have taken and will need to take to gain compliance.

Brief Overview of Title IX

- Sex Discrimination
- Sexual Misconduct
- Pregnant and Expectant Parents

Overall Changes from 2024 Regulations

- Sex Discrimination
- Sexual Misconduct
- Pregnant and Expectant Parents

UW System Efforts to Gain Compliance

- Current Working Group on Implementation of Title IX Regulations
- Timeline for Implementation and Compliance

Rule changes to the following chapters of the Wisconsin Administrative Code are necessary to comply with the substantive and procedural requirements provided under new federal Title IX regulations, which go into effect on August 1, 2024:

- Chapter UWS 1, "Definitions of Terms Used in Chs. UWS 1 to 6"
- Chapter UWS 4, "Procedures for Faculty Dismissal and for Dismissal and Discipline in Title IX Cases"
- Chapter UWS 7, "Procedures for Faculty Dismissal in Special Cases"
- Chapter UWS 11, "Procedures for Academic Staff Dismissal and For Discipline and Dismissal in Title IX Cases"
- Chapter UWS 17, "Student Nonacademic Disciplinary Procedures"

The UW System will hold a preliminary public hearing regarding the scope statements for these proposed rule changes (**Attachment A**). Board approval of the hearing notice (**Attachment B**) is required by s. 227.136 of the Wisconsin Statutes. Governor's approval of the scope statements is required by s. 227.135 of the Wisconsin Statutes (**Attachment C**). The rule will follow a general timeline over the next year (**Attachment D**).

Presenters

- Quinn Williams, General Counsel, Universities of Wisconsin
- Dany Thompson, Title IX Specialist, Universities of Wisconsin

BACKGROUND

Title IX of the Education Amendments was enacted in 1972. Up until 2011, enforcement of the law primarily focused on gender equity in athletics programs. In 2011, the U.S. Department of Education under the Obama Administration issued a "Dear Colleague" letter that affirmed the law's reach to sexual violence and require schools to take affirmative steps to respond to complaints of and work to proactively prevent sexual violence, including rape, sexual assault, sexual battery, and sexual coercion. In 2015, the UW System

Board of Regents approved changes to the UWS Administrative Code that were necessary to comply with this new guidance, and in 2016 the Board approved updates to policy.

In 2017, the U.S. Department of Education under the Trump Administration rescinded the previously issued guidance and released new guidance, followed by the publication of new federal regulations in May 2020. These changes focused on live hearings, cross examinations, and creating a formal grievance process for sexual harassment, along with major definition changes. The UW System Board of Regents approved interim modifications to Regent Policy Document 14-2, "Sexual Violence and Sexual Harassment," and to relevant provisions of the UWS Administrative Code to gain compliance with the updated regulations by the required implementation date of August 14, 2020. Final revisions to UWS Administrative Code and Regent policy were subsequently approved and went into effect the following year.

In 2022, the U.S. Department of Education under the Biden Administration rescinded the guidance issued by the previous administration and released new guidance, followed by the publication of new federal regulations in April 2024. The new regulations focused on a few areas, with the main ones expanding the definition of Sex Discrimination to include gender, gender identity and sexual orientation. It also gave new guidance on supportive measures, grievance processes, trainings required by all employees, updated definitions, and a myriad of smaller changes. It also provided new rules and protections for pregnant and expectant parents. Once again, Board approval of interim modifications to RPD 14-2 and relevant provisions of the UWS Administrative Code will be required to gain compliance with these new regulations before they go into effect on August 1, 2024. Failure to gain compliance with the new regulations could result in loss of federal funding to the UW System.

Administrative Rules

The administrative rules of the Board of Regents of the University of Wisconsin System were adopted pursuant to Chapter 36 of the Wisconsin Statutes, which states: "The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system" (s. 36.09(1)(a), Wis. Stats.).

All UW institutions would be affected by the proposed rule revisions articulated in the attached scope statements for Chapters UWS 1, 4, 7, 11, and 17 of the Wisconsin Administrative Code.

Previous Actions

Chapters UWS 4, 7, 11, and 17 of the Wisconsin Administrative Code

In April 2015, the Board of Regents amended Chapters UWS 4, "Procedures for Dismissal of Faculty," UWS 7, "Dismissal of Faculty in Special Cases," UWS 11, "Dismissal of Academic Staff for Cause," and UWS 17, "Nonacademic Student Misconduct" of the Wisconsin Administrative Code through [Resolution 10476](#), [Resolution 10477](#), and [Resolution 10478](#), all of which addressed the Dear Colleague Letter updates from the U.S. Department of Education.

In August 2020, the Board of Regents approved the implementation of emergency rules to modify Chapters UWS 4, 7, 11, and 17 through [Resolution 11474](#), to comply with updated federal regulations. In December 2020, the Board of Regents adopted [Resolution 11568](#) approving the permanent rule language for Chapters UWS 4, "Procedures for Faculty Dismissal and for Dismissal and Discipline in Title IX Cases," UWS 7, "Procedures for Faculty Dismissal in Special Cases," UWS 11, "Procedures for Academic Staff Dismissal and for Discipline and Dismissal in Title IX Cases," and UWS 17, "Student Nonacademic Disciplinary Procedures," all of which took effect in May 2021.

Regent Policy Document 14-2, "Sexual Violence and Sexual Harassment"

In December 1980, the Board of Regents adopted Resolution 2297, which created Regent Policy Document (RPD) 80-8, outlining a process for institutions to report incidents of sexual harassment, as well as establishing the Regent Task Force on the Status of Women. In April and May 1981, the Board of Regents adopted Resolution 2361 and Resolution 2384, which respectively adopted many of the task force recommendations and replaced RPD 80-8 with RPD 81-2. Resolution 3758, adopted in April 1987, updated RPD 81-2, which was subsequently renumbered as RPD 14-2.

In July 2014, the President of the UW System ordered the Task Force on Sexual Violence and Harassment to lead and coordinate systemwide efforts to strengthen UW System's capacity to prevent sexual violence and harassment. In December 2016, the Board of Regents adopted [Resolution 10786](#) approving the task force's recommended revisions to RPD 14-2, which included a new template and common definitions to be used in UW institutional policies.

On August 5, 2020, the Board adopted [Resolution 11475](#) approving interim changes to RPD 14-2 to gain compliance with new federal regulations released by the Trump Administration. Additional changes to RPD 14-2 were approved in August 2020 ([Resolution 11494](#)) and June 2021 ([Resolution 11637](#)) to bring the policy in line with final revisions to UWS Administrative Code.

