

APPROVAL OF THE 2023-24 UNIVERSITY OF WISCONSIN ANNUAL OPERATING BUDGET

REQUESTED ACTION

Adoption of Resolution 5. Approval of the 2023-24 Annual Operating Budget

Resolution 5 That, upon the recommendation of the President of the University of Wisconsin System, the Board approves the 2023-24 operating budget, as attached in the document, "2023-24 Operating Budget August 2023".

SUMMARY

The University of Wisconsin 2023-24 Annual Operating Budget is the first year of the State of Wisconsin's 2023-25 biennium. The annual budget information contained herein for the University of Wisconsin System is based on the biennial budget as signed by Governor Evers on July 5, 2023.

The total 2023-24 expenditure budget for all fund types (excluding the use of prior year tuition balances) will increase by approximately \$640.1 million, or nearly 9.4%. The primary drivers for this increase are Gifts, Grants, and Contracts, which relate to research grants and charitable giving and are projected to increase \$252.6 million, and GPR/Tuition, which is estimated to increase by \$174.0 million. The increase in GPR/Tuition is due to resident, non-resident and differential tuition rate increases at all UW universities, enrollment growth at UW-Madison, and additional GPR dedicated to employee compensation. Planned use of one-time tuition balances is \$59.6 million. The total 2023-24 revenue budget increases by approximately \$561.7 million, or 8.2%.

Ten UW universities currently project a structural deficit for 2023-24. UW System Administration is actively working with these universities to address their deficits and reduce the future reliance on Tuition balances.

At their March 2023 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 4.2% for 2023-24 based on March 2023 Board of Regents actions.

Presenter

- Sean P. Nelson, Vice President for Finance and Administration

Related Policies

- Chapter 20, Wis. Stats.
- Chapter 36.09(h), Wis. Stats.

ATTACHMENTS

- A) The University of Wisconsin System, "2023-24 Operating Budget and Fee Schedules, August 2023"



2023-24
Operating
Budget

University of Wisconsin
System
August 2023

**2023-24 OPERATING BUDGET
TABLE OF CONTENTS**

	Page
Summary and Overview	1.
2023-24 General Purpose Revenue (GPR)/Tuition Funding	8.
2023-24 Auxiliary Funding	11.
2023-24 General Program Operations Funding	13.
2023-24 Federal Indirect Cost Recovery Funding	14.
2023-24 Gifts, Grants, and Contracts Funding	15.
2023-24 Federal Financial Aid and Other Funding	16.
Campus Narratives and Budget Data	17.
Appendix A. Adjustments in GPR Funding	70.
Appendix B. Auxiliary Transfers	73.

SUMMARY AND OVERVIEW

The University of Wisconsin 2023-24 Annual Operating Budget is the first year of the State of Wisconsin's 2023-25 biennium. The annual budget information contained herein for the University of Wisconsin System is based on the biennial budget as signed by Governor Evers on July 5, 2023.

The total 2023-24 expenditure budget for all fund types (excluding the use of prior year tuition balances) will increase by approximately \$640.1 million, or nearly 9.4%. The primary drivers for this increase are Gifts, Grants, and Contracts, which relate to research grants and charitable giving and are projected to increase \$252.6 million, and GPR/Tuition, which is estimated to increase by \$174.0 million. The increase in GPR/Tuition is due to resident, non-resident and differential tuition rate increases at all UW universities, enrollment growth at UW-Madison, and additional GPR dedicated to employee compensation. Planned use of one-time tuition balances is \$59.6 million. The total 2023-24 revenue budget increases by approximately \$561.7 million, or 8.2%.

Ten UW universities currently project a structural deficit. UW System Administration is actively working with these universities to address their deficits and reduce the future reliance on Tuition balances.

At their March 2023 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, including tuition, segregated fees, and room and board will increase an average of 4.2% for 2023-24.

Individual Campus Narratives and Budget Data

The past three annual budget documents have included an informational page for each institution. For the 2023-24 budget, this is expanded to provide additional insight to the upcoming year's budget planning for each UW institution. These narratives include campus mission statements, key drivers in the 2023-24 annual budget, strategic budget actions in 2023-24 in support of the UW System's Strategic Plan, and campus philanthropy efforts.

In addition to the campus 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. A line chart is also shown for each campus which reflects historical balance levels and future projections.

At-A-Glance

Highlights of the UW System's 2023-24 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 2023-24 will increase by 4.2% or \$706 for students at four-year campuses and increase by 6.3% or \$329 for students at two-year campuses. These rates were previously approved by the Board of Regents.
- The UW System's 2023-24 expenses will increase \$640.1 million, as depicted in the tables of 2023-24 revenues and expenses for all fund types on pages 4-6.
- The ongoing operational General Purpose Revenue (GPR) budget will increase by \$45.0 million, which includes:
 - A \$61.0 million increase in GPR for the second half of the 2% pay plan increase that was effective January 1, 2023, a 4% pay plan increase that has been built into the State's compensation reserve which is awaiting Joint Committee on Employment Relations approval, and fringe benefits.
 - A \$15.9 million GPR budget reduction, with UW-Madison and System Administration combined absorbing 50% of the reduction.
- The tuition share of the pay plan and fringe benefit costs noted above requires \$24.3 million. For the most part, these costs will be absorbed with the 4.5% resident undergraduate tuition increase and campuses will not need to reallocate for them as was required under the tuition freeze.
- An additional \$73.4 million in tuition expenditures is primarily due to:
 - \$73.5 million at UW-Madison due to non-resident and professional school tuition increases and enrollment growth.
 - \$2.4 million at UW-Green Bay for Early College Programming shifting from Extended Campus, \$2.1 million at UW-Parkside and \$1.4 million at UW-La Crosse due to growth in their self-supporting programs.
 - \$2.9 million as result of the 4.5% resident undergraduate tuition increase generated but not required for pay plan at certain universities.
 - A decrease of \$8.9 million primarily at UW-Milwaukee, UW-Eau Claire and UW-Platteville to align expenditures with revenues.
- Expenses related to Gifts, Grants, and Contracts are anticipated to increase \$252.6 million, which is adjusted to reflect historical levels.
- Including the use of one-time tuition balances, expenditures are budgeted to exceed revenues by \$150.2 million Systemwide. The primary drivers are:

- \$63.9 million in the use of tuition balances which includes \$20.0 million at UW-Milwaukee for one-time expenses associated with student success, technology and infrastructure, and strategic initiatives; \$11.5 million at System Administration for the Administrative Transformation/Workday Project implementation and the Tuition Promise; and offsetting other one-time costs and structural deficits at other universities.
- \$31.8 million in auxiliary operations utilizing balances to offset enrollment reductions and inflation; for one-time costs associated with furniture and equipment replacements; debt service and the pre-design costs of capital projects.
- \$46.9 million in general program operations is primarily made up of \$40.4 million for one-time Administrative Transformation Project costs at UW-Madison and BadgerNet, the statewide network delivering video and data applications to many Wisconsin public institutions, spending down balances at System Administration.
- \$6.8 million in the use of federal indirect cost reimbursement funds includes \$5.5 million at UW-Madison for the Computer, Data & Information Sciences building and the strategic use of these funds throughout the System.
- \$0.8 million combined in Gifts, Grants and Contracts, Federal Financial Aid and Other.

**University of Wisconsin System
Budget Summary - All Fund Groups**

Fund Source Category	Expenses					Revenue				
	2022 - 2023 Expenditure Budget	2023 - 2024 Expenditure Budget	Percent Change	Dollar Change	Percent of Ongoing Expenses	2022 - 2023 Revenue Budget	2023 - 2024 Revenue Budget	Percent Change	Dollar Change	Percent of Total Revenue
Operational GPR (Ongoing)	1,027,075,448	1,072,091,886	4.38%	45,016,438	14.35%	1,027,075,448	1,072,091,886	4.38%	45,016,438	14.52%
27th Pay Period (One-time)	0	28,797,623		28,797,623	0.39%	0	28,797,623		28,797,623	0.39%
GPR Debt Service	211,391,800	198,072,400	-6.30%	(13,319,400)	2.65%	211,391,800	198,072,400	-6.30%	(13,319,400)	2.68%
GPR Sub-Total Including One-time	1,238,467,248	1,298,961,909	4.88%	60,494,661	17.38%	1,238,467,248	1,298,961,909	4.88%	60,494,661	17.60%
GPR Funding Held in JFC Appropriation	0	15,940,900			0.21%	0	15,940,900		0	0.22%
Tuition	1,616,973,853	1,714,588,617	6.04%	97,614,764	22.94%	1,628,442,893	1,710,297,377	5.03%	81,854,484	23.17%
GPR/Tuition Total	2,855,441,101	3,029,491,426	6.10%	174,050,325	40.54%	2,866,910,142	3,025,200,186	5.52%	158,290,044	40.98%
Auxiliary Operations	827,084,710	875,894,914	5.90%	48,810,204	11.72%	793,803,126	844,127,166	6.34%	50,324,040	11.43%
General Program Operations	496,689,574	603,187,175	21.44%	106,497,601	8.07%	489,406,098	556,334,613	13.68%	66,928,515	7.54%
Federal Indirect Cost Reimbursement	210,793,131	240,759,965	14.22%	29,966,834	3.22%	200,153,196	233,933,062	16.88%	33,779,866	3.17%
Gifts, Grants, and Contracts	1,436,064,785	1,688,696,115	17.59%	252,631,330	22.60%	1,462,804,294	1,686,521,637	15.29%	223,717,343	22.85%
Federal Financial Aid	734,835,583	742,014,552	0.98%	7,178,969	9.93%	733,961,777	741,657,262	1.05%	7,695,485	10.05%
Other	271,830,051	292,796,723	7.71%	20,966,672	3.92%	273,511,377	294,497,310	7.67%	20,985,933	3.99%
Total Ongoing Base Budget	6,832,738,935	7,472,840,870	9.37%	640,101,935	100.00%	6,820,550,009	7,382,271,236	8.24%	561,721,227	100.00%
One-Time Use of Tuition Balances	42,046,329	59,606,715	41.76%	17,560,386						
Total Operating Budget	6,874,785,264	7,532,447,585	9.57%	657,662,321						

University of Wisconsin System
2023 - 2024 Annual Budget by Management Category and Institution
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	\$1,222,468,167	\$440,941,127	\$454,374,881	\$223,028,585	\$1,541,359,531	\$204,164,540	\$183,800,880	\$4,270,137,711	-	\$4,270,137,711
Milwaukee	\$280,050,324	\$92,692,343	\$14,744,103	\$7,771,446	\$65,714,151	\$128,815,000	\$12,247,257	\$602,034,624	\$20,045,722	\$622,080,346
Eau Claire	\$97,546,070	\$47,000,154	\$8,535,543	\$398,422	\$7,463,258	\$46,365,909	\$10,472,813	\$217,782,169	\$7,739,283	\$225,521,452
Green Bay	\$62,908,669	\$26,708,104	\$5,880,508	\$566,660	\$9,006,034	\$36,702,542	\$3,329,542	\$145,102,059	\$4,172,184	\$149,274,243
La Crosse	\$99,913,384	\$40,642,111	\$2,637,687	\$373,367	\$7,110,083	\$49,259,914	\$9,393,329	\$209,329,875	\$2,924,350	\$212,254,225
Oshkosh	\$96,342,615	\$37,734,300	\$10,858,802	\$685,508	\$11,609,790	\$53,941,274	\$10,675,567	\$221,847,856	\$3,000,000	\$224,847,856
Parkside	\$48,503,965	\$10,377,354	\$1,913,355	\$95,000	\$2,447,476	\$26,153,040	\$4,226,735	\$93,716,925	\$1,056,950	\$94,773,875
Platteville	\$67,737,173	\$29,311,017	\$9,871,993	\$204,990	\$1,203,960	\$26,911,791	\$8,338,954	\$143,579,878	\$3,000,000	\$146,579,878
River Falls	\$54,997,079	\$25,471,724	\$2,669,733	\$240,512	\$3,510,910	\$26,513,547	\$4,697,025	\$118,100,530	-	\$118,100,530
Stevens Point	\$82,480,977	\$40,596,711	\$13,542,201	\$149,246	\$10,227,991	\$40,073,730	\$13,455,691	\$200,526,547	\$1,653,263	\$202,179,810
Stout	\$72,448,163	\$35,641,401	\$17,289,237	\$559,158	\$8,727,854	\$32,975,576	\$10,270,079	\$177,911,468	-	\$177,911,468
Superior	\$31,741,532	\$6,024,103	\$1,264,887	\$512,161	\$6,825,685	\$14,844,385	\$2,914,261	\$64,127,014	\$769,285	\$64,896,299
Whitewater	\$112,467,190	\$41,574,636	\$12,427,052	\$652,435	\$9,036,773	\$55,293,304	\$10,274,799	\$241,726,189	\$3,735,000	\$245,461,189
Systemwide	\$70,201,616	\$1,179,829	\$47,177,193	\$5,522,474	\$4,452,619	-	\$8,699,791	\$137,233,522	\$11,510,677	\$148,744,199
Held by Joint Finance	\$15,940,400	-	-	-	-	-	-	\$15,940,400	-	\$15,940,400
GPR/Tuition Fringe Benefits	\$613,744,102	-	-	-	-	-	-	\$613,744,102	-	\$613,744,102
Total	\$3,029,491,426	\$875,894,914	\$603,187,175	\$240,759,965	\$1,688,696,115	\$742,014,552	\$292,796,723	\$7,472,840,870	\$59,606,715	\$7,532,447,585
Percent of Total	40.54%	11.72%	8.07%	3.22%	22.60%	9.93%	3.92%	100.00%	-	-

University of Wisconsin System
2023 - 2024 Annual Budget by Management Category and Institution
Revenues

	GPR/Tuition	Auxiliary Operations	General Program Operations	Federal Indirect Cost Reimbursement	Gifts, Grants, and Contracts	Federal Financial Aid	Other Funds	Total Revenue
Madison	\$1,225,746,555	\$447,112,882	\$413,959,711	\$217,554,062	\$1,539,804,293	\$204,268,514	\$184,238,485	\$4,232,684,503
Milwaukee	\$281,585,734	\$85,809,195	\$15,731,171	\$7,701,988	\$65,165,851	\$128,815,000	\$12,762,311	\$597,571,250
Eau Claire	\$98,633,452	\$42,110,618	\$8,463,252	\$315,712	\$7,110,684	\$46,365,909	\$10,569,726	\$213,569,353
Green Bay	\$63,567,965	\$21,494,593	\$5,308,114	\$526,327	\$9,196,167	\$36,702,542	\$4,333,324	\$141,129,032
La Crosse	\$100,120,082	\$40,195,879	\$2,668,573	\$373,367	\$7,457,865	\$49,259,914	\$9,305,743	\$209,381,423
Oshkosh	\$96,888,627	\$35,734,668	\$10,401,142	\$617,655	\$11,502,759	\$53,941,274	\$10,717,306	\$219,803,431
Parkside	\$43,444,598	\$7,813,966	\$1,446,672	\$95,000	\$2,447,476	\$26,153,040	\$4,271,389	\$85,672,141
Platteville	\$66,601,763	\$24,818,196	\$9,858,675	\$147,000	\$1,203,960	\$26,911,791	\$8,381,714	\$137,923,099
River Falls	\$56,013,967	\$25,257,772	\$2,593,698	\$239,000	\$3,486,747	\$26,549,347	\$4,659,830	\$118,800,361
Stevens Point	\$83,806,540	\$35,706,368	\$13,506,593	\$118,467	\$10,098,305	\$39,813,230	\$13,455,691	\$196,505,194
Stout	\$72,497,057	\$31,178,376	\$14,773,181	\$288,336	\$8,810,315	\$32,925,012	\$10,117,431	\$170,589,708
Superior	\$31,848,816	\$5,189,691	\$1,267,000	\$600,000	\$6,845,000	\$14,844,385	\$2,925,703	\$63,520,595
Whitewater	\$104,558,412	\$40,964,662	\$11,727,016	\$406,148	\$9,180,070	\$55,107,304	\$10,195,936	\$232,139,548
Systemwide	\$70,201,616	\$740,300	\$44,629,815	\$4,950,000	\$4,212,145	-	\$8,562,721	\$133,296,597
Held by Joint Finance	\$15,940,900	-	-	-	-	-	-	\$15,940,900
GPR/Tuition Fringe Benefits	\$613,744,102	-	-	-	-	-	-	\$613,744,102
Total	\$3,025,200,186	\$844,127,166	\$556,334,613	\$233,933,062	\$1,686,521,637	\$741,657,262	\$294,497,310	\$7,382,271,236
Percent of Total	40.98%	11.43%	7.54%	3.17%	22.85%	10.05%	3.99%	100.00%

ALL FUNDS BUDGET OVERVIEW

The UW System 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
- **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
 - debt service payments for non-academic buildings
 - non-credit extension programming

The tables and narratives on the following pages provide information on the total 2023-24 UW System expense and revenue budget compared to 2022-23, as well as information by source of funds, including the dollar and percent change.

2023-24 GPR/TUITION FUNDS

The GPR/Tuition Changes by Institution table on page 10 shows the detailed allocation changes in GPR/Tuition from 2022-23 to 2023-24. Appendix A provides details regarding the methodology used for the GPR/Tuition funding adjustments.