UW System Administrative Policies

In June 2018, the Board of Regents adopted [Resolution 11038](#), which called for the UW System to create policies to provide personnel records for former or current UW System employees, document allegations and investigations of employee sexual harassment, and form appropriate reference check procedures for prospective UW System employees. This resulted in the revision of UW System Administrative Policy 1261, "Personnel Files" and UW System Administrative Policy 1275, "Recruitment Policies" in January 2019.

Related Laws and Policies

- [Chapter UWS 1, Wis. Admin. Code: "Definitions Of Terms Used In Chs. UWS 1 To 6"](#)
- [Chapter UWS 4, Wis. Admin. Code: "Procedures for Faculty Dismissal and for Dismissal and Discipline in Title IX Cases"](#)
- [Chapter UWS 7, Wis. Admin. Code: "Procedures for Faculty Dismissal in Special Cases"](#)
- [Chapter UWS 11, Wis. Admin. Code: "Procedures for Academic Staff Dismissal and for Discipline and Dismissal in Title IX Cases"](#)
- [Chapter UWS 17, Wis. Admin. Code: "Student Nonacademic Disciplinary Procedures"](#)
- [Regent Policy Document 14-2, "Sexual Violence and Sexual Harassment"](#)
- [UW System Administrative Policy 1261, "Personnel Files"](#)
- [UW System Administrative Policy 1275, "Recruitment Policies"](#)

ATTACHMENTS

- A) Scope Statements for Chapters UWS 1, 4, 7, 11, and 17, Wis. Admin. Code
- B) Notice of Preliminary Hearing on the Scope Statements
- C) Governor Evers' Approval of Scope Statements
- D) Title IX Rulemaking Timeline

STATEMENT OF SCOPE

The Board of Regents of the University of Wisconsin System

Rule No.: Chapter UWS 1

Relating to: Definitions of Terms Used In Chs. UWS 1 To 6

Rule Type: Emergency and Permanent

1. Finding/nature of emergency (Emergency Rule only):

On April 19, 2024, the Federal Government released new, comprehensive Title IX regulations addressing sexual harassment and sexual violence with respect to university employees, including academic staff. The regulations go into effect on August 1, 2024. An emergency rule is required for the University of Wisconsin System to be compliant with these new federal regulations by August 1, 2024.

2. Detailed description of the objective of the proposed rule:

Through a separate scope statements the Board seeks to amend Chs. UWS 4, 7, 11, and 17, to comply with new Title IX regulations that the U.S. Department of Education has published relating to the manner in which higher education institutions define and respond to sex discrimination and sex-based harassment allegations involving students, employees, and visitors.

This will involve issuing related emergency rules followed by the promulgation of permanent rules.

The Board seeks to consolidate the regulatory definitions related to Title IX from Chs. UWS 4, 7, 11, and 17 in Chapter 1 to apply to all of those chapters for ease of reading and use.

3. Description of the existing policies relevant to the rule, new policies proposed to be included in the rule, and an analysis of policy alternatives:

The modifications contemplated by this rulemaking would incorporate into law necessary changes to conform the definitions in Chs. UWS 4, 7, 11, and 17 to the new federal Title IX regulations.

An alternative would be to continue to operate with both the current definitions in Chs. UWS 4, 7, 11, and 17 and the new federal Title IX regulations. This, however, would conflict with the federal rules preemption of conflicting state laws and regulations. It will lead to confusion and exposure to federal enforcement action and third-party litigation.

4. Detailed explanation of statutory authority for the rule (including the statutory citation and language):

Wis. Stat. § 36.09(1)(a): “The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system, plan for the future needs of the state for university education, ensure the diversity of quality undergraduate programs while preserving the strength of the state's graduate training and research centers and promote the widest degree of institutional autonomy within the controlling limits of system-wide policies and priorities established by the board.”

Wis. Stat. § 36.11(1)(a): “The board may promulgate rules under ch. 227 to protect the lives, health and safety of persons on property under its jurisdiction and to protect such property and to prevent obstruction of the functions of the system. Any person who violates any rule promulgated under this paragraph may be fined not more than \$500 or imprisoned not more than 90 days or both.”

Wis. Stat. § 36.15(3): “A person having an academic staff appointment for a term may be dismissed prior to the end of the appointment term only for just cause and only after due notice and hearing. A person having an academic staff appointment for an indefinite term who has attained permanent status may be dismissed only for just cause and only after due notice and hearing. In such matters the action and decision of the board, or the appropriate official authorized by the board, shall be final, subject to judicial review under ch. 227. The board shall develop procedures for notice and hearing which shall be promulgated as rules under ch. 227.”

Wis. Stat. § 36.35(1): “The board may delegate the power to suspend or expel students for misconduct or other cause prescribed by the board. Subject to sub. (4), the board shall promulgate rules under ch. 227 governing student conduct and the procedures for the administration of violations.”

5. Estimate of amount of time that state employees will spend developing the rule and of other resources necessary to develop the rule:

400 hours.

6. List with description of all entities that may be affected by the proposed rule:

All University of Wisconsin System institutions and the faculty, academic staff, and students thereof.

7. Summary and preliminary comparison with any existing or proposed federal regulation that is intended to address the activities to be regulated by the proposed rule:

Title IX of the Education Amendments of 1972 provides that “[N]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” The U.S. Department of Education has issued new federal regulations effective August 1, 2024, with respect to how institutions of higher education that receive federal funding must define and address sex discrimination and sex-based harassment. The U.S. Department of Education through its Office for Civil Rights enforces these regulations.

The new regulations are intended to continue to effectuate Title IX’s prohibition against sex discrimination and sex-based harassment, including continuing to ensure fairness and due process for all parties in the university’s investigation and adjudication of such complaints. The new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment.

8. Anticipated economic impact of implementing the rule (note if the rule is likely to have a significant economic impact on small businesses):

There may be an economic impact on UW institutions, given the University is required by the regulations to provide additional resources to support employees, students, advisors, hearing officers, and additional trainings.

The University will continue to evaluate any potential economic impacts as it begins drafting rule language and will include more detailed analysis in its EIA. There is no anticipated significant economic impact on small businesses.

Contact Person: Dany Thompson, Title IX Compliance Specialist, dtthompson@uwsa.edu



Department Head or Authorized Signature

5/13/2024

Date Submitted

STATEMENT OF SCOPE

The Board of Regents of the University of Wisconsin System

Rule No.: Chapter UWS 4

Relating to: Procedures for Dismissal of Faculty

Rule Type: Emergency and Permanent

1. Finding/nature of emergency (Emergency Rule only):

On April 19, 2024, the Federal Government released new Title IX regulations addressing sex discrimination and sex-based harassment with respect to university students, visitors, and employees, including faculty. The regulations go into effect on August 1, 2024. An emergency rule is required for the University of Wisconsin System to be compliant with these new federal regulations by August 1, 2024.

2. Detailed description of the objective of the proposed rule:

The Board of Regents of the University of Wisconsin System (“Board”) seeks to modify Chapter UWS 4, regarding Procedures for Dismissal of Faculty for Dismissal and Discipline in Title IX Cases, to comply with new Title IX regulations that the U.S. Department of Education has published relating to allegations of sex discrimination and sex-based harassment involving employees. These new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment. Specifically, the Board seeks to amend Chapter UWS 4 to modify and add certain sections to ensure it is compliant with the new federal Title IX regulations. This will involve issuing an emergency rule followed by the promulgation of a related permanent rule.

3. Description of the existing policies relevant to the rule, new policies proposed to be included in the rule, and an analysis of policy alternatives:

The current version of Chapter UWS 4 provides a disciplinary process for pursuing dismissal of faculty or dismissal or discipline of faculty in Title IX cases. This process has been fair and

effective since it was first published in 1975. The Chapter previously has been amended through the administrative rule-making process to update the Chapter on several occasions.

The modifications contemplated by this rulemaking would incorporate into law necessary changes to conform Chapter UWS 4 to the new federal Title IX regulations.

An alternative would be to continue to operate with both the current Chapter UWS 4 and the new federal Title IX regulations. This, however, is in conflict with the federal rules which preempt conflicting state laws and regulations. It could lead to confusion and exposure to federal enforcement action and third-party litigation.

4. Detailed explanation of statutory authority for the rule (including the statutory citation and language):

Wis. Stat. § 36.09(1)(a): “The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system, plan for the future needs of the state for university education, ensure the diversity of quality undergraduate programs while preserving the strength of the state’s graduate training and research centers and promote the widest degree of institutional autonomy within the controlling limits of system-wide policies and priorities established by the board.”

5. Estimate of amount of time that state employees will spend developing the rule and of other resources necessary to develop the rule:

400 hours.

6. List with description of all entities that may be affected by the proposed rule:

All University of Wisconsin System institutions and the faculty thereof.

7. Summary and preliminary comparison with any existing or proposed federal regulation that is intended to address the activities to be regulated by the proposed rule:

Title IX of the Education Amendments of 1972 provides that “[N]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” The U.S. Department of Education has issued federal regulations effective August 1, 2024, with respect to how institutions of higher education that receive federal funding must address allegations of sex discrimination and sex-based harassment. The U.S. Department of Education through its Office for Civil Rights enforces these regulations.

The new regulations are intended to effectuate Title IX’s prohibition against sex discrimination and sex-based harassment including continuing to ensure fairness and due process for all parties in the university’s investigation and adjudication of such complaints. The new regulations have

expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment.

8. Anticipated economic impact of implementing the rule (note if the rule is likely to have a significant economic impact on small businesses):

There may be an economic impact on UW institutions, given the University is required by the regulations to provide additional resources to support employees, students, advisors, hearing officers, and additional trainings.

The University will continue to evaluate any potential economic impacts as it begins drafting rule language and will include more detailed analysis in its EIA. There is no anticipated significant economic impact on small businesses.

Contact Person: Dany Thompson, Title IX Compliance Specialist, dtthompson@uwsa.edu



Department Head or Authorized Signature

5/13/2024

Date Submitted

STATEMENT OF SCOPE

The Board of Regents of the University of Wisconsin System

Rule No.: Chapter UWS 7

Relating to: Procedures for Dismissal of Faculty in Special Cases

Rule Type: Emergency and Permanent

1. Finding/nature of emergency (Emergency Rule only):

On April 19, 2024, the Federal Government released new Title IX regulations addressing sex discrimination and sex-based harassment with respect to university, students, visitors, and employees, including faculty. The regulations go into effect on August 1, 2024. An emergency rule is required for the University of Wisconsin System to be compliant with these new federal regulations by August 1, 2024.

2. Detailed description of the objective of the proposed rule:

The Board of Regents of the University of Wisconsin System (“Board”) seeks to modify Chapter UWS 7, regarding Procedures for Dismissal of Faculty in Special Cases, to comply with new Title IX regulations that the U.S. Department of Education has published relating to allegations of sex discrimination and sex-based harassment involving employees. These new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment. Specifically, the Board seeks to amend Chapter UWS 7 to modify and add certain sections to ensure it is compliant with the new federal Title IX regulations. This will involve issuing an emergency rule followed by the promulgation of a related permanent rule.

3. Description of the existing policies relevant to the rule, new policies proposed to be included in the rule, and an analysis of policy alternatives:

The current version of Chapter UWS 7 provides a disciplinary process for pursuing dismissal of faculty in special cases. This process has been fair and effective since it was first published in

2007. The Chapter previously has been amended through the administrative rulemaking process to update the Chapter.

The modifications contemplated by this rulemaking would incorporate into law necessary changes to conform Chapter UWS 7 to the new federal Title IX regulations.

An alternative would be to continue to operate with both the current Chapter UWS 7 and the new federal Title IX regulations. This, however, is in conflict with the federal rules which preempt conflicting state laws and regulations. It could lead to confusion and exposure to federal enforcement action and third-party litigation.

4. Detailed explanation of statutory authority for the rule (including the statutory citation and language):

Wis. Stat. § 36.09(1)(a): “The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system, plan for the future needs of the state for university education, ensure the diversity of quality undergraduate programs while preserving the strength of the state's graduate training and research centers and promote the widest degree of institutional autonomy within the controlling limits of system-wide policies and priorities established by the board.”

5. Estimate of amount of time that state employees will spend developing the rule and of other resources necessary to develop the rule:

400 hours.

6. List with description of all entities that may be affected by the proposed rule:

All University of Wisconsin System institutions and the faculty thereof.

7. Summary and preliminary comparison with any existing or proposed federal regulation that is intended to address the activities to be regulated by the proposed rule:

Title IX of the Education Amendments of 1972 provides that “[N]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” The U.S. Department of Education has issued federal regulations effective August 1, 2024, with respect to how institutions of higher education that receive federal funding must address allegations of sex discrimination and sex-based harassment. The U.S. Department of Education through its Office for Civil Rights enforces these regulations.