These changes include:

- A \$61.0 million increase in GPR for the second half of the 2% pay plan increase that was effective January 1, 2023, a 4% pay plan increase that has been built into the State's compensation reserve which is awaiting Joint Committee on Employment Relations approval, and fringe benefits.
- An increase of \$27.2 million resulting from the 4.5% resident undergraduate tuition increase of which \$24.3 million will be used for the tuition share of pay plan and fringe benefits noted above. The remaining \$2.9 million will be retained by those universities that generated more than was needed for their pay plan and fringe benefit costs.
- A \$28.8 million one-time increase for a 27th pay period that occurs every 11 years.
- The distribution of the \$15.9 million GPR reduction included in the State's 2023-25 Biennial Budget.
- A net increase of \$70.5 million in tuition expenditures for graduate and non-resident tuition increases, institution wide and program differentials, self-supporting programs, and enrollment growth.
 - The largest contributor to this growth is UW-Madison with \$73.5 million due to non-resident and professional school tuition increases and enrollment growth.
 - Additional increases include \$2.4 million at UW-Green Bay for Early College Programming shifting from Extended Campus, and \$2.1 million at UW-Parkside and \$1.4 million at UW-La Crosse due to growth in their self-supporting programs.
 - A decrease of \$8.9 million primarily at UW-Milwaukee, UW-Eau Claire and UW-Platteville to align expenditures with revenues.
- The allocation of \$30.3 million for Veteran's Remissions and the Tuition Assistance Grants from UW System Administration to the universities, which were previously held at UW System Administration and transferred during the year to campuses.
- The State's 2023-35 Biennial Budget contained a provision in which \$15.9 million of GPR is being held in the Joint Finance Committee's supplemental appropriation. This

funding may be released to the UW System if a spending plan for the funding is approved by the Committee. As a contingency, this funding is being reported centrally at System Administration and will be allocated per the spending plan should it be approved.

GPR/Tuition Structural Deficits

10 of the 13 UW universities have structural deficits ranging from \$600,000 to \$15.1 million. Additional details on these deficits can be found in the individual campus narratives.

As a percentage of their 2022-23 actual expenses, excluding financial aid expenses:

- 2 universities deficits are less than 1%
- 5 universities deficits are between 1% and 4%
- 3 universities deficits are between 5% and 10%

UW System Administration is actively working with these universities to address their deficits and reduce their future reliance on Tuition balances. UW System has contracted with Deloitte Consulting, Inc. to conduct financial and strategic assessments of UW universities. These assessments will continue through May 2024. Every campus with a structural deficit will develop a financial recovery plan no later than June 30, 2024.

**University of Wisconsin System
2023-24 GPR/Tuition Changes by Institution**

	2022-23 GPR/Tuition Ongoing Budget	2023-24 Tuition Authority and Program Differentials	January and July 2023 Pay Plan Increases and Fringe Benefits	2023-24 One- Time 27th Pay Period	GPR Budget Reduction	Resident Undergraduate Tuition Increase in Excess of Pay Plan	Tuition Assistance Grants and Veterans Remissions	2023-24 Debt Service	Other*	2023-24 GPR/Tuition Ongoing Budget	Total Change of GPR/Tuition Ongoing Budget	2023-24 Use of Tuition Balances	2023-24 GPR/Tuition Ongoing Budget Plus Use of Tuition Balances
Madison	1,127,136,383	60,459,770	32,897,838	11,809,386	(7,005,037)	(5,424,032)	4,715,864	(4,776,400)	2,654,395	1,222,468,167	95,331,784	-	1,222,468,167
Milwaukee	265,332,540	(2,846,085)	8,486,627	2,873,190	(1,858,906)	1,170,399	6,077,353	(782,000)	1,597,206	280,050,324	14,717,784	17,647,217	297,697,541
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Eau Claire	91,969,431	(327,882)	2,934,754	890,755	(672,743)	902,469	2,079,636	(725,500)	495,150	97,546,070	5,576,639	6,945,220	104,491,290
Green Bay	58,399,893	1,806,629	1,603,803	581,708	(382,187)	603,177	2,607,941	(770,200)	(1,542,095)	62,908,669	4,508,776	3,965,927	66,874,596
La Crosse	95,982,763	1,116,165	2,458,092	1,037,927	(554,557)	1,203,639	1,823,635	(3,480,000)	325,720	99,913,384	3,930,621	2,905,000	102,818,384
Oshkosh	90,160,083	-	2,842,769	980,913	(620,645)	958,363	2,519,706	(299,400)	(199,174)	96,342,615	6,182,532	3,000,000	99,342,615
Parkside	42,731,819	1,575,603	1,271,510	551,242	(123,342)	58,385	1,271,813	1,150,400	16,535	48,503,965	5,772,146	945,450	49,449,415
Platteville	66,567,428	(4,446,686)	2,109,610	841,921	(403,547)	623,017	1,366,760	1,153,900	(75,230)	67,737,173	1,169,745	3,000,000	70,737,173
River Falls	53,500,191	-	1,569,889	423,932	(363,217)	396,652	656,114	(1,320,500)	134,018	54,997,079	1,496,888	-	54,997,079
Stevens Point	78,811,429	(43,841)	2,247,594	787,732	(506,924)	711,990	2,128,048	(1,900,300)	245,249	82,480,977	3,669,548	1,568,415	84,049,392
Stout	68,748,810	-	1,926,032	543,813	(449,615)	564,710	1,688,271	(576,500)	2,642	72,448,163	3,699,353	-	72,448,163
Superior	30,574,100	-	867,271	360,800	(80,394)	38,128	515,937	(530,300)	(4,010)	31,741,532	1,167,432	684,682	32,426,214
Whitewater	106,129,844	-	2,827,176	1,111,458	(591,199)	653,277	2,862,033	(462,600)	(62,799)	112,467,190	6,337,346	3,735,000	116,202,190
Systemwide	97,169,080	-	1,579,284	1,231,594	(1,139,462)		(30,313,111)	-	1,674,231	70,201,616	(26,967,464)	11,510,677	81,712,293
Held by Joint Finance	-	-	-	-	-	-	-	-	15,940,400	15,940,400	15,940,400		15,940,400
System Total Excl FB	2,273,213,794	57,293,673	65,622,249	24,026,371	(14,751,775)	2,460,174	-	(13,319,400)	21,202,238	2,415,747,324	142,533,530	55,907,588	2,471,654,912
Fringe Benefits	582,227,307	13,163,507	19,543,623	4,771,253	(1,189,125)	439,965	-	-	(5,212,428)	613,744,102	31,516,795	3,699,127	617,443,229
System Total	2,855,441,101	70,457,180	85,165,872	28,797,624	(15,940,900)	2,900,139	-	(13,319,400)	15,989,810	3,029,491,426	174,050,325	59,606,715	3,089,098,141

* Other includes: Lawton and AOP financial aid adjustments, utilities adjustments, renewable energy appropriation, credit extension, miscellaneous fringe benefit changes and the reallocation of outcomes based funding.

2023-24 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 12 shows 2023-24 Auxiliary revenue and expense budget by campus. Expenses exceed revenues by nearly 3.6%, or \$31.8 million.

While expenditures exceed revenues at many campuses, this is not necessarily an indication of a structural deficit. Campuses often strategically utilize balances to address one-time expenses.

Examples of the use of balances are:

- Deferred maintenance and repairs.
- New project costs in areas such as student centers, housing, and dining facilities.
- Short-time needs where activities have not rebounded to pre-Covid levels.
- Inflationary costs of goods and contractual increases that have outpaced rate increases.
- Unanticipated increases in project and construction costs.

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 balances from one auxiliary operation to other operations, or across operations within the institution. These transfers must be reported to the Board of Regents. Appendix B provides a summary of the transfers that occurred in 2021-22 and 2022-23.

**University of Wisconsin System
2023 - 2024 Auxiliaries by Institution**

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	440,941,127	447,112,882	6,171,755	1.40%
Milwaukee	92,692,343	85,809,195	(6,883,148)	-7.43%
Eau Claire	47,000,154	42,110,618	(4,889,536)	-10.40%
Green Bay	26,708,104	21,494,593	(5,213,511)	-19.52%
La Crosse	40,642,111	40,195,879	(446,232)	-1.10%
Oskosh	37,734,300	35,734,668	(1,999,632)	-5.30%
Parkside	10,377,354	7,813,966	(2,563,388)	-24.70%
Platteville	29,311,017	24,818,196	(4,492,821)	-15.33%
River Falls	25,471,724	25,257,772	(213,952)	-0.84%
Stevens Point	40,596,711	35,706,368	(4,890,343)	-12.05%
Stout	35,641,401	31,178,376	(4,463,025)	-12.52%
Superior	6,024,103	5,189,691	(834,412)	-13.85%
Whitewater	41,574,636	40,964,662	(609,974)	-1.47%
Systemwide	1,179,829	740,300	(439,529)	-37.25%
System Total	875,894,914	844,127,166	(31,767,748)	-3.63%

2023-24 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 2023-24 General Program Operations revenue and expense budget by campus is shown in the table below. Expenses exceed revenues by 7.8%, or \$46.8 million.

Examples of the use of balances are:

- One-time Administrative Transformation and Administrative Project costs at UW-Madison.
- Strategic enrollment and recruiting initiatives, scholarships, and laboratory modernization at UW-Stout.
- BadgerNet, the statewide network delivering video and data applications to many Wisconsin public institutions, anticipates spending down balances at System Administration.

University of Wisconsin System 2023 - 2024 Operation Receipts by Institution

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	454,374,881	413,959,711	(40,415,170)	-8.89%
Milwaukee	14,744,103	15,731,171	987,068	6.69%
Eau Claire	8,535,543	8,463,252	(72,291)	-0.85%
Green Bay	5,880,508	5,308,114	(572,394)	-9.73%
La Crosse	2,637,687	2,668,573	30,886	1.17%
Oskosh	10,858,802	10,401,142	(457,660)	-4.21%
Parkside	1,913,355	1,446,672	(466,683)	-24.39%
Platteville	9,871,993	9,858,675	(13,318)	-0.13%
River Falls	2,669,733	2,593,698	(76,035)	-2.85%
Stevens Point	13,542,201	13,506,593	(35,608)	-0.26%
Stout	17,289,237	14,773,181	(2,516,056)	-14.55%
Superior	1,264,887	1,267,000	2,113	0.17%
Whitewater	12,427,052	11,727,016	(700,036)	-5.63%
Systemwide	47,177,193	44,629,815	(2,547,378)	-5.40%
System Total	603,187,175	556,334,613	(46,852,561)	-7.77%

2023-24 FEDERAL INDIRECT COST REIMBURSEMENT

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

The 2023-24 Federal Indirect Cost Reimbursement revenue and expense budget by campus is shown in the table below. Expenses exceed revenues by 2.8%, or \$6.8 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 support their Computer and Data Information Sciences (CDIS) building project.

University of Wisconsin System 2023 - 2024 Federal Indirect Cost Reimbursement by Institution

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	223,028,585	217,554,062	(5,474,523)	-2.45%
Milwaukee	7,771,446	7,701,988	(69,458)	-0.89%
Eau Claire	398,422	315,712	(82,710)	-20.76%
Green Bay	566,660	526,327	(40,333)	-7.12%
La Crosse	373,367	373,367	0	0.00%
Oskosh	685,508	617,655	(67,853)	-9.90%
Parkside	95,000	95,000	0	0.00%
Platteville	204,990	147,000	(57,990)	-28.29%
River Falls	240,512	239,000	(1,512)	-0.63%
Stevens Point	149,246	118,467	(30,779)	-20.62%
Stout	559,158	288,336	(270,822)	-48.43%
Superior	512,161	600,000	87,839	17.15%
Whitewater	652,435	406,148	(246,287)	-37.75%
Systemwide	5,522,474	4,950,000	(572,474)	-10.37%
System Total	240,759,965	233,933,062	(6,826,903)	-2.84%

2023-24 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 2023-24 Gifts, Grants, and Contracts revenue and expense budget by campus is shown in the table below. Expenses exceed revenues by 0.1%, or \$2.2 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.

University of Wisconsin System 2023 - 2024 Gifts Grants and Contracts by Institution

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	1,541,359,531	1,539,804,293	(1,555,237)	-0.10%
Milwaukee	65,714,151	65,165,851	(548,300)	-0.83%
Eau Claire	7,463,258	7,110,684	(352,574)	-4.72%
Green Bay	9,006,034	9,196,167	190,133	2.11%
La Crosse	7,110,083	7,457,865	347,782	4.89%
Oskosh	11,609,790	11,502,759	(107,031)	-0.92%
Parkside	2,447,476	2,447,476	0	0.00%
Platteville	1,203,960	1,203,960	0	0.00%
River Falls	3,510,910	3,486,747	(24,163)	-0.69%
Stevens Point	10,227,991	10,098,305	(129,686)	-1.27%
Stout	8,727,854	8,810,315	82,461	0.94%
Superior	6,825,685	6,845,000	19,315	0.28%
Whitewater	9,036,773	9,180,070	143,297	1.59%
Systemwide	4,452,619	4,212,145	(240,474)	-5.40%
System Total	1,688,696,115	1,686,521,637	(2,174,477)	-0.13%

2023-24 FEDERAL FINANCIAL AID AND OTHER FUNDS

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

The 2023-24 combined Federal Financial Aid and Other revenue and expense budget by campus is shown in the table below. Revenues exceed expenses by 0.1%, or \$1.3 million.

The increase at UW-Green Bay is the result of increased non-credit Extension continuing education activity.

University of Wisconsin System 2023 - 2024 Federal Financial Aid/Other Funds by Institution

	Expense Budget	Revenue Budget	Variance (Rev less Exp)	Variance Percent
Madison	387,965,420	388,506,999	541,579	0.14%
Milwaukee	141,062,257	141,577,311	515,054	0.37%
Eau Claire	56,838,722	56,935,635	96,913	0.17%
Green Bay	40,032,084	41,035,866	1,003,782	2.51%
La Crosse	58,653,243	58,565,657	(87,586)	-0.15%
Oshkosh	64,616,841	64,658,580	41,739	0.06%
Parkside	30,379,775	30,424,429	44,654	0.15%
Platteville	35,250,745	35,293,505	42,760	0.12%
River Falls	31,210,572	31,209,177	(1,395)	-0.00%
Stevens Point	53,529,421	53,268,921	(260,500)	-0.49%
Stout	43,245,655	43,042,443	(203,212)	-0.47%
Superior	17,758,646	17,770,088	11,442	0.06%
Whitewater	65,568,103	65,303,240	(264,863)	-0.40%
Systemwide	8,699,791	8,562,721	(137,070)	-1.58%
System Total	1,034,811,275	1,036,154,572	1,343,296	0.13%

2023-24 CAMPUS SPECIFIC BUDGET DATA

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

- Campus submitted narratives:
 - Campus mission statements
 - 2023-24 enrollment insights
 - Information regarding campus structural deficits
 - Key drivers in change in fund balances
 - Strategic budget actions in 2023-24 that support the UW System's 2023-2028 Strategic Plan
 - Campus foundations and philanthropy

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

- 2023-24 Budget Expense and Revenue information by campus
 - Expenditures and revenues along with the change from the prior year.
 - Revenue less expenses, including one-time use of Tuition balances in 2023-24.
 - Final unrestricted 2022-23 balances and 2023-24 projected balances.
 - Projected 2023-24 balances are the sum of final 2022-23 balances and 2023-24 budgeted revenues, less 2023-24 expenses.
 - The projected 2023-24 balances do not reflect campus structural deficits which are reported in the narrative section.



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 2023-24 Annual Budget:

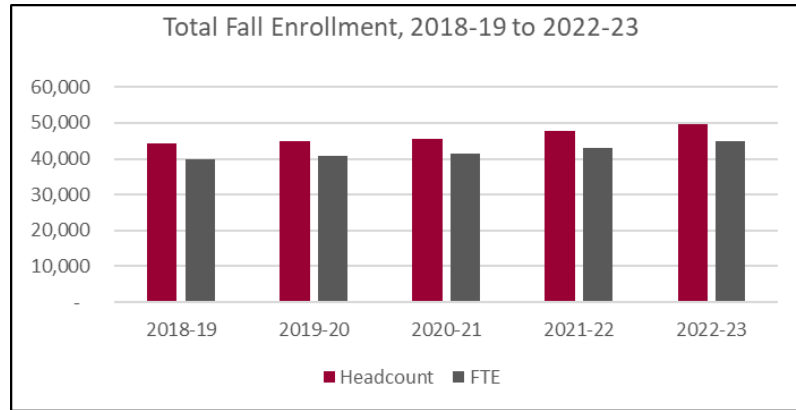
- FTE Enrollments have increased since 2018-19 and are projected to be 45,700 in 2023-24.
 - Undergraduate FTE enrollment is estimated to be 34,500.
 - Graduate FTE enrollment is estimated to be 11,200.
- In 2023-24, **revenues are projected to increase by 12.3%**, or \$463.1 from the prior year. Key drivers in revenues are:
 - Revenue from GPR/tuition is projected to increase due to higher enrollments, tuition increases, and additional state funding to partially cover pay plan increases, net of a \$7.0 million base budget reduction.
 - Auxiliary revenues are anticipated to rise due to modest increases in room and board and segregated fees, increases in Athletic ticket sales and media revenue, greater use of our new recreational facilities by outside parties and strong student demand for study abroad programs.
 - General Program Operations expect to see a significant revenue increase due to transfers from gifts and federal indirect cost reimbursement to fund capital activity including the Computer, Data & Information Sciences (CDIS) building project, and growth in contract revenue from divisional research centers.
 - Revenue from gifts, grants and contracts is budgeted to increase reflecting strong research and philanthropic activity.
- In 2023-24, **expenses are estimated to be 14.2%**, or \$530.9 million higher than the prior year. Key drivers in expenses are:
 - As noted above, higher enrollments are generating greater tuition revenue in 2023-24. The majority of this revenue will be allocated to academic units and student support areas to accommodate the additional students. More than 20% of incremental gross revenue will be invested in scholarships to lower costs and maintain access to UW-Madison for students with limited means.
 - General program operation expenditures are budgeted to increase due to spending on key initiatives including the CDIS building project, the Administrative Transformation Program (ATP), and greater contract activity in divisional research centers.

- Increases in direct federal grant revenue are fully offset by higher spending on federal grants and contracts.
- Key drivers in the changes in fund balances include:
 - Fund balances are projected to remain relatively unchanged in 2023-24 from prior years except for a planned \$36 million use of General Program Operations funds to support the Administrative Transformation Program.

Key Campus Actions that Support the UW System Strategic Plan
We will focus on being a global leader in research, scholarship, and creative activity .
<ul style="list-style-type: none"> • The construction, leasing, and renovation of facilities, such as Elements Labs, to expand our research activity, enable growth in scholarship, and improve our position in the Higher Education Research and Development (HERD) rankings is a priority. • Investments continue to recruit high performing researchers in key STEM areas.
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.
<ul style="list-style-type: none"> • Additional tuition revenue is being invested in schools and colleges to enhance instructional and student support services for our growing student body. • Funding is allocated to sustain our recent progress in improving compensation for faculty and graduate students relative to peer institutions.
We will ensure that we are financially and environmentally sustainable so that we are positioned to fulfill our strategic mission
<ul style="list-style-type: none"> • Prudent, common-sense approaches to improve cash management to generate incremental revenue to fund University priorities are continuing. • Administrative efficiencies will be pursued by leveraging the cost savings potential of the new Workday tools and other emerging technologies. • Funding is provided for the Nelson Institute for Environmental Studies to support innovative programs to promote sustainability on the Madison campus.
We will work to create the conditions necessary to drive enrollment to meet the needs of the state and the knowledge economy
<ul style="list-style-type: none"> • We will expand enrollment in select undergraduate and graduate programs, while managing overall enrollment to reflect constraints on facilities.
We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.
<ul style="list-style-type: none"> • Expansion of the UW Clinical Trials Institute is planned to advance discovery in the prevention, detection, and treatment of diseases in support of a healthy Wisconsin. • Investments in the College of Engineering's Center for Semiconductor Science and Technology will support innovation and economic development in Wisconsin. • The Office of Business Engagement continues to connect industry with the research, talent, and solutions of UW-Madison and support state economic development efforts.

Philanthropy and Foundations:

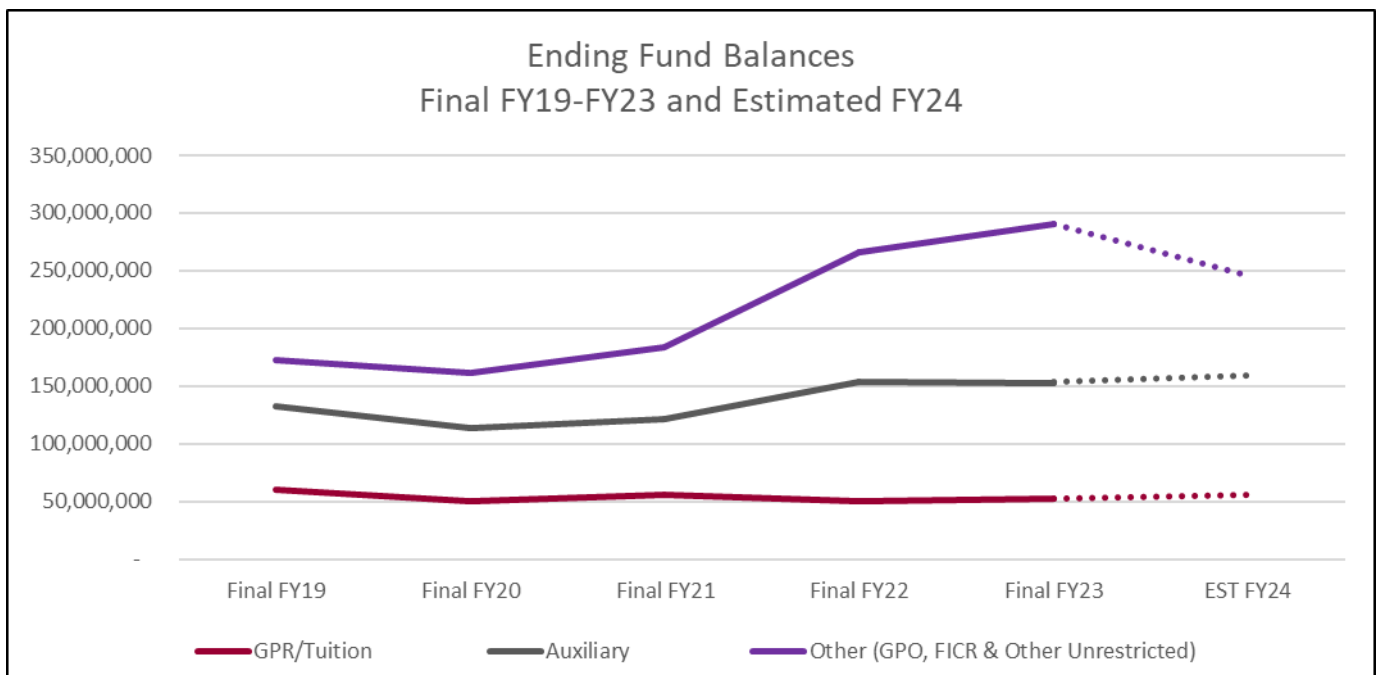
- **Primary Fundraising Foundation:** Wisconsin Foundation & Alumni Association (established in 1945)
- **Total Endowment (as of June 30, 2022):** \$3.5 billion
- **FY23-24 Highlight:**
 - Secured \$110 million in private commitments for the new Engineering facility contingent upon state support in 2022-23.
 - Secured \$240 million in commitments for entirely privately funded CDIS building (including \$50M from the Wisconsin Alumni Research Foundation (WARF) in 2022-23. A \$15 million gap remains.
 - Celebrating UW-Madison's 175th anniversary in 2023-24 with a number of events across the state.
 - Preparing for the next comprehensive campaign. Planning phase will likely begin in 2023-24.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Final FY23 Balance	Projected FY24 Balance
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24			
GPR/Tuition	\$1,210,658,781	\$83,522,398	\$1,213,937,169	\$69,248,985	\$3,278,388	\$52,688,556	\$55,966,944
27th Pay Period (one-time cost)	\$11,809,386	\$11,809,386	\$11,809,386	\$11,809,386			
Auxiliaries	\$440,941,127	\$29,501,606	\$447,112,882	\$40,781,508	\$6,171,755	\$153,080,807	\$159,252,562
General Program Operations	\$454,374,881	\$112,789,766	\$413,959,711	\$74,869,473	(\$40,415,170)	\$33,899,122	(\$6,516,048)
Fed. Indirect Cost Reimb.	\$223,028,585	\$29,061,322	\$217,554,062	\$32,057,991	(\$5,474,523)	\$243,378,049	\$237,903,526
Gifts, Grants, Contracts	\$1,541,359,531	\$239,144,442	\$1,539,804,293	\$210,287,808	(\$1,555,238)		
Federal Financial Aid / Other	\$387,965,420	\$25,108,104	\$388,506,999	\$24,092,514	\$541,579	\$13,592,485	\$14,134,064
Total	\$4,270,137,711	\$530,937,024	\$4,232,684,502	\$463,147,665	(\$37,453,209)	\$496,639,019	\$460,741,048
One-Time Use of Tuition Balances	\$0	\$0					
Total Including Use of Balances	\$4,270,137,711	\$530,937,024	\$4,232,684,502	\$463,147,665	(\$37,453,209)		

*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. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals. UWM'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 2023-24 Annual Budget:

- Enrollments have declined since 2018-19, and are projected to decline slightly in 2023-24 as compared with 2022-23 due to smaller cohorts matriculating from the pandemic.
 - Main campus undergraduate enrollment is projected to decline by 1.4% (FTE).
 - Graduate enrollment is projected for budgetary purposes to increase by 0.7% (FTE) but is currently trending higher at an increase of over 3%.
 - Branch campus enrollment is projected to decline by 9.6% (FTE).
- In 2023-24, **revenues are expected to increase by 5.5%**, or \$31.0 million from the prior year. Key drivers in revenues are the declines in undergraduate and associate enrollments being offset with the following:
 - Growth in online instruction and increases in program specific differential tuition revenue.
 - A 4.5% resident and 2.5% non-resident tuition increase.
 - A budgeting change that includes \$6.1M Veterans Remission/Tuition Assistance Grant funds in the UW-Milwaukee budget for the first time, as these funds were previously held by UW System Administration and transferred during the year.
 - A 2.4% seg fee rate increase at the main campus, 5% seg fee rate increase at the branch campuses, and 3.3% room & board rate increase.
 - Increase in contract and grant revenue by about 18% and gift revenue by 18%, in line with recent historical experience.
- In 2023-24, **expenses are expected to increase by 3.8%**, or \$22.7 million from the prior year. Key drivers in expenses are:
 - Budgeted reduction of 3.5% in operating expenses in response to the campus' structural deficit.
 - Anticipated increase in salary expenses by 5%, or \$13.2M primarily due to pay plan, a 27th pay period, and market pressures.
 - Projected increase in Supplies and Expenses by 8% due to increases in federal grant and contracts activity, one-time expenses for moving out of the Global Water Center following discontinuation of the lease, and overall impact of inflation.
 - Increase in financial aid expenses, excluding Federal Financial Aid, by \$7.5M primarily due to a 2023-24 budgeting change which includes \$6.1M of Veterans

Remission/Tuition Assistance Grant expenses in the budget for the first time, and \$1.5M of student aid.

- The 2023-24 budget includes a GPR/Tuition structural deficit of \$7.5M, up \$2.2M from 2022-23. This deficit will be addressed by:
 - Additional revenue generation in online growth, partnerships, and philanthropy.
 - Continued expense management in areas of enrollment decline.
 - Investments in student success that support future growth in enrollment, retention and completion, and related revenue generation.
 - UW-Milwaukee anticipates eliminating the structural deficit by 2025-26.

- Key drivers in the changes in fund balances include:
 - Declining Tuition balances largely due to a series of investments in campus infrastructure and enrollment/student success, declining enrollment for 2023-24 due to smaller cohorts matriculating from the pandemic, and increased expenses due to the pressures of high inflation on compensation and expenses.
 - Declining Auxiliary balances due to lower enrollment levels and increased costs related to inflation, pay plan, and returning to pre-pandemic levels of spending for certain expenses, as well as planned spending for maintenance/repairs and capital spending in housing, dining, and the student union.

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

We will champion student success outcomes across the higher education life cycle.
<ul style="list-style-type: none"> • Align campus student success organization with Moon Shot for Equity and M-Cubed initiatives. • Target student aid packages through comprehensive four-year awards and retention, re-entry, and completion grants of \$9 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 and interventions.
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.
<ul style="list-style-type: none"> • Develop organizational development website that provides well-being and professional/career development opportunities for employees. • Implement cohesive career development and mentoring programs for faculty.
We will champion the democratic principles of free expression , academic freedom, and civil discourse.
<ul style="list-style-type: none"> • Provided professional development offerings for instructors, graduate teaching assistants, and researchers around inclusive teaching and research strategies. • Deploy the Care, Respect and Expression initiative, including: <ul style="list-style-type: none"> ○ “Dialogue Across Differences” - student-lead constructive discussions about free speech rights and the impact of speech on college campuses. ○ “Courageous Conversations” - monthly topic series that encourage attendees to form their opinions, ideas, and thoughts.

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

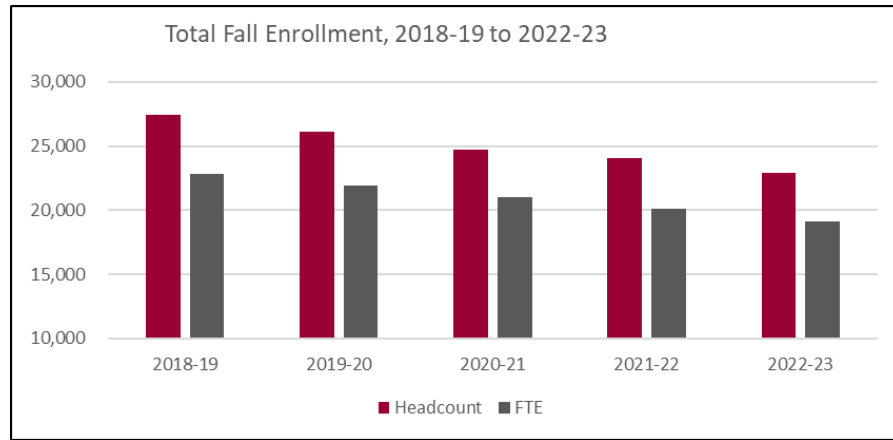
- Implement budget reduction of approximately \$7.5 million in response to declining revenues.
- Realign schools and colleges to reduce administrative layers, provide efficiencies, and cost savings, and allow for better coordination of student services, such as advising.
- Execute three finance strategies: (1) revenue generation through our student success and online growth plans; (2) continued staffing reductions in areas of enrollment decline; and (3) partnerships and philanthropic growth, including the second largest fundraising year and largest single gift in UW-Milwaukee's history.

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

- Improve research infrastructure by streamlining administration, identifying campus-wide research equipment sharing options, and building a stronger culture of cross-disciplined collaboration.
- Establish a cohesive faculty workload policy including metrics, role/responsibilities, recognition and rewards.
- Address salary issues for graduate students through increases in stipends for TAs and RAs.

Philanthropy and Foundations:

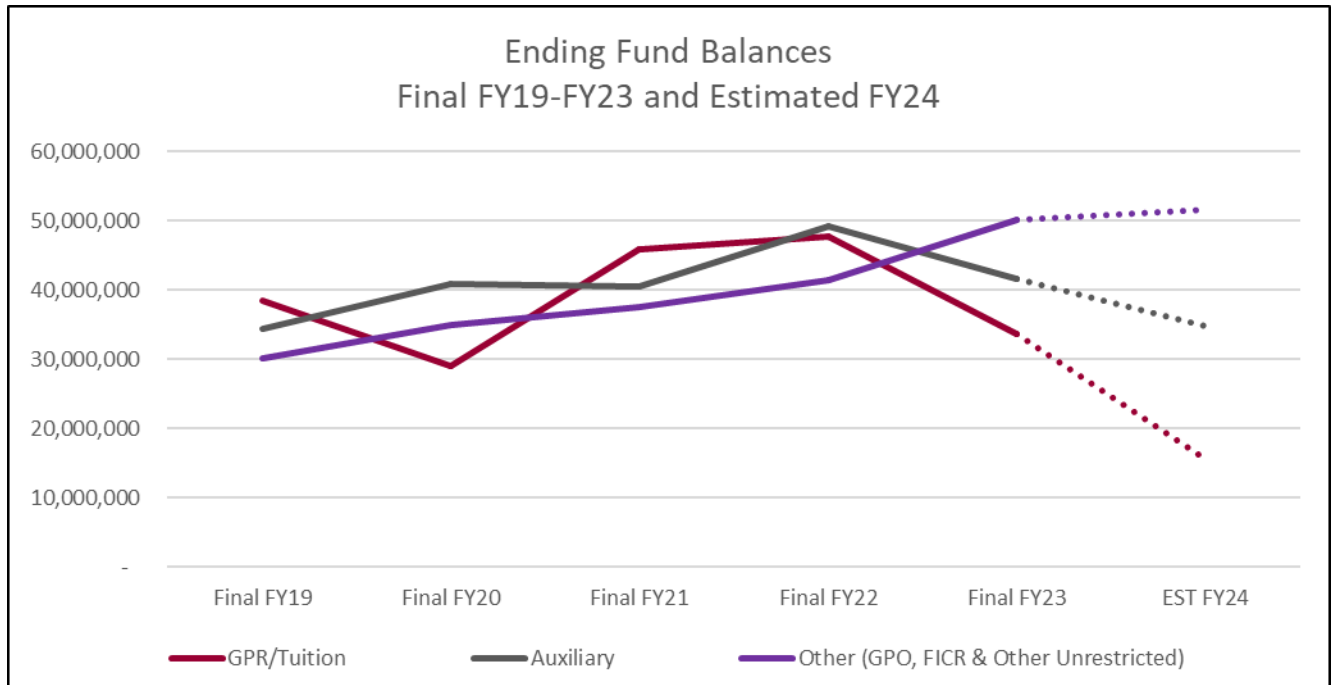
- **Primary Fundraising Foundation:** The UWM Foundation (established in 1974).
- **Total Endowment (as of June 30, 2022):** \$130.0M
- **2023-24 Highlight:** The UWM Foundation is anticipated to provide approximately \$18.4M towards instruction, research, public service, and financial aid in 2023-24.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$277,177,134	\$11,844,594	\$278,712,544	\$15,346,975	(\$18,510,312)	\$33,688,718	\$15,178,406
27th Pay Period (one-time cost)	\$2,873,190	\$2,873,190	\$2,873,190	\$2,873,190			
Auxiliaries	\$92,692,343	\$3,740,801	\$85,809,195	\$5,631,014	(\$6,883,148)	\$41,695,138	\$34,811,990
General Program Operations	\$14,744,103	\$1,805,643	\$15,731,171	\$3,674,667	\$987,068	\$31,451,079	\$32,438,147
Fed Indirect Cost Reimb.	\$7,771,446	\$320,722	\$7,701,988	\$886,093	(\$69,458)	\$13,315,183	\$13,245,725
Gifts, Grants, Contracts	\$65,714,151	\$7,452,166	\$65,165,851	\$6,895,866	(\$548,300)		
Federal Financial Aid / Other	\$141,062,257	(\$4,692,505)	\$141,577,311	(\$4,259,322)	\$515,054	\$5,342,762	\$5,857,816
Total	\$602,034,624	\$23,344,611	\$597,571,250	\$31,048,483	(\$4,463,374)	\$125,492,880	\$101,532,084
One-Time Use of Tuition Balances	\$20,045,722	(\$620,843)					
Total Including Use of Balances	\$622,080,346	\$22,723,768	\$597,571,250	\$31,048,483	(\$24,509,096)		