The new regulations are intended to effectuate Title IX’s prohibition against sex discrimination and sex-based harassment including continuing to ensure fairness and due process for all parties in the university’s investigation and adjudication of such complaints. The new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to

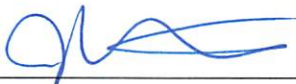
institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment.

8. Anticipated economic impact of implementing the rule (note if the rule is likely to have a significant economic impact on small businesses):

There may be an economic impact on UW institutions, given the University is required by the regulations to provide additional resources to support employees, students, advisors, hearing officers, and additional trainings.

The University will continue to evaluate any potential economic impacts as it begins drafting rule language and will include more detailed analysis in its EIA. There is no anticipated significant economic impact on small businesses.

Contact Person: Dany Thompson, Title IX Compliance Specialist, dtthompson@uwsa.edu



Department Head or Authorized Signature

5/13/2024

Date Submitted

STATEMENT OF SCOPE

The Board of Regents of the University of Wisconsin System

Rule No.: Chapter UWS 11

Relating to: Procedures for Dismissal of Academic Staff for Cause

Rule Type: Emergency and Permanent

1. Finding/nature of emergency (Emergency Rule only):

On April 19, 2024, the Federal Government released new, comprehensive Title IX regulations addressing sexual harassment and sexual violence with respect to university employees, including academic staff. The regulations go into effect on August 1, 2024. An emergency rule is required for the University of Wisconsin System to be compliant with these new federal regulations by August 1, 2024.

2. Detailed description of the objective of the proposed rule:

The Board of Regents of the University of Wisconsin System (“Board”) seeks to modify Chapter UWS 11, regarding Procedures for Dismissal of Academic Staff for Cause, to comply with new Title IX regulations that the U.S. Department of Education has published relating to allegations of sex discrimination and sex-based harassment involving employees. These new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment. Specifically, the Board seeks to amend Chapter UWS 11 to modify and add certain sections to ensure it is compliant with the new Title IX regulations. This will involve issuing an emergency rule followed by the promulgation of a related permanent rule.

3. Description of the existing policies relevant to the rule, new policies proposed to be included in the rule, and an analysis of policy alternatives:

The current version of Chapter UWS 11 provides a disciplinary process for pursuing dismissal of academic staff. This process has been fair and effective since it was first published in 1975. The

Chapter previously has been amended through the administrative rule-making process to update the Chapter.

The modifications contemplated by this rulemaking would incorporate into law necessary changes to conform Chapter UWS 11 to the new federal Title IX regulations.

An alternative would be to continue to operate with both the current Chapter UWS 11 and the new federal Title IX regulations. This, however, is in conflict with the federal rules which preempt conflicting state laws and regulations. It could lead to confusion and exposure to federal enforcement action and third-party litigation.

4. Detailed explanation of statutory authority for the rule (including the statutory citation and language):

Wis. Stat. § 36.09(1)(a): “The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system, plan for the future needs of the state for university education, ensure the diversity of quality undergraduate programs while preserving the strength of the state's graduate training and research centers and promote the widest degree of institutional autonomy within the controlling limits of system-wide policies and priorities established by the board.”

Wis. Stat. § 36.15(3): “A person having an academic staff appointment for a term may be dismissed prior to the end of the appointment term only for just cause and only after due notice and hearing. A person having an academic staff appointment for an indefinite term who has attained permanent status may be dismissed only for just cause and only after due notice and hearing. In such matters the action and decision of the board, or the appropriate official authorized by the board, shall be final, subject to judicial review under ch. 227. The board shall develop procedures for notice and hearing which shall be promulgated as rules under ch. 227.”

5. Estimate of amount of time that state employees will spend developing the rule and of other resources necessary to develop the rule:

400 hours.

6. List with description of all entities that may be affected by the proposed rule:

All University of Wisconsin System institutions and the academic staff thereof.

7. Summary and preliminary comparison with any existing or proposed federal regulation that is intended to address the activities to be regulated by the proposed rule:

Title IX of the Education Amendments of 1972 provides that “[N]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial

assistance.” The U.S. Department of Education has issued federal regulations effective August 1, 2024, with respect to how institutions of higher education that receive federal funding must address allegations of sex discrimination and sex-based harassment. The U.S. Department of Education through its Office for Civil Rights enforces these regulations.


The new regulations are intended to effectuate Title IX’s prohibition against sex discrimination and sex-based harassment including continuing to ensure fairness and due process for all parties in the university’s investigation and adjudication of such complaints. The new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment.

8. Anticipated economic impact of implementing the rule (note if the rule is likely to have a significant economic impact on small businesses):

There may be an economic impact on UW institutions, given the University is required by the regulations to provide additional resources to support employees, students, advisors, hearing officers, and additional trainings.

The University will continue to evaluate any potential economic impacts as it begins drafting rule language and will include more detailed analysis in its EIA. There is no anticipated significant economic impact on small businesses.

Contact Person: Dany Thompson, Title IX Compliance Specialist, dtthompson@uwsa.edu



Department Head or Authorized Signature

5/13/2024

Date Submitted

STATEMENT OF SCOPE

The Board of Regents of the University of Wisconsin System

Rule No.: Chapter UWS 17

Relating to: Nonacademic Student Misconduct

Rule Type: Emergency and Permanent

1. Finding/nature of emergency (Emergency Rule only):

On April 19, 2024, the Federal Government released new, comprehensive Title IX regulations addressing sexual harassment and sexual violence with respect to students. The regulations go into effect on August 1, 2024. An emergency rule is required for the University of Wisconsin System to be compliant with these new federal regulations by August 1, 2024.

2. Detailed description of the objective of the proposed rule:

The Board of Regents of the University of Wisconsin System seeks to modify Chapter UWS 17, regarding Student Nonacademic Misconduct, to comply with new Title IX regulations the U.S. Department of Education has published relating allegations of sex discrimination and sex-based harassment involving students. The new regulations have expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment. Specifically, the Board seeks to amend Chapter UWS 17 to modify and add certain sections to ensure it is compliant with the new federal Title IX regulations. This will involve issuing an emergency rule followed by the promulgation of a related permanent rule.