*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 2023-24 Annual Budget:

- Enrollments have declined since 2019-20 and are budgeted to be 8,697 FTEs in 2023-24. In developing the 2023-24 budget:
 - Main Campus Undergraduate enrollment is projected to decline approximately 3%.
 - Graduate enrollment is projected to remain flat.
 - Branch campus enrollment is projected to remain flat.
 - Recent projections show FTEs to be slightly higher at 8,761, possibly because of UW-Eau Claire's recently implemented growth strategies.
- In 2023-24, **revenues are expected to increase by 1.9%**, or \$4.0 million from the prior year. Key drivers in revenues are:
 - Revenue is budgeted at the projected enrollment level for the upcoming academic year and includes the undergraduate tuition increase of 4.5%.
 - Auxiliary revenues from housing/dining and segregated fees are projected to increase slightly as a result of rate increases.
 - Overall revenue budgets are calculated using a conservative enrollment estimate.
- In 2023-24, **expenses will increase by 3.6%**, or \$7.8 million from the prior year. Key drivers in expenses are:
 - Compensation is budgeted to include an estimated pay plan in all funds.
 - Supplies and expenses consider inflationary factors, and are budgeted based on estimated resources.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$5.6M, down from \$5.8M in 2022-23. This deficit will be addressed by:
 - A combination of expenses savings of \$3.4M, revenue growth, and use of reserves.
- Key drivers in the changes in fund balances include:
 - Tuition fund balances will decline in 2023-24 to cover strategic initiatives and increasing costs for inflationary costs for goods and services and for expanded services to students.
 - While Auxiliary fund balances will decrease in 2023-24, funds increase in 2024-25 as the borrowed funds for the science building design fees will be restored.

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.

- The Divisions of Equity, Diversity, and Inclusion and Enrollment Management allocated financial resources for retention grants to support students at risk of not persisting semester to semester. Additional resources have been allocated to increase programs which influence yield of admitted underrepresented students and support the retention of enrolled underrepresented students.
- Utilizing a variety of data, Enrollment Management and Institutional Research have partnered to develop lead scores/predictive analytics for prospective and admitted students. These scores help in strategic decision-making about where, when, and how to utilize campus resources and financial support for underserved students.

We will champion the democratic principles of **free expression**, academic freedom, and civil discourse.

- Building upon the Menard Center for Constitutional Studies' free expression video that debuted during last year's student orientation, UW-Eau Claire is developing high-impact engagement opportunities for students to discuss free expression in small groups.
- In collaboration with the Menard Center for Constitutional Studies, The Forum, and other campus speakers series, UW-Eau Claire will provide more opportunities for students, employees, and the public to engage with leading-edge thinkers on prevalent topics.

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

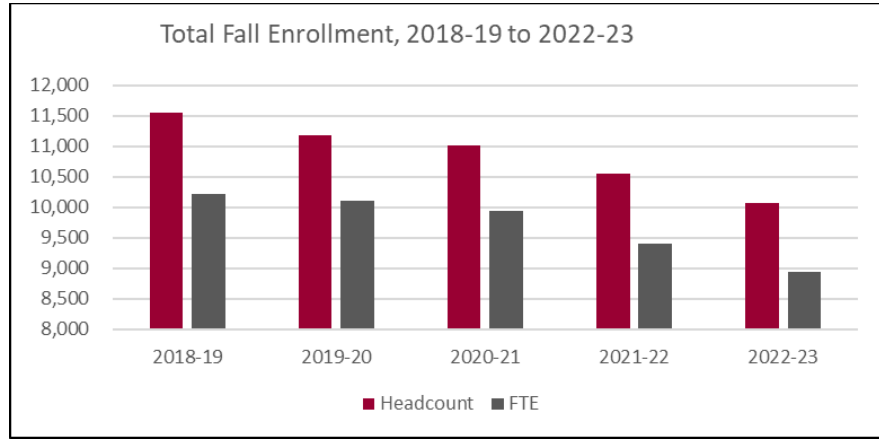
- UW-Eau Claire has developed forecasting models and other financial, budgeting and expense management practices that have resulted in financial stability and adequate reserves to allow the campus to make strategic investments and eliminate its structural deficit by 2026.
- UW-Eau Claire's sustainability programs touch every aspect of campus life resulting in educational opportunities for its students, improved wellbeing for its entire campuses communities, and driving sustainable innovation in its buildings and infrastructure.

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

- Through the WEDC Workforce Innovation Grant, UW-Eau Claire is fostering innovation in curriculum and instruction to educate more nurses, teachers, and social workers as well as provide six new programs in healthcare fields to meet regional economic needs.
- Also through the Workforce Innovation Grant, UW-Eau Claire is developing innovative thinking and entrepreneurship learning opportunities for our students and faculty in collaboration with Mayo Clinic employees and community entrepreneurs.

Philanthropy and Foundations:

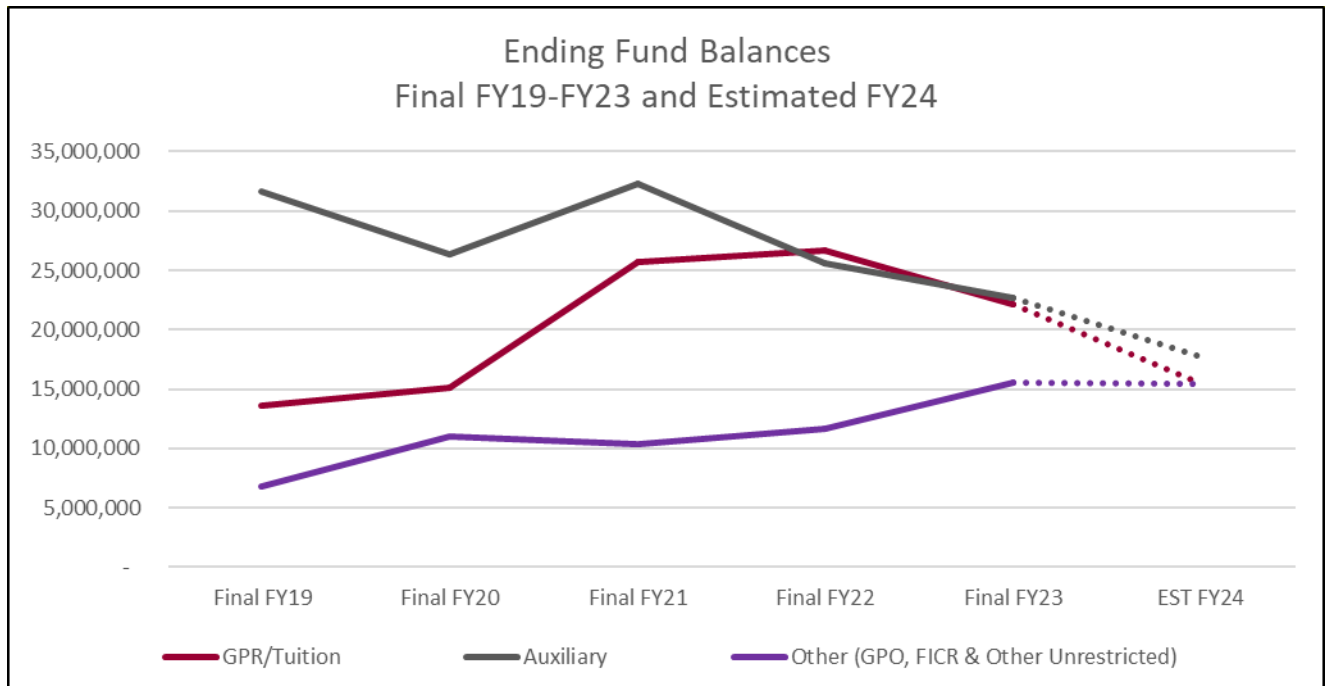
- **Primary Fundraising Foundation:** The UW-Eau Claire Foundation (established in 1964)
- **Total Endowment (as of June 30, 2022):** \$135M
- **2023-24 Highlight:** The UW-Eau Claire Foundation raised nearly \$12M, and provided over \$2.6M in scholarships to over 1,400 students in 2022-23. UW-Eau Claire is planning to provide additional scholarships to an increased number of students in 2023-24.



2023-24 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$96,655,315	\$4,685,884	\$97,742,697	\$5,385,929	(\$6,651,901)	\$22,137,624	\$15,485,723
27th Pay Period (one-time cost)	\$890,755	\$890,755	\$890,755	\$890,755			
Auxiliaries	\$47,000,154	\$884,779	\$42,110,618	(\$1,355,789)	(\$4,889,536)	\$22,627,982	\$17,738,446
General Program Operations	\$8,535,543	(\$1,527,234)	\$8,463,252	(\$1,494,566)	(\$72,291)	\$13,977,933	\$13,905,642
Fed Indirect Cost Reimb.	\$398,422	\$31,426	\$315,712	(\$84,555)	(\$82,710)	\$721,571	\$638,861
Gifts, Grants, Contracts	\$7,463,258	(\$140,979)	\$7,110,684	(\$425,169)	(\$352,574)		
Federal Financial Aid / Other	\$56,838,722	\$1,053,855	\$56,935,635	\$1,074,840	\$96,913	\$845,127	\$942,040
Total	\$217,782,169	\$5,878,486	\$213,569,353	\$3,991,445	(\$4,212,816)	\$60,310,237	\$48,710,712
One-Time Use of Tuition Balances	\$7,739,283	\$1,881,594					
Total Including Use of Balances	\$225,521,452	\$7,760,080	\$213,569,353	\$3,991,445	(\$11,952,099)		

*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, including AAS, BA, BAS, BBA, BM, BS, BSN, BSW, MS, MSW, MSN, and Ed.D.

Key Drivers in the 2023-24 Annual Budget:

- UW-Green Bay is projecting Fall 2023 enrollments will remain stable with the potential for limited growth in head count and FTE for all student types.
- In 2023-24, **revenues on all funds are expected to increase by 8.3%**, or \$10.8 million from the prior year. Key drivers in revenues are:
 - The 4.5% tuition increase is budgeted to generate \$1.3M.
 - In alignment with UW-Green Bay's strategic goals, UW-Green Bay plans to welcome additional cohorts of students and new partner schools to its Rising Phoenix Program in Fall 2023.
 - UW-Green Bay's Continuing Education and Community Education (CECE) continues to seek new opportunities for revenue generation. CECE has regularly met or exceeded its annual revenue projection. With a planned budget realignment and new revenue opportunities, CECE is working with a \$1.6M budget increase from 2022-23.
 - The campus dining program includes a \$400K increase in dining revenues; this increase will be largely offset by increased food service costs.
- In 2023-24, **expenses will increase by 12.0%**, or \$16.0 million from the prior year. Key drivers in expenses are:
 - UW-Green Bay is planning for over \$3.5M in capital projects. This includes a \$2.5M parking lot project funded from parking fee revenue and prior year parking fund balances.

- In addition to the increased expense for pay plan, compensation rates continue to be a concern at UW-Green Bay. Increases in salaries to recruit and retain faculty, staff and student workers are reflected, and the full financial impact will be realized in the 2023-24 budget.
 - Included in the commitment to UW Green Bay's early college credit program are additional costs to ensure student success.
 - In 2023-24, an additional \$800K was budgeted for student success coaches and faculty support.
 - UW-Green Bay has included a budgeted commitment of \$500K to enhance its information technology infrastructure and security.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$2.2M. This deficit will be addressed by:
 - UW-Green Bay will address a portion of the structural deficit with the tuition increase. The campus will use this new revenue to base fund a portion of the Enterprise Decision Council assessment for information technology platforms and services, which has outpaced the campus GPR budget allocation.
 - UW-Green Bay's Division 1 athletic program continues to increase philanthropic support for the students and the program to enhance competitiveness and support increased team recruiting and travel costs.
 - UW-Green Bay is in the process of a university-wide mission alignment exercise in an effort to realign resources with university strategy.
- Key drivers in the changes in fund balances include:
 - Planned use of balances to fund campus strategic priorities.
 - Planned capital projects, including numerous repaving of parking lots and funding for pre-design studies for needed maintenance and repair projects.
 - Increases in online educational offerings and associated investments in new classroom technologies.

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

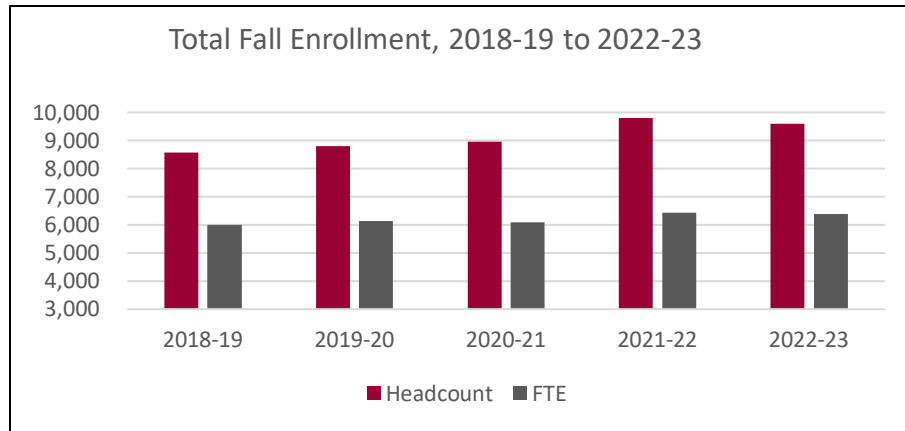
We will **increase access** to higher education and **improve rates of success** for historically underserved students.

- UW-Green Bay will be preparing to pilot a direct admission program for the Green Bay School District to increase access to higher education. The Green Bay School District is a majority-minority school district, and this program will increase access for its local community.
- UW-Green Bay's Student Access and Success division is expanding the number of high schools participating in the Rising Phoenix early college credit program. UW-Green Bay projects almost 400 students in this program next year, up from the 20 in its inaugural year.

<p>We will champion student success across the higher education life cycle.</p> <ul style="list-style-type: none"> • UW-Green Bay is embedding its Career Services office into the four colleges with career coaches to provide more targeted career support for students. This will also allow the University to better support internships and work-based learning. • UW-Green Bay is piloting supplemental instruction with its Learning Center for courses with high rates of drop, failure, and withdrawal (DFW) and will assess the pilot's impact.
<p>We will ensure we are financially and environmentally sustainable so that we may fulfill our strategic mission.</p> <ul style="list-style-type: none"> • UW-Green Bay is in the process of a Mission Alignment and Economic Resilience initiative to align resources to strategy to achieve long-term financial stability. • UW-Green Bay created a Sustainability Action Plan with the goal of achieving the Gold Standard rating from the Association of Sustainability in Higher Education.
<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"> • UW-Green Bay is expanding its non-credit offerings through the Continuing Education and Community Engagement division. The University is offering 10 new certificates this year. • Embedding Career Services within the four colleges, as noted above, will allow the University to provide a stronger infrastructure to connect students and employers for internships and work-based learning.

Philanthropy and Foundations:

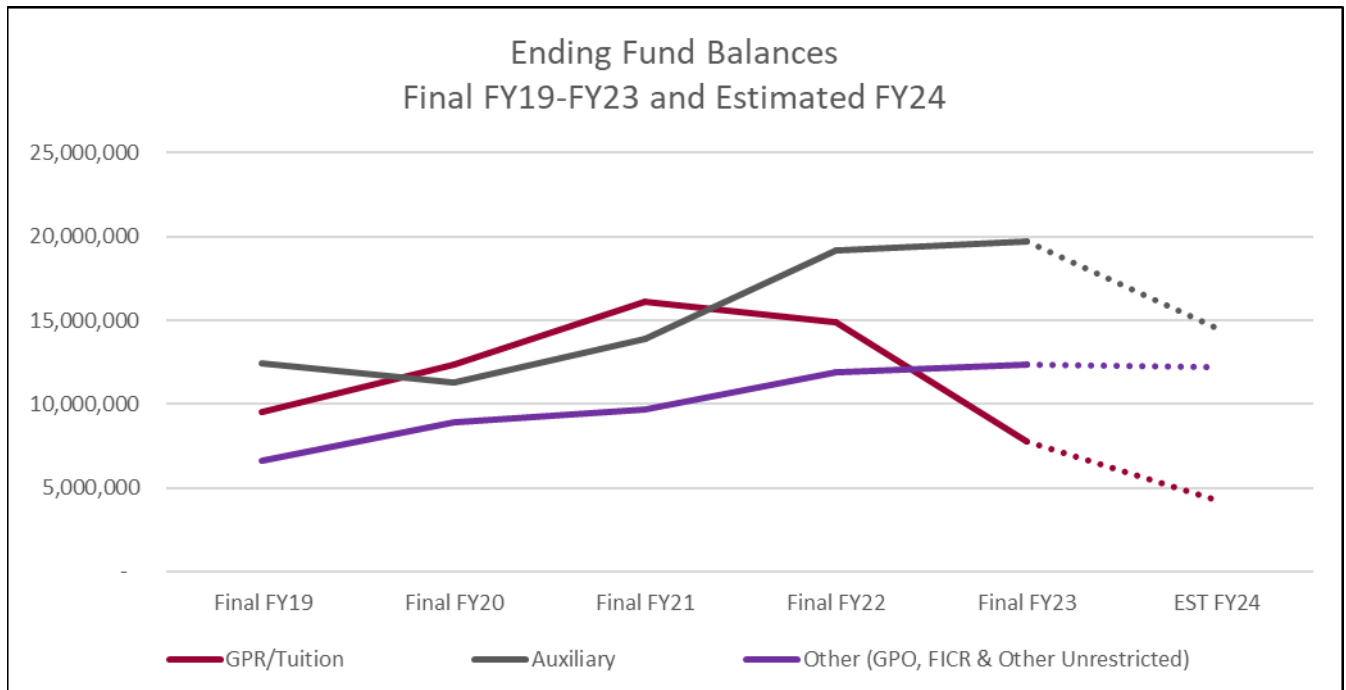
- **Primary Fundraising Foundation:** UW-Green Bay Foundation, Inc. (established in 2011).
- **Total Endowment (as of June 30, 2022):** \$51,094,404
- **2023-24 Highlight:** In 2023-24, the UW-Green Bay Foundation continues its strategic push to build capacity for the University via key alignments for: supplying need-based financial aid for students to enhance affordability; constructing high-impact learning environments to energize in-person learning; and supporting important supplemental academic and student life programs aimed at enhancing student recruitment, retention, and ultimately increasing graduation rates. In addition, the Foundation will acquire land adjacent to university owned land that will be used to further environmental research.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$62,326,961	\$3,927,068	\$62,986,257	\$4,996,033	(\$3,512,888)	\$7,742,576	\$4,229,688
27th Pay Period (one-time cost)	\$581,708	\$581,708	\$581,708	\$581,708			
Auxiliaries	\$26,708,104	\$3,899,493	\$21,494,593	\$333,868	(\$5,213,511)	\$19,740,955	\$14,527,444
General Program Operations	\$5,880,508	\$745,098	\$5,308,114	\$295,070	(\$572,394)	\$9,260,639	\$8,688,245
Fed Indirect Cost Reimb	\$566,660	\$253,624	\$526,327	\$255,892	(\$40,333)	\$1,203,565	\$1,163,232
Gifts, Grants, Contracts	\$9,006,034	\$1,861,937	\$9,196,167	\$2,261,707	\$190,133		
Federal Financial Aid / Other	\$40,032,084	\$591,819	\$41,035,866	\$2,042,492	\$1,003,782	\$1,861,024	\$2,864,806
Total	\$145,102,059	\$11,860,747	\$141,129,032	\$10,766,770	(\$3,973,027)	\$39,808,759	\$31,473,415
One-Time Use of Tuition Balances	\$4,172,184	\$4,172,184					
Total Including Use of Balances	\$149,274,243	\$16,032,931	\$141,129,032	\$10,766,770	(\$8,145,211)		

*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, UWL is a regional academic and cultural center that prepares students to take their place in a constantly changing world community.

Key Drivers in the 2023-24 Annual Budget:

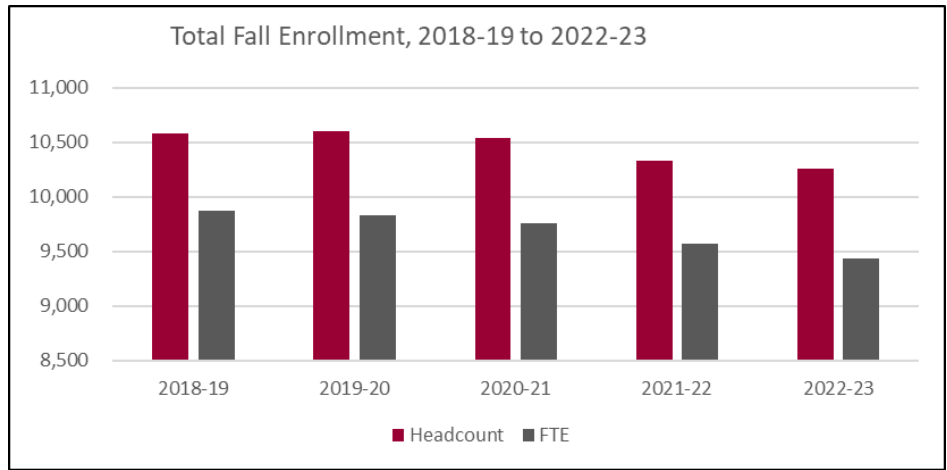
- Enrollments have declined by 250 FTE from 2019-20 to 2022-23 and are projected to increase by 100 FTE in 2023-24.
 - Undergraduate enrollment is projected at 8,850 FTE for 2023-24.
 - Graduate enrollment is projected at 685 FTE for 2023-24.
- In 2023-24, **revenues are expected to increase by 2.4%**, or \$5.0M from the prior year. Key drivers in revenues are:
 - Undergraduate enrollment is anticipated to be constant or slightly above prior year levels in 2023-24.
 - Increases for resident, nonresident, differential, and graduate tuition rates.
 - Auxiliary rates were budgeted with increases of 4.5% for room and board and 2% for segregated fees.
- In 2023-24 **expenses will increase by 3.1%**, or \$6.3M from the prior year. Key drivers in expenses are:
 - Increases for Supplies and Expense items due to higher costs from inflation and supply chain issues.
 - Auxiliary expenditures reflect increases for the cost of operations, deferred maintenance, and debt service.
- The 2023-24 budget includes a GPR/Tuition structural deficit of approximately \$637,000 from the unfunded pay plans of 2021-22 and 2022-23. This deficit will be addressed by:
 - Institutional base budget adjustments over the 3-year period of 2023-24 through 2025-26.
- Key drivers in the changes in fund balances include:
 - Tuition balances for 2023-24 are projected to decline approximately \$3.3M. More recent enrollment data indicates Fall 2023 enrollment may be slightly higher than originally projected, which could lower the reduction in these balances.
 - Auxiliary and Other fund balances are projected to remain approximately constant from 2022-23.

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.
<ul style="list-style-type: none">• UW-La Crosse is increasing base funding for financial aid by \$420,000 in 2023-24 for Pell-eligible students.• A new position is being added in Admissions to focus on the recruitment of first generation and Pell-eligible students.
We will champion student success across the higher education life cycle.
<ul style="list-style-type: none">• UW-La Crosse places a priority on maintaining its 86% retention rate with institutional support for advising and tutoring, as well as providing essential student support services in the Counseling Center, Student Life and Residence Life.• The EAB Navigate system and technology is utilized as a primary tool to provide analytics and coordinate initiatives for student success.
We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.
<ul style="list-style-type: none">• The College of Science & Health and College of Business Administration collaborate and partner with local businesses for internships, research, and workforce development initiatives.• UW-La Crosse is developing new majors to support state-wide and local area needs in business analytics, data science and environmental science.
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.
<ul style="list-style-type: none">• UW-La Crosse utilizes national compensation and workload data to systematically align faculty salaries and workload.• The Center for Advancing Teaching & Learning provides on-going professional development to faculty for face-to-face instruction and online teaching.

Philanthropy and Foundations:

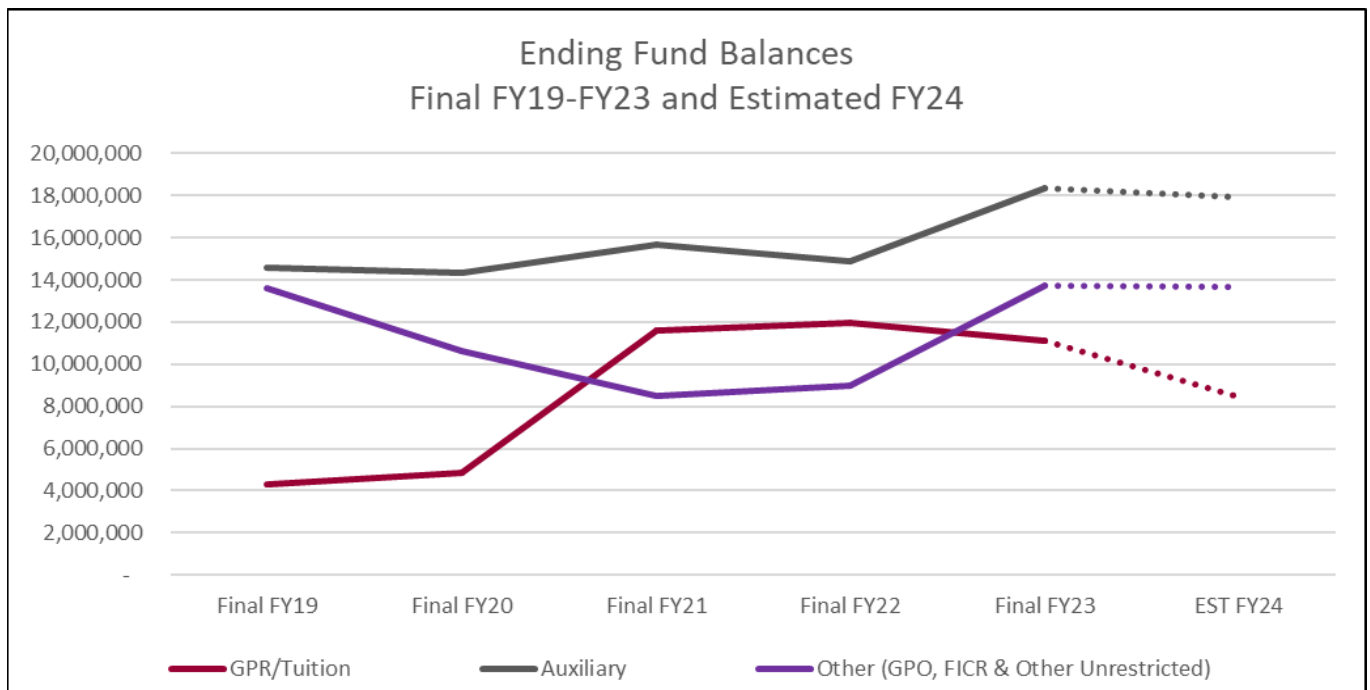
- **Primary Fundraising Foundation:** The University of Wisconsin-La Crosse Foundation, Inc. (established in 1967).
- **Total Endowment (as of 12/31/22):** \$34.70M
- **2023-24 Highlight:** The UW-La Crosse Foundation is planning to provide approximately \$2.4M in funding for scholarships, grants, awards, and support to over 1,000 students.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$98,875,457	\$2,892,694	\$99,082,155	\$1,009,972	(\$2,717,652)	\$11,124,714	\$8,407,062
27th Pay Period (one-time cost)	\$1,037,927	\$1,037,927	\$1,037,927	\$1,037,927			
Auxiliaries	\$40,642,111	\$1,412,004	\$40,195,879	\$2,275,701	(\$446,232)	\$18,364,964	\$17,918,732
General Program Operations	\$2,637,687	\$312,113	\$2,668,573	\$248,441	\$30,886	\$13,015,357	\$13,046,243
Fed Indirect Cost Reimb.	\$373,367	(\$30,290)	\$373,367	(\$30,291)	\$0	\$528,398	\$528,398
Gifts, Grants, Contracts	\$7,110,083	\$26,808	\$7,457,865	\$196,523	\$347,782		
Federal Financial Aid / Other	\$58,653,243	\$315,882	\$58,565,657	\$267,171	(\$87,586)	\$177,233	\$89,647
Total	\$209,329,875	\$5,967,138	\$209,381,423	\$5,005,444	\$51,548	\$43,210,666	\$39,990,082
One-Time Use of Tuition Balances	\$2,924,350	\$331,445					
Total Including Use of Balances	\$212,254,225	\$6,298,583	\$209,381,423	\$5,005,444	(\$2,872,802)		

*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 all of 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 2023-24 Annual Budget:

- Enrollments have declined since 2018-19, and are projected to be 7,545 FTE in 2023-24. Specifically:
 - Main Campus Undergraduate enrollment is projected to be 6,333 FTE.
 - Graduate enrollment will be 516 FTE.
 - Branch campus enrollment is estimated to be 696 FTE.
- In 2023-24, **revenues are expected to increase by 3.6%**, or \$7.6M from the prior year. Key drivers in revenues are:
 - Additional tuition collections due to the system-wide 4.5% increase in undergraduate tuition, as well as a 2% increase to graduate tuition at UW-Oshkosh.
 - Additional revenue from differential tuition increases on the Oshkosh campus, in addition to segregated fee increases across all three campuses.
 - Increases to dining and housing rates on the Oshkosh campus.
- In 2023-24, **expenses will increase by 5.4%**, or \$11.5M from the prior year. Key drivers in expenses are:
 - Increases overall are due to inflation raising the price of goods and services procured by the university, with utilities being a primary example.
 - Increased personnel costs due to pay plan, as well as market factors impacting many critical staffing categories (e.g., trades, IT), requiring more competitive wages to maintain employees providing essential services.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$15.1M, up \$2.7M from 2022-23. General Operations includes a structural deficit of approximately \$0.5M and Auxiliaries has a \$2.0M structural deficit. Plans to address the overall deficit position are being addressed by:
 - Instituting a 2% across-the-board GPR budget reduction for 2023-24.
 - Reducing personnel costs through the following actions: furloughs for all staff from September '23 through June '24; a Voluntary Retirement Incentive Option Program; a comprehensive workforce reduction that will include employee non-

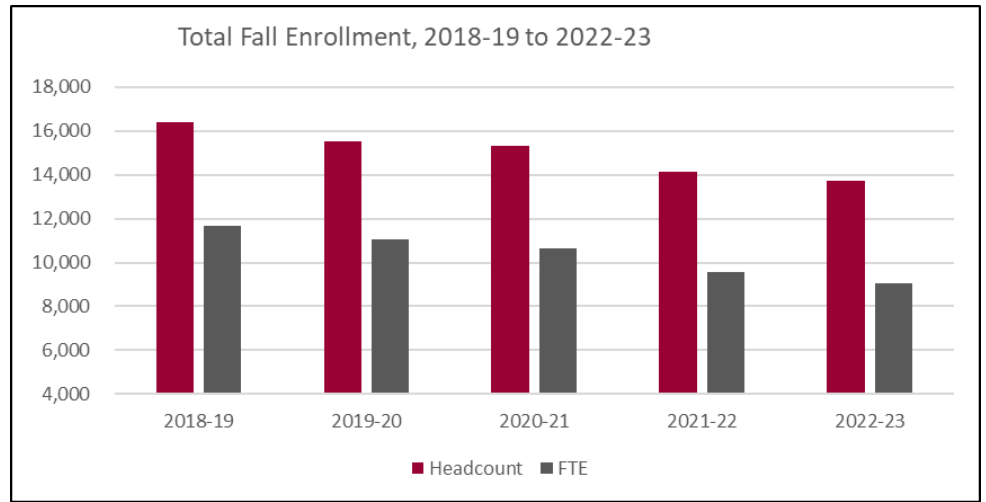
- renewals and layoffs; reorganization of units across the university; and a reduction in the amount of overloads granted to faculty.
 - Increasing faculty teaching loads and suspending course releases for curricular modification.
 - Reviewing all institutionally-funded commitments and hibernating programs that are not high impact practices or have a low return on investment.
 - Discontinuing self-supporting programs that do not break-even year over year.
 - Aligning segregated fee-funded units' operations within projected revenue.
 - Adding new service-based pricing degree programs to generate increased tuition revenue.
- Key drivers in the changes in fund balances include:
 - Balances are expected to be nearly depleted by the end of 2023-24.
 - UW Oshkosh has used reserves to off-set lower than anticipated tuition collections due to enrollment declines, and targeted use of balances for strategic investments in student recruitment and retention.
 - UW Oshkosh has intentionally utilized auxiliary reserves to buffer fee increases to students during a lengthy period of enrollment declines.