3. Description of the existing policies relevant to the rule, new policies proposed to be included in the rule, and an analysis of policy alternatives:

The current version of Chapter UWS 17 provides a student disciplinary process for handling student misconduct allegations, including allegations of sex discrimination and sex-based harassment. This process has been fair and effective since it was first published in 1996. In 2009 and 2015 and 2021, the Chapter was updated and amended through the administrative rule-making process.

The modifications contemplated by this rulemaking would incorporate into law changes necessary to conform Chapter UWS 17 to the new federal Title IX regulations.

An alternative to modifying Chapter 17 would be to continue to operate with both the current Chapter UWS 17 and the new federal Title IX regulations. However, this is in conflict with the federal rules which preempt conflicting state laws and regulations. It could lead to confusion and exposure to federal enforcement action and third-party litigation, as well as complicated and confusing procedures for students.

4. Detailed explanation of statutory authority for the rule (including the statutory citation and language):

Wis. Stat. § 36.09(1)(a): “The primary responsibility for governance of the system shall be vested in the board which shall enact policies and promulgate rules for governing the system, plan for the future needs of the state for university education, ensure the diversity of quality undergraduate programs while preserving the strength of the state's graduate training and research centers and promote the widest degree of institutional autonomy within the controlling limits of system-wide policies and priorities established by the board.”

Wis. Stat. § 36.35(1): “The board may delegate the power to suspend or expel students for misconduct or other cause prescribed by the board. Subject to sub. (4), the board shall promulgate rules under ch. 227 governing student conduct and the procedures for the administration of violations.”

5. Estimate of amount of time that state employees will spend developing the rule and of other resources necessary to develop the rule:

400 hours.

6. List with description of all entities that may be affected by the proposed rule:

All University of Wisconsin System institutions and the students thereof.

7. Summary and preliminary comparison with any existing or proposed federal regulation that is intended to address the activities to be regulated by the proposed rule:

Title IX of the Education Amendments of 1972 provides that “[N]o person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” The U.S. Department of Education has issued federal regulations effective August 1, 2024, with respect to how institutions of higher education that receive federal funding must address allegations of sex discrimination and sex-based harassment. The U.S. Department of Education through its Office for Civil Rights enforces these regulations.

The new regulations are intended to effectuate Title IX’s prohibition against sex discrimination and sex-based harassment including continuing to ensure fairness and due process for all parties in the university’s investigation and adjudication of such complaints. The new regulations have

expanded the universe of covered parties and activities, while also providing some flexibilities to institutions in responding to and adjudicating complaints of sex discrimination and sex-based harassment.

8. Anticipated economic impact of implementing the rule (note if the rule is likely to have a significant economic impact on small businesses):

There may be an economic impact on UW institutions, given the University is required by the regulations to provide additional resources to support students, advisors, hearing officers, and additional trainings.

The University will continue to evaluate any potential economic impacts as it begins drafting rule language and will include more detailed analysis in its EIA. There is no anticipated significant economic impact on small businesses.

Contact Person: Dany Thompson, Title IX Compliance Specialist, dtthompson@uwsa.edu



Department Head or Authorized Signature

5/13/2024

Date Submitted

**NOTICE OF PRELIMINARY PUBLIC HEARING
BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM**

June 14, 2024
2:30-3:30pm
By Zoom Videoconference
(requires registration)

Register at: <https://www.wisconsin.edu/regents/videoconference-information/>

*After registering, you will receive an email with instructions on how to join the event.

Or join by telephone at:
(312) 626-6799
Meeting ID: 937 7632 3244

The Board of Regents of the University of Wisconsin System will hold a preliminary public hearing on proposed emergency and permanent rule scope statements to amend Chapters UWS 1, 4, 7, 11, and 17, Wis. Admin. Code, to bring those Chapters into compliance with the new federal Title IX regulations in 34 CFR Part 106. The new Title IX regulations are effective August 1, 2024.

Appearances at the Hearing and Submittal of Written Comments

UW System personnel or a member of the Board will preside over the preliminary public hearing on the scope statements to provide interested persons with the opportunity to make an oral presentation on the proposed scope statements. Every individual who registers to speak will have up to five minutes to give an oral presentation. Individuals making oral presentations are requested to also submit their comments in writing.

The Board of Regents will accept written comments until **5 p.m. on June 14, 2024.**

Comments may be submitted:

(1) Online at:

- <https://www.wisconsin.edu/compliance/public-comment-form/>
- Ch. UWS 1: https://docs.legis.wisconsin.gov/code/scope_statements/all/059_24
- Ch. UWS 4: https://docs.legis.wisconsin.gov/code/scope_statements/all/060_24
- Ch. UWS 7: https://docs.legis.wisconsin.gov/code/scope_statements/all/061_24
- Ch. UWS 11: https://docs.legis.wisconsin.gov/code/scope_statements/all/062_24
- Ch. UWS 17: https://docs.legis.wisconsin.gov/code/scope_statements/all/063_24

(2) by email to rulemaking@wisconsin.edu;

(3) at the virtual public hearing; or

(4) by mail to:

Office of Compliance & Integrity
780 Regent St
Madison, Wisconsin 53715

The scope statements are available for review at:

- Ch. UWS 1:
https://docs.legis.wisconsin.gov/code/register/2024/821b/register/ss/ss_059_24/ss_059_24
- Ch. UWS 4:
https://docs.legis.wisconsin.gov/code/register/2024/821b/register/ss/ss_060_24/ss_060_24
- Ch. UWS 7:
https://docs.legis.wisconsin.gov/code/register/2024/821b/register/ss/ss_061_24/ss_061_24
- Ch. UWS 11:
https://docs.legis.wisconsin.gov/code/register/2024/821b/register/ss/ss_062_24/ss_062_24
- Ch. UWS 17:
https://docs.legis.wisconsin.gov/code/register/2024/821b/register/ss/ss_063_24/ss_063_24

To request a paper copy of the scope statements, contact the Office of Compliance & Integrity by email at rulemaking@wisconsin.edu or phone at 608-800-6746.

Initial Regulatory Flexibility Analysis

The proposed rules will not have an effect on small businesses, as defined under s. 227.114(1), Wis. Stats.

Accessibility

Persons with special needs or circumstances regarding communication or accessibility at the hearing should call Andrew Preboski, Paralegal, Office of General Counsel, at 608-265-2960 or counsel@wisconsin.edu prior to the hearing date. Accommodations such as ASL interpreters, English translators, or materials in audio format will be made available on request to the fullest extent possible.