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
<ul style="list-style-type: none"> • The <i>Student Success Navigators</i>, entering their second year at UW Oshkosh, continue to embed the program in University operations and its overall improvement process to eliminate barriers for students.
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff
<ul style="list-style-type: none"> • The inaugural <i>Office of Institutional Effectiveness</i> aligns with this strategy as UW Oshkosh strives to promote excellence through data-informed, strategic, transparent decision-making.
We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions
<ul style="list-style-type: none"> • The <i>Sustainability Institute for Regional Transformations</i> ties with this strategy as an example of UW Oshkosh's commitment to environmental sustainability on campus and as a regional leader. • <i>Financial sustainability</i> is the university's focus as we commit to eliminating structural deficits and right-sizing operations within our current/predicted enrollment.
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"> • The creation of new programs, such as our College of Nursing's <i>Psychiatric Mental Health Family Nurse Practitioner</i> degree emphasis and certificate, aligns with this UW System strategy as UW-Oshkosh uniquely serves its region's mental health provider shortage.

Philanthropy and Foundations:

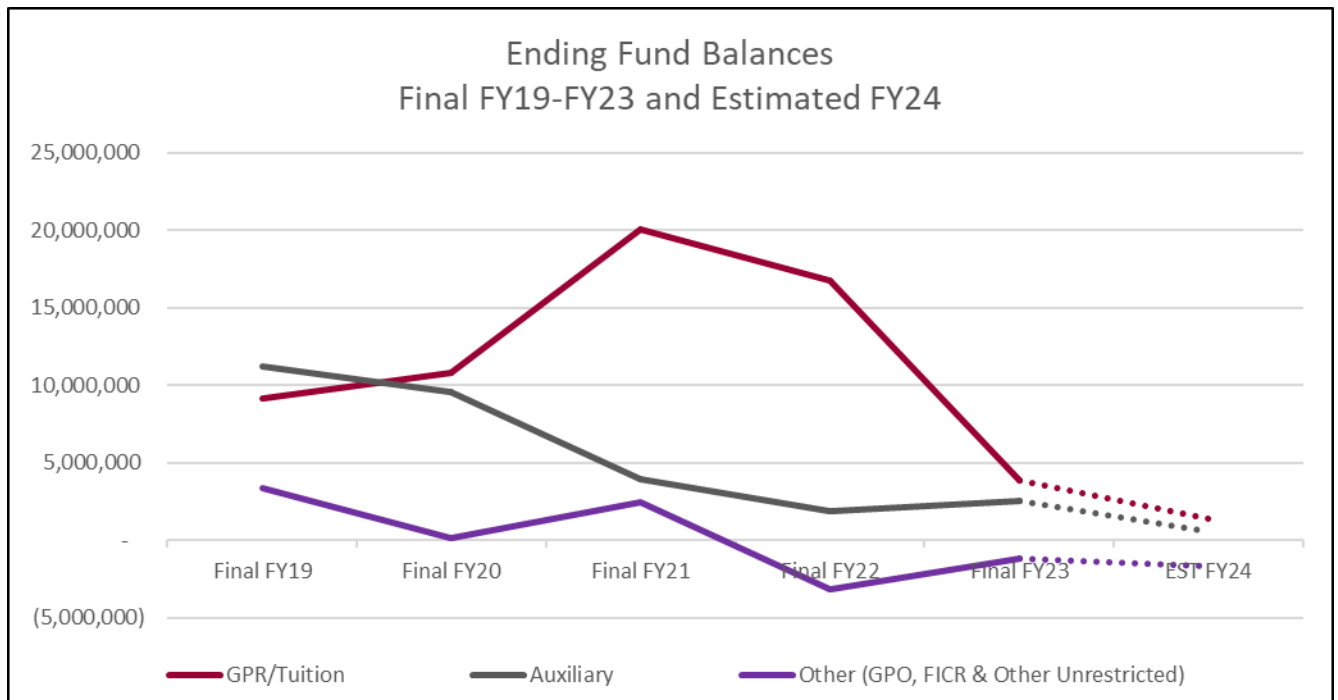
- **Primary Fundraising Foundation:** The UW Oshkosh Foundation (established in 1963).
- **Total Endowment (as of June 30, 2022):** \$25.4M
- **2023-24 Highlights:**
 - \$1.1M provided in scholarship support in 2022-23; anticipate \$800,000 in 2023-24.
 - 764 students received scholarship support in 2022-23, with approximately 700 students planned for in 2023-24.
 - \$2.1M dollar one-time endowment gift received in 2022-23 for ongoing scholarship support.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expense		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$95,361,702	\$5,201,619	\$95,907,714	\$1,121,803	(\$2,453,988)	\$3,821,654	\$1,367,666
27th Pay Period (one-time cost)	\$980,913	\$980,913	\$980,913	\$980,913			
Auxiliaries	\$37,734,300	(\$2,806,800)	\$35,734,668	(\$269,669)	(\$1,999,632)	\$2,529,728	\$530,096
General Program Operations	\$10,858,802	(\$687,188)	\$10,401,142	(\$764,224)	(\$457,660)	(\$1,367,282)	(\$1,824,942)
Fed. Indirect Cost Reimb.	\$685,508	(\$36,068)	\$617,655	\$78,492	(\$67,853)	(\$81,019)	(\$148,872)
Gifts, Grants, Contracts	\$11,609,790	\$430,588	\$11,502,759	\$1,005,091	(\$107,031)		
Federal Financial Aid / Other	\$64,616,841	\$5,388,545	\$64,658,580	\$5,433,511	\$41,739	\$242,511	\$284,250
Total	\$221,847,856	\$8,471,609	\$219,803,431	\$7,585,917	(\$2,044,425)	\$5,145,592	\$208,198
One-Time Use of Tuition Balances	\$3,000,000	\$3,000,000					
Total Including Use of Balances	\$224,847,856	\$11,471,609	\$219,803,431	\$7,585,917	(\$5,044,425)		

*GPR/Tuition Includes One-Time Use



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 2023-24 Annual Budget:

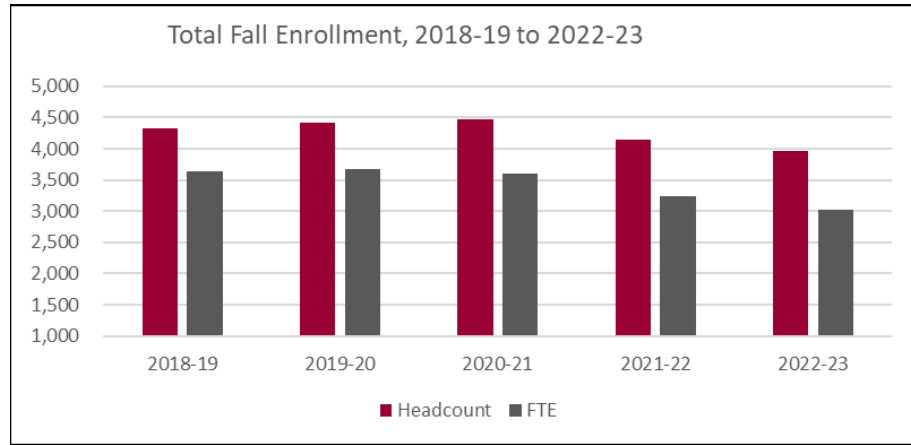
- Enrollments have declined since 2020-21 and are projected to be 4,015 in 2023-24.
 - Undergraduate enrollment will be projected at 3,350.
 - Graduate enrollment will be projected at 665.
- In 2023-24, **revenues are expected to decrease by 0.2%**, or \$141,000 from the prior year. Key drivers in revenues are:
 - Lower enrollment in both traditional and self-supporting programs.
- In 2023-24, **expenses will increase by 9.5%**, or \$8.2M from the prior year. Key drivers in expenses are:
 - Increases in Supplies and Expense items due to inflationary costs.
 - Increases in travel expenses, particularly for athletic travel.
 - Increases in compensation due to the approved pay plan and 27th pay period.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$5.3M, down by \$200k from 2022-23. UW-Parkside has already begun developing a financial recovery plan for 2023-24. The structural deficit may be addressed by:
 - Pulling back vacant positions and unassigned budget.
 - Placing holds on new hires/initiatives.
 - Reducing spending throughout campus.
 - Considering implementation of furloughs for all staff.
- Key drivers in the changes in fund balances include:
 - Inflation and expense costs.
 - Utility cost increases.
 - Historic enrollment decline.
 - Slow enrollment recovery to pre-pandemic levels; however, UW-Parkside plans to continue mitigation measures to avoid negative balances at the end of 2023-24.

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
<ul style="list-style-type: none"> • Fully implement the Title II Grant focused on success coaching • Assess effectiveness of Math pathways and other student success strategies
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff
<ul style="list-style-type: none"> • Conduct employee surveys in 2023-24. • Conduct workshops to enhance scholarship of teaching in Internships, on-line teaching and inclusive teaching.
We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions
<ul style="list-style-type: none"> • Study options for adding differential tuition. • Complete UW-Parkside’s inaugural fund-raising campaign.
We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs
<ul style="list-style-type: none"> • Fully implement the Workplace Learning Initiative Course. • Maximize Amazon Career Choice Partnership.

Philanthropy and Foundations:

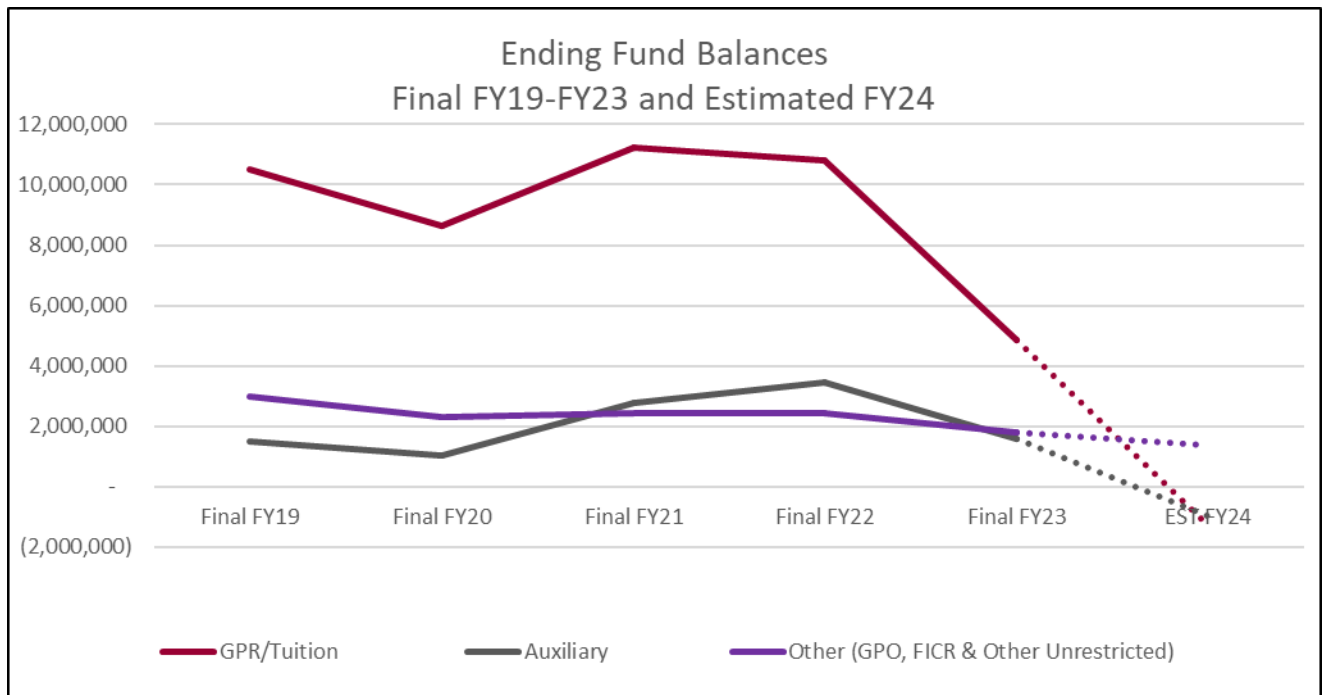
- **Primary Fundraising Foundation:** University of Wisconsin Parkside Foundation, Inc. (established in 1985).
- **Total Endowment (as of June 30, 2022):** \$11M
- **FY23-24 Highlights:**
 - In 2021-22, the Foundation and trust funds provided approximately \$664,000 in scholarships to students attending the University. A similar number of scholarships was awarded in 2022-23. In recent years, the Foundation has provided approximately \$75,000 annually to students for special needs through its Future Focus Fund.
 - In 2023-24, the UW-Parkside Foundation plans to distribute more than \$600,000 in scholarship awards to UW-Parkside students.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$47,952,723	\$5,220,904	\$42,893,356	(\$1,054,543)	(\$6,116,317)	\$4,860,054	(\$1,256,263)
27th Pay Period (one-time cost)	\$551,242	\$551,242	\$551,242	\$551,242			
Auxiliaries	\$10,377,354	\$1,291,466	\$7,813,966	(\$339,130)	(\$2,563,388)	\$1,564,110	(\$999,278)
General Program Operations	\$1,913,355	\$441,449	\$1,446,672	(\$682,876)	(\$466,683)	\$1,245,265	\$778,582
Fed Indirect Cost Reimb	\$95,000	\$1,800	\$95,000	\$1,800	\$0	\$215,205	\$215,205
Gifts, Grants, Contracts	\$2,447,476	\$721,529	\$2,447,476	\$772,529	\$0		
Federal Financial Aid / Other	\$30,379,775	\$492,923	\$30,424,429	\$610,372	\$44,654	\$338,143	\$382,797
Total	\$93,716,925	\$8,721,313	\$85,672,141	(\$140,606)	(\$8,044,784)	\$8,222,777	(\$878,957)
One-Time Use of Tuition Balances	\$1,056,950	(\$518,850)					
Total Including Use of Balances	\$94,773,875	\$8,202,463	\$85,672,141	(\$140,606)	(\$9,101,734)		

*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 2023-24 Annual Budget:

- Enrollments have declined since 2018-19. Larger incoming Freshman classes helped to slow that trend, and current projections for 2023-24 range from 5,605 to 5,883 total FTE student enrollment compared to Fall 2022 FTE of 5,702. A portion, though not all, of the potential growth in the projections is due to a business process change that moved some registrations from after the 10th day of class census date to prior to the 10th day. From a budgetary perspective, UW-Platteville is projecting a modest enrollment decrease to 5,605 billing FTE, the conservative end within the projection range.
 - Main Campus Undergraduate enrollment is projected to range between 5,098 to 5,306 FTE.
 - Graduate enrollment is projected to range between 213 to 236 FTE.
 - Branch Campus enrollment is projected to range between 119 to 147 FTE.
 - Distance undergraduate enrollment is projected to range between 175 to 194 FTE.
- In 2023-24, **revenues are expected to decrease by 3.9%**, or \$5.6M from the prior year. Key drivers in revenues are:
 - Projected decline in Auxiliary revenue due to a significant reduction in students participating in the Study Abroad program.
 - Anticipated reduction in gifts, grants, and contracts, due to a methodology change in recording this extramural activity.
 - Projected decline in federal financial aid, which is consistent with the steady decline in Pell grants and Direct Loans over the past four years.
 - Resident, non-resident, and differential tuition rate changes in combination with relatively stable enrollment will cause tuition revenue to increase, but not sufficiently to offset above items.
- In 2023-24, **expenses will decrease by 1.3%**, or \$1.9M from the prior year. Key drivers in expenses are:
 - Implementation of University base budget reductions.
 - The methodology change noted above for recording extramural activity will result in a similar reduction in gift, grant, and contract expenses.
 - The reduction in financial aid revenue, noted above, will result in a similar reduction in financial aid expenses.

- The 2023-24 budget includes a GPR/Tuition structural deficit of \$9.7M, down \$0.9M from 2022-23. UW-Platteville has already begun developing a financial recovery plan for 2023-24. The structural deficit will be addressed by:
 - Implementing a multi-year fiscal recovery plan to dynamically monitor and re-align resources.
 - Addressing a substantial portion of the deficit through base budget reductions.
 - Centralizing salary savings for strategic redeployment.

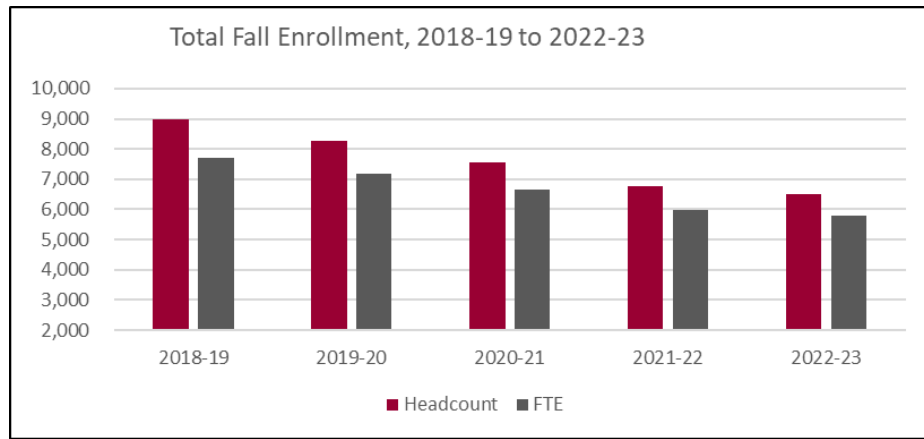
- Key drivers in the changes in fund balances include:
 - Anticipated use of Tuition balances to close out 2023-24 under structural deficit conditions.
 - Addressing Auxiliary-related deferred maintenance and utilizing balances for operations to avoid raising segregated fees in particular areas.

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.
<ul style="list-style-type: none"> • Set priority #1 for the 2023-24 implementation of the Strategic Enrollment Plan as addressing access and success gaps for underserved students. • Improved Fall 2022 to Spring 2023 persistence for historically underserved new freshmen students by 15% and analyzed data to identify and support key drivers.
We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.
<ul style="list-style-type: none"> • Assembled and operated a university-wide Budget Task Force to address the budgetary structural deficit through data analysis, communication and education, targeted budget reductions, and a fiscal recovery plan, which identifies a timeline and targets for resolving 65% to 85% of the structural deficit in 2023-24. • Received the 2023 U.S. Department of Education Green Ribbon School Postsecondary Sustainability Award.
We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.
<ul style="list-style-type: none"> • Invited industry partners and engaged in multiple site visits including John Deere, QLF, Anderson Window, SubZero, Unity Point Health, and many others, to discuss further ways to partner to help meet employer community needs. • Invited over a dozen constituents from the employer and educational community to engage by serving on UW-Platteville’s Strategic Plan 2030 Task Force.
We will champion student success across the higher education life cycle.
<ul style="list-style-type: none"> • Utilized engagement data to inform re-enrollment outreach activities, boosting persistence and retention. • Served 51 students in Fall 2022 through the Pioneers Helping Pioneers emergency grant program, boosting Fall to Spring persistence for recipients to 94.12%.

Philanthropy and Foundations:

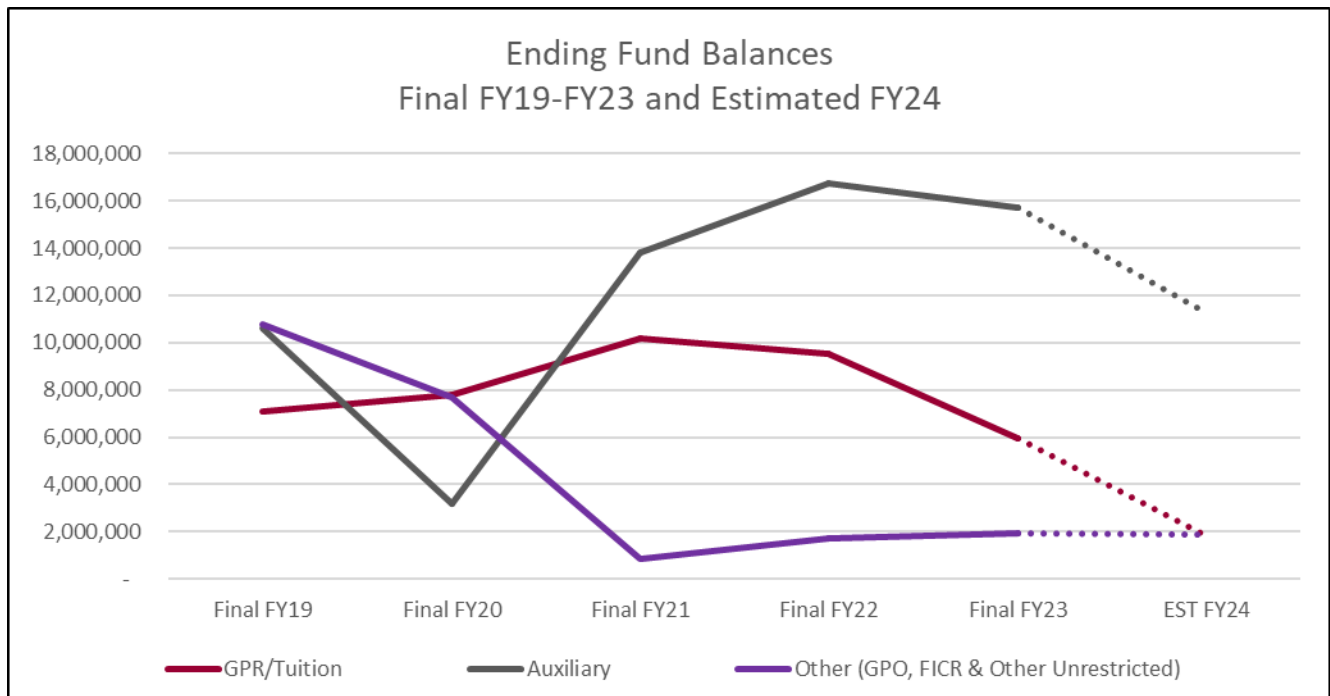
- **Primary Fundraising Foundation:** The UW-Platteville Foundation, Inc. (established 1951)
- **Total Endowment (as of June 30, 2022):** \$33.6M
- **2023-24 Highlight:**
 - Increasing philanthropy is one of the Chancellor's five goals for the institution in 2023-24.
 - The Foundation has aligned its Strategic Plan to UW-Platteville's and set the following goals:
 - Increase yearly fundraising from \$8.5 million to \$10.0 million.
 - Increase and ultimately double scholarships.
 - Increase funding for endowed faculty-staff.
 - Begin planning for a capital campaign.
 - 2022-23 highlights include, for the fourth consecutive year, a record-breaking fundraising, raising just under \$7.5M and receipt of the Foundation's largest gift commitment in history, a \$10M commitment to establish the Capstan Scholars Program.



2023-24 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$66,895,252	\$327,824	\$65,759,842	\$2,081,948	(\$4,135,410)	\$5,959,266	\$1,823,856
27th Pay Period (one-time cost)	\$841,921	\$841,921	\$841,921	\$841,921			
Auxiliaries	\$29,311,017	\$466,564	\$24,818,196	(\$1,578,228)	(\$4,492,821)	\$15,732,818	\$11,239,997
General Program Operations	\$9,871,993	\$219,431	\$9,858,675	(\$597,760)	(\$13,318)	\$1,614,879	\$1,601,561
Fed. Indirect Cost Reimb.	\$204,990	\$37,772	\$147,000	\$17,811	(\$57,990)	\$237,621	\$179,631
Gifts, Grants, Contracts	\$1,203,960	(\$3,374,240)	\$1,203,960	(\$3,376,040)	\$0		
Federal Financial Aid / Other	\$35,250,745	(\$3,017,717)	\$35,293,505	(\$3,023,005)	\$42,760	\$57,875	\$100,635
Total	\$143,579,878	(\$4,498,445)	\$137,923,099	(\$5,633,353)	(\$5,656,779)	\$23,602,459	\$14,945,680
One-Time Use of Tuition Balances	\$3,000,000	\$2,635,191					
Total Including Use of Balances	\$146,579,878	(\$1,863,254)	\$137,923,099	(\$5,633,353)	(\$8,656,779)		

*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 2023-24 Annual Budget:

- Enrollments have been declining since 2018-19 and are projected to be 4,380 FTE in 2023-24, down approximately 70 FTE. Though personnel are working tirelessly to close this gap for Fall 2023, for budgetary purposes:
 - Undergraduate enrollment is projected to decline to 4,100 FTE.
 - Graduate enrollment is projected to decline to 280 FTE.
- In 2023-24, **revenues are expected to increase by 1.2%**, or \$1.4M from the prior year. Key drivers in revenues are:
 - Though UW-River Falls projects a slight decrease in enrollment, overall tuition revenue is estimated to increase as a result of already-approved rate adjustments.
 - Auxiliary budgets forecast growth due to approved increases in segregated fees, textbook and room and board rates, as well as the resumption of camps, clinics, and workshops.
- In 2023-24, **expenses will decrease by 3.7%**, or \$4.5M from the prior year. Key drivers in expenses are:
 - Administrative savings from the merger of two colleges, which was effective July 1, 2023.
 - Re-organization and streamlining of the Student Success area.
 - Decline in financial aid due to decreasing enrollments (\$2.8M).
 - Compensation and other expenses will increase due to pay plan and inflation; however, these increases are mitigated with the reduction in one-time costs, such as some 2022-23 marketing and communications initiatives.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$2.0M, up \$300k from 2022-23. This deficit will be addressed by:
 - Administrative and operational savings from the merger of two colleges.
 - Addition of a marching band, eSports, baseball, and soccer to increase enrollment and tuition revenue.
- Key drivers in the changes in fund balances include:
 - Decrease in enrollment.
 - Inflationary pressures on wages and supplies.
 - For 2023-24, the implementation of increased control of GPR-funded positions with only strategic replacement of vacancies.

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.

- Numerous actions to grow UW-River Falls's enrollment have been undertaken, including its refreshed brand and website, participation in The College Tour, hiring of an enrollment management consultant and Vice Chancellor for Student Affairs and Strategic Enrollment, resulting in a historic high number of applications and a large incoming freshman class.
- 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.

We will champion the democratic principles of **free expression**, academic freedom, and civil discourse.

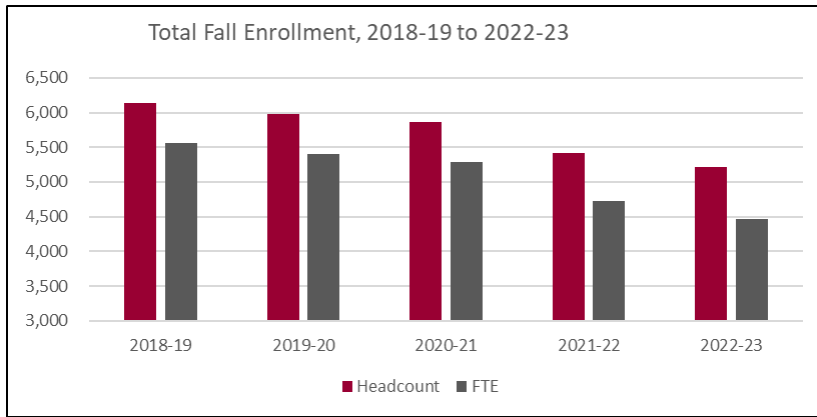
- Hosting events and speakers who can promote civil discourse, in collaboration with our Student Government Association (SGA) in particular. We have successfully obtained Tommy G Thompson Center funding to bring in a speaker from the Brookings Institute regarding issues faced by males in modern society. SGA is looking at bringing in a group for training on civil discourse.
- Added language in instructional contracts to protect academic freedom for instructors.

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

- Ensured that the state- and industry-supported Dairy Pilot Plant renovation project progressed towards completion.
- Held first meeting of Dairy Pilot Plant Advisory Committee, made up of major industry donors who have direct interest in the types of programs, research and talent development opportunities being offered.

Philanthropy:

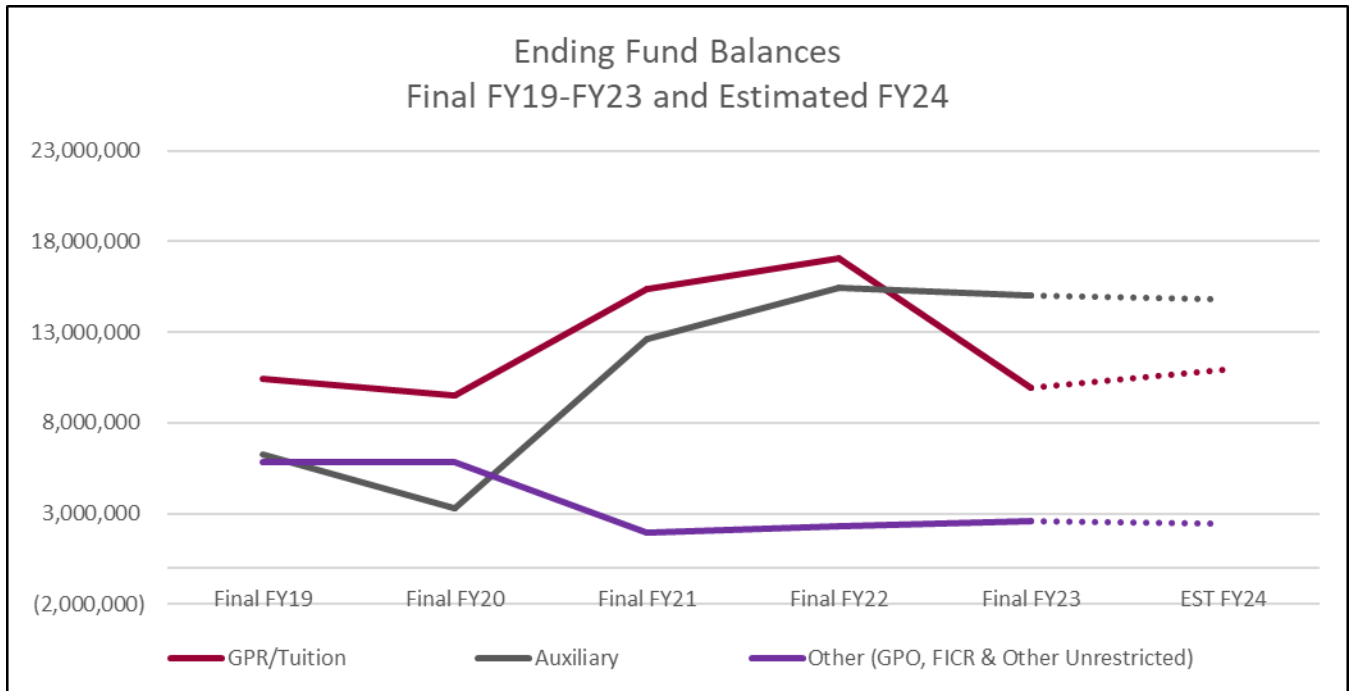
- **Primary Fundraising Foundation:** University of Wisconsin-River Falls Foundation, Inc. (established in 1948).
- **Total Endowment (as of June 30, 2022):** \$23.2M
- **2023-24 Highlight:** Significant funds have been raised for construction of the new Science and Technology Innovation Center (SciTech), the on-campus Dairy Pilot Plant renovation and various other initiatives, including scholarships and critical unrestricted funds via support for the Falcon Annual Fund. Donor-funded scholarships administered by UW-River Falls Foundation are estimated at \$1.2M for 2023-24.



2023-24 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$54,573,147	\$1,072,956	\$55,590,035	\$1,954,291	\$1,016,888	\$9,916,574	\$10,933,462
27th Pay Period (one-time cost)	\$423,932	\$423,932	\$423,932	\$423,932			
Auxiliaries	\$25,471,724	(\$2,321,323)	\$25,257,772	\$1,835,615	(\$213,952)	\$15,052,293	\$14,838,341
General Program Operations	\$2,669,733	(\$212,991)	\$2,593,698	(\$46,433)	(\$76,035)	\$2,115,371	\$2,039,336
Fed Indirect Cost Reimb.	\$240,512	(\$27,415)	\$239,000	\$0	(\$1,512)	\$404,487	\$402,975
Gifts, Grants, Contracts	\$3,510,910	\$231,288	\$3,486,747	\$19,600	(\$24,163)		
Federal Financial Aid / Other	\$31,210,572	(\$2,762,335)	\$31,209,177	(\$2,773,742)	(\$1,395)	\$46,088	\$44,693
Total	\$118,100,530	(\$3,595,888)	\$118,800,361	\$1,413,263	\$699,831	\$27,534,813	\$28,258,807
One-Time Use of Tuition Balances	\$0	(\$884,673)					
Total Including Use of Balances	\$118,100,530	(\$4,480,561)	\$118,800,361	\$1,413,263	\$699,831		

*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 2023-24 Annual Budget:

- Enrollments have declined from Fall 2018-19 but have stabilized in Fall 2021-22 and 2022-23. For 2023-2024, enrollments are projected at 7,106 FTE.
 - Main campus undergraduate enrollment is projected to be 6,355 FTE, an increase of 244 from the previous Fall.
 - Graduate enrollment is projected to increase slightly, up to 367 FTE.
 - Wausau campus enrollment is projected to decline from 295 to 231 FTE, and Marshfield campus enrollment is projected to decline slightly from 161 to 153 FTE, resulting in a total of 384 projected FTE.

- In 2023-24, **revenues are expected to increase by 6.2%**, or \$11.4M from the prior year. Key drivers in revenues are:
 - Increase of \$2.7M GPR/tuition due to the 4.5% resident undergraduate tuition increase and state funding for pay plan and the 27th pay period.
 - Increase of \$1.9M related to increased and expanded differential tuition and graduate cost recovery programs.
 - Increase of \$2.7M in auxiliary housing and dining revenues due to higher projected enrollments and rate increases.
 - Increase of Other revenues of \$1.3 million related to direct student loans.

- In 2023-24, **expenses will increase by 7.2%**, or \$13.5M from the prior year. Key drivers in expenses are:
 - Increase of \$2.7M GPR/tuition due to the 2023-24 pay plan and the 27th pay period expenses.
 - Increase of \$1.5M in auxiliary capital project expenses related to the Health and Wellness project.
 - Increase of \$2.0M in auxiliary housing and dining expenses.
 - Increase of Other expenses of \$1.9M for program revenue debt service payments and \$1.3M for increased direct student loan expenses.

- The 2023-24 budget includes an overall GPR/Tuition net positive position for the main campus, while the Marshfield and Wausau campuses include a structural deficit. Additional details by location are:
 - The main campus is budgeted as a net positive tuition revenue for 2023-24 and outlying years based upon current enrollment projections.
 - The Wausau and Marshfield campuses have a budgeted structural deficit of \$1.0M for 2023-24. The development of strategic reduction and investment plans are in process for these campuses.