Tony Evers

Office of the Governor | State of Wisconsin

May 23, 2024

By Electronic Mail Only

Dear Secretaries and Agency Heads:

On this day, I approved the following statements of scope pursuant to Wis. Stat. § 227.135(2):

- A statement of emergency and permanent scope by the University of Wisconsin System, submitted May 13, 2024, relating to definitions of terms used in Chs. UWS 1 to 6 (Wis. Admin. Code ch. UWS 1); and
- A statement of emergency and permanent scope by the University of Wisconsin System, submitted May 13, 2024, relating to procedures for dismissal of academic staff for cause (Wis. Admin. Code ch. UWS 11); and
- A statement of emergency and permanent scope by the University of Wisconsin System, submitted May 13, 2024, relating to nonacademic student misconduct (Wis. Admin. Code ch. UWS 17); and
- A statement of emergency and permanent scope by the University of Wisconsin System, submitted May 13, 2024, relating to procedures for dismissal of faculty (Wis. Admin. Code ch. UWS 4); and
- A statement of emergency and permanent scope by the University of Wisconsin System, submitted May 13, 2024, relating to procedures for dismissal of faculty in special cases (Wis. Admin. Code ch. UWS 7); and
- A statement of emergency and permanent scope by the Department of Natural Resources, submitted May 16, 2024, relating to "revisions to chs. NR 500 and 520 to provide an alternative method for a municipality to establish proof of financial responsibility required for a solid waste disposal facility" (Wis. Admin. Code chs. NR 500 and 520).

On this day, I approved the following proposed administrative rules pursuant to Wis. Stat. § 227.185:

- A proposed rule by the Marriage and Family Therapy, Professional Counseling, and Social Work Examining Board, submitted April 20, 2024, relating to telehealth comprehensive review (Wis. Admin. Code chs. MPSW 1, 2, 10, 15, and 20); and
- A proposed emergency rule by the Elections Commission, submitted May 17, 2024, relating to nomination paper challenges (Wis. Admin. Code ch. EL 2); and

- A proposed emergency rule by the Elections Commission, submitted May 17, 2024, relating to nomination paper challenges (Wis. Admin. Code ch. EL 2).

Please direct any questions about this letter to my policy director, Katie Domina.

Sincerely,

A handwritten signature in black ink that reads "Tony Evers". The signature is written in a cursive, flowing style.

Tony Evers
Governor

cc: Mel Barnes, chief legal counsel (mel.barnes@wisconsin.gov)
Katie Domina, policy director (katherine.dominal@wisconsin.gov)
DOA State Budget Office (SBOAdminRules@spmail.wi.gov)
DSPA (DSPAAdminRules@wisconsin.gov)
Dany Thompson, University of Wisconsin System (dtthompson@uwsa.edu)
Emma Esch, DNR (emma.esch@wisconsin.gov)
Angela O'Brien, Elections Commission (angela.obrien@wisconsin.gov)

Title IX Rulemaking Timeline

Actions	Dates
Board meets to approve preliminary public hearing notice for scope statements (Permanent and Emergency Rule)	6/6/24
Preliminary public hearing for permanent and emergency Rule scope statements	6/14/24
Board meets to review comments from hearing/comment period and approve scope statements	6/26/24
Board meets to approve emergency rule draft, proposed permanent rule draft, and interim RPD 14-2	7/8/24 or 7/9/24
Emergency Rule goes into effect	8/1/2024
Board meets to approve public hearing notice for permanent and emergency rules	9/26/24
Public hearing on permanent rule	10/8/24
Board meets to approve final draft of permanent rule	11/7/24
Permanent rule goes into effect	4/1/25

Color Key
Board Meeting
Public Hearing
Rule goes into effect

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

II. Board of Regents

Friday, June 7, 2024

8:30 a.m.

Wisconsin Room, 2nd Floor
UW-Milwaukee Student Union
2200 E. Kenwood Boulevard
Milwaukee, Wisconsin
& via Zoom Videoconference

1. Calling of the Roll
2. Declaration of Conflicts
3. Remarks by Governor Tony Evers
May occur at any time during the Board of Regents meeting on Friday, June 7.
4. Report and approval of actions taken by the Business & Finance Committee
5. Report and approval of actions taken by the Education Committee
6. Report and approval of actions taken by the Capital Planning & Budget Committee
7. Report and approval of actions taken by the Audit Committee
8. Presentation of 2024 Regents Academic Staff Excellence Awards
 - Lynda Bader, Director of Clinical Trials Strategic Initiatives, School of Medicine and Public Health – UW-Madison
 - Jenna Graff, Director of the Office of International Education – UW Oshkosh
 - Children’s Center – UW-Whitewater
9. Annual Election of Officers of the Board of Regents
10. Approval of 2025 and 2026 Board of Regents Meeting Schedules
11. Resolution of Appreciation for Regent Jen Staton’s Service on the University of Wisconsin System Board of Regents
12. Resolution of Appreciation for Regent John Miller’s Service on the University of Wisconsin System Board of Regents
13. Resolution of Appreciation to UW-Milwaukee for Hosting the June 2024 meeting
14. Regent communications, petitions, and memorials

15. Closed Session

Move into closed session to:

- A. Consider a student request for review of a UW-Madison disciplinary decision, as permitted by s. 19.85(1)(a), (f), and (g), Wis. Stats.;
- B. Consider faculty member requests for review of UW-La Crosse personnel decisions, as permitted by s. 19.85(1)(c), (f), and (g), Wis. Stats.;
- C. Consider personnel evaluations of chancellors, as permitted by s. 19.85(1)(c), Wis. Stats.

16. Adjourn

The closed session agenda for Thursday, June 6, 2024, may also be considered on Friday, June 7, 2024, as the Board's needs may dictate. In addition, the Board may reconvene in open session regarding matters taken up in the closed session, including voting, where applicable.

**BOARD OF REGENTS 2024 ACADEMIC
STAFF EXCELLENCE AWARDS**

REQUESTED ACTION

Presentation of the Board of Regents 2024 Academic Staff Excellence Awards.

SUMMARY

The purpose of the Regents Academic Staff Excellence Awards is to recognize the dedicated work, vital services, and outstanding contributions of non-instructional academic staff throughout the Universities of Wisconsin.

UW universities may nominate one non-instructional administrative or professional academic staff member and one program primarily staffed by non-instructional and professional staff for these awards. The Regents Academic Staff Excellence Awards Committee selects the recipients, including two individual and one program, who receive awards of \$7,500 to support professional development, program related expenses, or other activities approved by the recipients that enhance a university program or function.

The 2024 Academic Staff Excellence Award recipients are:

- Lynda Bader, Director, Clinical Trials Strategic Initiatives, UW Clinical Trials Institute, UW-Madison
- Jenna Graff, International Programs Manager, UW Oshkosh
- Children’s Center, UW-Whitewater

ATTACHMENTS:

- Profiles of the 2024 Academic Staff Excellence Award Recipients

**Profile of
Lynda Bader
Director, Clinical Trials Strategic Initiatives, UW Clinical Trials Institute
University of Wisconsin–Madison
2024 Regents Academic Staff Excellence Award Individual Recipient**

Highlights from nomination materials:

- Master of Science, School of Medicine and Public Health, UW-Madison; MBA Coursework and Bachelor of Business Administration, Management Information Systems & Human Resources Management, UW Oshkosh; Quality Management Institute, Clinical Research Quality Manager (CRQM); Project Management Institute, Project Management Professional (PMP).
- In three years, has significantly enhanced the clinical trials landscape, instigating strategic improvements that have catalyzed growth, elevated quality, and enhanced performance in this critical area of research; often has more than 20 initiatives in process, demonstrating her capacity to work through challenging initiatives.
- Recognizing the need for standardized cost structures, orchestrated a collaborative effort involving multiple departments and disciplines to establish a universally applicable fee structure template for industry-sponsored clinical trials; this initiative not only reduced budget shortfalls but also facilitated efficient budgeting, leading to increased revenue from industry-sponsored research—an accomplishment that has gained attention and inquiries from other academic institutions seeking her guidance.
- Reimagined and streamlined the study intake and start-up processes to enable cross-functional collaboration, eliminate waste, reduce administrative burden, and improve the timelines and overall experience for all stakeholders engaged in study activation.
- Created roadmap to visualize and communicate an enterprise Clinical Trial Management System ecosystem critical to expanding the technology infrastructure, standardizing processes, and integrating inherent best practices and workflows.
- Infectious “can do” attitude and clear and concise communication keeps individuals engaged and passionate about each project; handles the challenges of change management by demonstrating authenticity and taking the time to actively listen to and address the concerns of others.
- Achieves positive conflict resolution to meet the needs both of individuals and those of the organization.
- Industry funding for research has historically been an area that UW-Madison has lagged other public research institutions with a ranking below the top 45 in industry funding in the 2022 Higher Education Research and Development report, despite an overall ranking in the top 10. The increase in clinical trials revenue from just under \$16 million to nearly \$31 million has been largely achieved by reduction in waste, improvements in efficiency, and increased revenue capture for industry clinical trials driven by Lynda’s work.

In Lynda Bader’s own words:

- “....I found my career ‘home’ at the UW-Madison School of Medicine and Public Health serving as the Director of Clinical Trials Strategic Initiatives for the UW Clinical Trials Institute. This role, and this work, provides the best combination of medical science, research, innovation, and discovery to deliver better patient care in a well-renowned academic health system for which I am grateful and proud to serve.”

In the words of colleagues:

- “[Lynda] brings her talents in project management, process improvement, and tremendous skill in positive communication to constantly advance the conduct and delivery of clinical trials to our patients, our community, and beyond....” —*Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs, UW-Madison*
- “Lynda's ability to balance the organization's vision with individual needs, ensuring the provision of high-quality processes, is truly exceptional and immensely beneficial to the University.” —*Rafael Veintimilla, MD, CCRP, Senior Director Clinical Trials Integration and Medical Science Liaison, UW Clinical Trials Institute, UW-Madison*

**Profile of
Jenna Graff
International Programs Manager
University of Wisconsin Oshkosh
2024 Regents Academic Staff Excellence Award Individual Recipient**

Highlights from nomination materials:

- Master of Science, Educational Leadership, Emphasis: English as a Second Language; Bachelor of Arts, Spanish with Latin American Studies and Political Science, University Scholar; UW Oshkosh.
- Has served as UW Oshkosh's Director of the Office of International Education since its inception in 2003; during her tenure, has facilitated study abroad trips for over 6,000 students, led by more than 100 UWO professors and instructional academic staff to 50 countries on all continents except Antarctica; students have studied tropical ecosystems in Belize, engaged in clinical nursing practices in India and Peru, and partnered with community organizations in Nicaragua to study human rights and social justice.
- Leadership in the Office of International Education contributes to realizing UW Oshkosh's goals of fostering global citizenship and preparing students to become successful leaders in an increasingly diverse and global society; has developed expertise in many areas for the complex undertaking of developing study abroad programs, including risk management, project management, financial operations, contract negotiations, insurance, and emergency response planning.
- Recruits students, markets programs, and is responsible for compliance with relevant federal, state, system, and university regulations and policies.
- Has developed project management systems, staff training protocols, and office-wide workflow processes; recently implemented a new travel risk management software platform, highly technical work that demands patiently navigating byzantine regulations and intricate bureaucratic processes; never loses sight of the central purpose of her work, which is to provide students with life-changing opportunities to experience the world and its cultures.
- In addition to developing faculty-led study abroad programs, has supervised the orientation, retention, recruitment, marketing, and admissions of international students; has also managed the National Student Exchange, an Intensive English Program, and short-term customized group programs for students and professionals from various countries; responsible for administering the higher education segment of the state-to-state student exchange program between Hessen, Germany, and Wisconsin.
- Her efforts have enabled over 6,000 students to explore the world, expand their horizons, and connect with cultures and people they might not have encountered otherwise.

In Jenna Graff's own words:

- "I put in the effort, hours, brain power, research, and training to ensure that students at UWO have access to quality, high impact, life-changing experiences both off and on campus. This is my life's calling. I hope to make a difference in the world by making a difference in students' lives."

In the words of colleagues:

- "Ms. Graff is an engaged citizen of our university and is known across campus as a thoughtful and vocal advocate for students, faculty, and staff. She frequently participates in open forums, town halls, and the Senate of Academic Staff, where she articulates her concerns, shares her ideas, and builds connections with the greater UWO community."—*Ed Martini, Provost and Vice Chancellor, UW Oshkosh*
- "Jenna possesses outstanding organizational skills, is governed by a rare level of patience, and simply exudes positivity. To say that it is a complete pleasure to work with Jenna feels like an understatement. She is a gem in our university community, and I am conscious of how fortunate I am to have the opportunity to work with her."—*Pascale M. Manning, Associate Professor of English, President of the Faculty Senate, UW Oshkosh*

**Profile of
Children's Center
University of Wisconsin–Whitewater
2024 Regents Academic Staff Excellence Program Award Recipient**

Highlights from nomination materials:

- The Children's Center mission is to transform lives by providing a learner centered, collaborative early care and educational environment that embodies best practice for young children, their families, educators, and pre-service teachers through a Reggio-Emilia inspired practice. The program has had the opportunity to build and strengthen partnerships across campus since its opening in 1974.
- The Children's Center is deeply integrated into the academic fabric of UW-Whitewater. Faculty members incorporate center observations into their coursework, and teachers from the center actively participate in various educational programs and conferences, enriching the academic experience for both students and educators.
- The Children's Center serves as a cornerstone for experiential learning and community engagement, providing over 6,000 placement hours annually for students completing fieldwork and student teaching in the Early Childhood Program.
- The Children's Center has a longstanding collaborative, symbiotic partnership with the Communication Sciences and Disorders program, where graduate students provide services, including screening, prevention, assessment, and treatment for speech, literacy, and language needs. This collaboration not only benefits the children at the center but also offers vital clinical experiences for speech-language pathology graduate students. Services are provided during the fall and spring semesters on a 1:1 or group basis and have included literacy groups for early readers, articulation and phonology groups targeting intelligibility, and focused language services for late talkers.
- The Children's Center collaborates with the Special Education Department, offering support for the Young Athletes Special Olympics program, and partners with the Kinesiology Department, contributing to the hands-on practice of university students in physical education.
- The center's impact extends beyond campus, as high school students from Whitewater High School fulfill their Child Development class requirements at the Children's Center. It also serves as a placement site for graduate students seeking to add an early childhood license.
- The Children's Center partners with a variety of organizations, camps, and clubs on campus to enhance the student experience. Each summer, incoming and prospective students attend the "I want to be a teacher" summer camp and spend time creating and implementing activities focusing on art and nature with the children who attend the Center.
- Each year, one intern from the UW-Whitewater Sustainability Office heads the Children's Center gardens. The intern is invited to showcase their work at an open house for families at the end of August. The center also extends its partnership with dining services throughout the academic year for activities including opportunities for student employees to develop cooking projects and fitness activities to help the children develop healthy habits early.
- The Children's Center assists faculty and staff with 64% of enrolled students being the children of university employees. In a community where licensed childcare facilities are scarce, the center not only fills a critical gap but also provides high-quality care with a strong connection to academic programs.

In the words of colleagues:

- "The Children's Center's commitment to academic partnerships goes beyond traditional disciplines, with collaborations in sustainability, nutrition education, music, art, and library services. This multifaceted approach enhances the educational experience for university students while addressing the diverse needs of the community."—*Corey A. King, Chancellor, UW-Whitewater*

Friday, June 7, 2024

**APPROVAL OF UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE FOR 2025 & 2026**

REQUESTED ACTION

Adoption of Resolution II.10., adopting the 2025 and 2026 regular meeting schedules for the Board of Regents.

Resolution II.10. That, upon the recommendation of the Executive Director and Corporate Secretary, the Board of Regents adopts the attached regular-meeting schedule for calendar years 2025 and 2026.

SUMMARY

Regular meeting dates are determined based on Article II., Section 1 of the Bylaws of the Board of Regents (Bylaws). This section states:

“Unless otherwise specially ordered, regular meetings of the Board shall be held at regular intervals six (6) times each calendar year on the Thursday and Friday following the first Monday in a month, except that the August meeting shall be held on the Thursday and Friday following the third Monday. In addition, twice each year, a one-day meeting may be held on the Thursday following the first Monday in a month. Annually, the Board shall adopt a 12-month calendar of meeting dates and locations, after consideration of a related recommendation from the Secretary of the Board...”

The location of the meetings is determined based on Article II., Section 3 of the Bylaws, which states:

“Meetings of the Board shall be held in Madison, except that up to four (4) meetings each year may be held at UW institutions throughout the UW System, on a rotating basis.”

The proposed schedules for 2025 and 2026 each include suggested adjustments to accommodate work-restricted religious observances which would require a suspension of the Board’s bylaws. As detailed in Article VI., Section 1 of the Bylaws, a suspension of the

bylaws requires an affirmative vote of two-thirds of the total members of the Board of Regents. The two proposed adjustments include the following:

- The regular meeting that would normally be scheduled for October 9-10, 2025, would be moved to September 18-19, 2025, out of respect for those who observe the Jewish holiday of Sukkot on October 6-13, 2025, and other work-restricted religious holidays during the two weeks preceding and one week following October 9-10.
- The regular meeting that would normally be scheduled for April 9-10, 2026, would be moved to April 16-17, 2026, out of respect for individuals who observe the Jewish holiday of Passover on April 1-9, 2026.

ATTACHMENTS

- A) Proposed UW System Board of Regents Regular Meeting Schedule – 2025 & 2026

**UW SYSTEM BOARD OF REGENTS
PROPOSED REGULAR MEETING SCHEDULE - 2025**

February 6-7, 2025 – Hosted by UW-Madison
March 6, 2025 – In Madison*
April 10-11, 2025 – In Madison*
June 5-6, 2025 – Hosted by UW-Milwaukee
July 10-11, 2025 – In Madison*
September 18-19, 2025** – In Madison*
November 6, 2025 – In Madison*
December 4-5, 2025 – Hosted by UW-Whitewater

**UW SYSTEM BOARD OF REGENTS
PROPOSED REGULAR MEETING SCHEDULE - 2026**

February 5-6, 2026 – Hosted by UW-Madison
March 5, 2026 – In Madison*
April 16-17, 2026*** – In Madison *
June 4-5, 2026 - Hosted by UW-Milwaukee
August 20-21, 2026 – In Madison*
October 8-9, 2026 – Hosted by UW-Superior
November 5, 2026 – In Madison*
December 10-11, 2026 – Hosted by UW Oshkosh

*To be hosted by the Board of Regents Office in Madison.

**Per bylaws, this meeting would normally be held on October 9-10, 2025; however, to avoid conflicts with the Jewish holiday of Sukkot (October 6-13, 2025) and other work-restricted religious holidays during the two weeks preceding and one week following October 9-10, it is proposed that this meeting instead be moved to September 18-19, 2025.

***Per bylaws, this meeting would normally be held on April 9-10, 2026; however, to avoid conflicts with the Jewish holiday of Passover (April 1-9, 2026) it is proposed that this meeting instead be moved to the following week on April 16-17, 2026.