- Key drivers in the changes in fund balances include:
 - Planned spending of 2021-22 balances in 2022-23 for internally supported student aid, spending of prior year encumbrances, internal capital improvement projects, relocation expenses related to the Albertson project, and one-time employee compensation.
 - Actual and planned spending of \$7.1M in 2022-23 and 2023-24 related to the turf field and anticipated track replacement projects.
 - Projected main campus tuition shortfall of \$0.25M and Wausau and Marshfield campus tuition shortfalls of \$0.88M in 2022-23 and projected Wausau and Marshfield tuition shortfalls of \$1.0M in 2023-24.

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

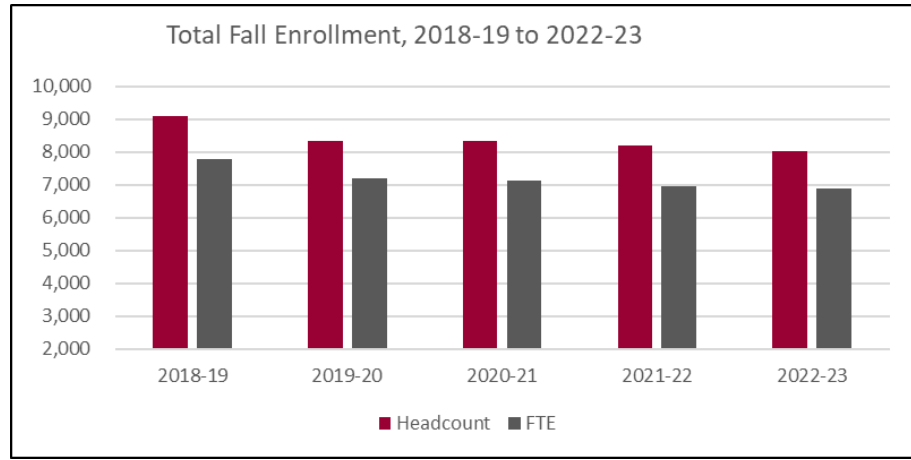
<p>We will increase access to higher education and improve rates of success for historically underserved students</p>
<ul style="list-style-type: none"> • Implement the Start Point conditional admission program to provide more students college opportunities; an innovative enrollment plan that is projected to add approximately 75 additional students for Fall 2023.
<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"> • Plan reductions for the Wausau and Marshfield campuses for operational efficiencies and for financial sustainability. • The University just completed a photovoltaic solar array energy project resulting in solar panel installation on two buildings and is planning for additional buildings. • While UW-Stevens Point is known for its commitment to sustainability (academically and environmentally), the University will continue to expand its commitment by developing a Campus Sustainability Strategic Plan.
<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"> • Expand UW-Stevens Point’s 1+2+1 nursing program partnerships with area technical colleges to meet state workforce needs. • Implementing the Academic Growth Initiative, which will expand graduate and distance education and other academic programming. • Planning for a new Occupational Therapy program to address rural health care needs in the central Wisconsin region.
<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"> • Prioritize research and development activities in order to respond to local, regional, national, and industry needs. • Using the University’s on-campus Skyward Internship Center (educational technology platform company) as a model, UW-Stevens Point will pursue partnerships to expand additional internship centers that will prepare students for work and develop a talent pipeline for the workforce.

Philanthropy and Foundations:

- **Primary Fundraising Foundation:** The UW-Stevens Point Foundation (established in 1965).
- **Total Endowment (as of 3/31/23):** \$63.1M
- **2023-24 Highlights:**
 - The UW-Stevens Point Foundation is planning to provide approximately \$1M in scholarships to students and approximately \$1.5M in other program support based on market conditions.
 - Received the largest institutional gift of \$10M from Sentry Insurance Company for the naming of Sentry Hall and the Sentry School of Business and Economics.
 - Received a \$2.025M endowment gift from the Fiddler family for student scholarships in the College of Letters and Sciences.
 - Received \$1M in gifts toward the turf field project that is occurring this summer.
 - The UW-Stevens Point Foundation Board will provide a \$250k match to a \$250k gift from the Copernicus Foundation to establish a \$1M endowed professorship in COFAC for a professor of Cello instruction.



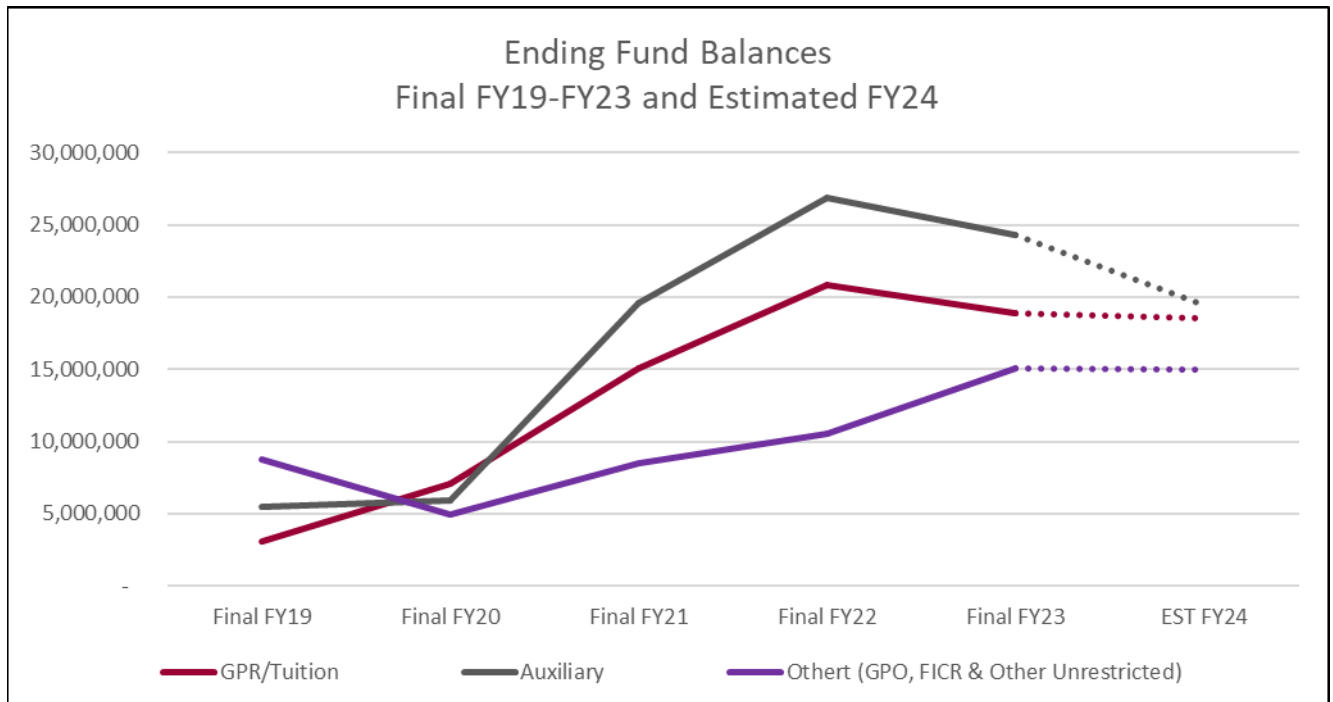
University of Wisconsin
Stevens Point



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$81,693,245	\$2,881,816	\$83,018,808	\$4,771,197	(\$327,700)	\$18,864,401	\$18,536,701
27th Pay Period (one-time cost)	\$787,732	\$787,732	\$787,732	\$787,732			
Auxiliaries	\$40,596,711	\$4,858,493	\$35,706,368	\$3,154,279	(\$4,890,343)	\$24,265,275	\$19,374,932
General Program Operations	\$13,542,201	(\$1,123,579)	\$13,506,593	(\$1,317,551)	(\$35,608)	\$13,643,442	\$13,607,834
Fed Indirect Cost Reimb	\$149,246	(\$67,009)	\$118,467	(\$104,662)	(\$30,779)	\$638,439	\$607,660
Gifts, Grants, Contracts	\$10,227,991	\$881,647	\$10,098,305	\$733,797	(\$129,686)		
Federal Financial Aid / Other	\$53,529,421	\$3,639,838	\$53,268,921	\$3,367,412	(\$260,500)	\$797,002	\$536,502
Total	\$200,526,547	\$11,858,938	\$196,505,194	\$11,392,204	(\$4,021,353)	\$58,208,559	\$52,663,629
One-Time Use of Tuition Balances	\$1,653,263	\$1,653,263					
Total Including Use of Balances	\$202,179,810	\$13,512,201	\$196,505,194	\$11,392,204	(\$5,674,616)		

*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 2023-24 Annual Budget:

- Enrollments are projected to be 5,604 FTE in 2023-24.
 - Undergraduate enrollment will net a decrease of 210 FTE students due to smaller sophomore through senior classes and a growing, or at least stable, freshman class.
 - Graduate enrollment will remain steady or increase slightly.
- In 2023-24, **revenues are expected to increase by 2.8%**, or \$4.6M from the prior year. Key drivers in revenues are:
 - Increased tuition rates.
 - Increased differential rates in engineering and Bachelor of Fine Arts degrees.
 - Increased grants and contracts.
- In 2023-24, **expenses will increase by 7.6%**, or \$12.5M from the prior year. Key drivers in expenses are:
 - Increased one-time costs in auxiliaries due to South Hall coming online and purchasing fixtures (\$1M), investment in IT infrastructure (\$800,000), and multiple temporarily increased debt payments (\$1.7M).
 - Investments of one-time funds, such as admissions and retention initiatives.
- The 2023-24 budget includes no GPR/Tuition structural deficit.
- Key drivers in the changes in fund balances include:
 - Increased wages to attract and retain employees.
 - Increased costs due to inflation for goods and services.
 - One-time investments in strategic planning initiatives.

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 fosters academic innovation through new degree programs that prepare students for advances in critical industries, including artificial intelligence, smart automation, sustainability and leading-edge technology and career training, such as new Bachelors in Automation Leadership degree and continued work in its Manufacturing Outreach Center to support Wisconsin's manufacturing industries.

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

- UW-Stout has built both a five-year Strategic Enrollment Plan and a five-year Comprehensive Academic Plan. University-wide committees 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.

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

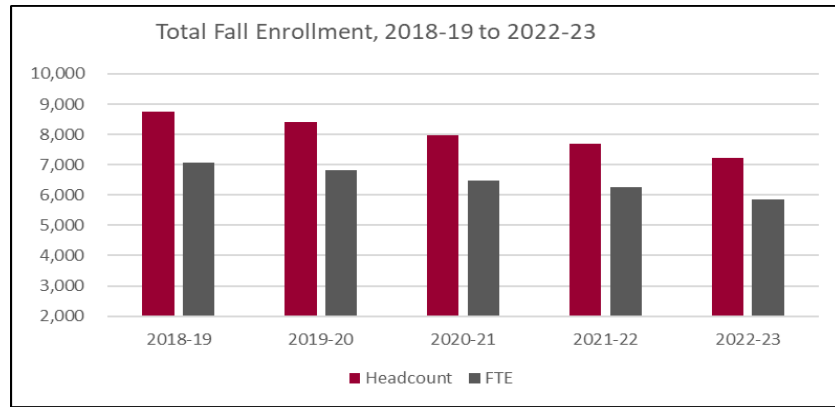
- UW-Stout does not have a structural deficit. Since FY20, the University has been actively engaged in aligning its revenues with expenditures to support its mission and provide a fiscally sustainable environment for its students, employees, and community.
- UW-Stout continues to expand its sustainability mission by being the only laptop campus in the UW System, which along with being a leader in the use of digital textbooks and open educational resources improve accessibility, reduce cost, and almost fully eliminate the use of physical textbooks.

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 its 99.4% employment rate after graduation and its more than 700+ business and industry partnership network.
- UW-Stout's curriculum is built, reviewed, and assessed continuously by its 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:

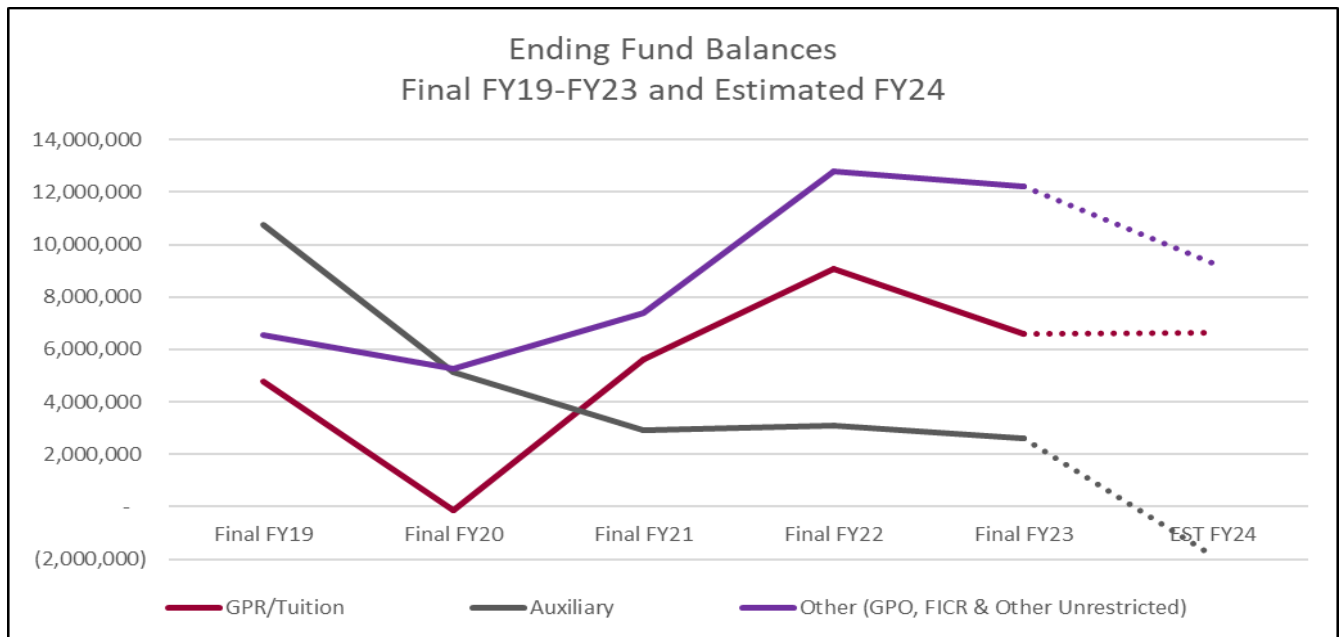
- **Primary Fundraising Foundation:** Stout University Foundation, Inc. (established in 1962).
- **Total Endowment (as of June 30, 2022):** \$55.1M
- **2023-24 Highlight:**
 - Increase scholarships by 5%.
 - Increase philanthropic gifts for student research, faculty and staff professional development, and investments towards laboratories by 5%.



2023-24 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$71,904,350	\$3,155,540	\$71,953,244	\$2,441,037	\$48,894	\$6,587,579	\$6,636,473
27th Pay Period (one-time cost)	\$543,813	\$543,813	\$543,813	\$543,813			
Auxiliaries	\$35,641,401	\$3,949,880	\$31,178,376	(\$591,475)	(\$4,463,025)	\$2,593,638	(\$1,869,387)
General Program Operations	\$17,289,237	\$1,736,055	\$14,773,181	(\$157,920)	(\$2,516,056)	\$11,084,519	\$8,568,463
Fed Indirect Cost Reimb.	\$559,158	\$47,923	\$288,336	(\$152,192)	(\$270,822)	\$1,051,849	\$781,027
Gifts, Grants, Contracts	\$8,727,854	\$1,446,633	\$8,810,315	\$1,119,094	\$82,461		
Federal Financial Aid / Other	\$43,245,655	\$1,628,447	\$43,042,443	\$1,425,235	(\$203,212)	\$92,953	(\$110,259)
Total	\$177,911,468	\$12,508,291	\$170,589,708	\$4,627,592	(\$7,321,760)	\$21,410,538	\$14,006,317
One-Time Use of Tuition Balances	\$0	\$0					
Total Including Use of Balances	\$177,911,468	\$12,508,291	\$170,589,708	\$4,627,592	(\$7,321,760)		

*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 2023-24 Annual Budget:

- Enrollments have been relatively steady since 2018-19 and are projected to remain stable overall for 2023-24.
 - Undergraduate enrollment will decrease by 2.1%, or 33 FTE. UW-Superior would have experienced some of this decrease in 2022-23, if it had not been for COVID and student athletes receiving an additional year of eligibility.
 - Graduate enrollment will increase by 28.4%, or 41 FTE.
- In 2023-24, **revenues are expected to increase by 1.7%**, or \$1.1M from the prior year. Key drivers in revenues are:
 - Undergraduate tuition revenue lost will be approximately \$277,000.
 - Online graduate tuition revenue gained will be approximately \$300,000.
 - On campus undergraduate enrollment is expected to increase slightly while online undergraduate enrollment is expected to decrease by 59 FTE.
- In 2023-24, **expenses will increase by 2.6%**, or \$1.7M from the prior year. Key drivers in expenses are:
 - Common Systems costs and technology costs mandated by UW System Administration, such as Physical Security as a Service (PSaaS), Okta (multi-factor authentication) implementation, Tableau Server, and Helios Virtual Private Network (VPN).
 - Increased utilities costs.
 - Increased salaries due to turnover and unfunded mandates associated with the UW System Title and Total Compensation review.
- The 2023-24 budget includes a GPR/Tuition structural deficit of \$600,000, up \$200,000 from 2022-23. This deficit will be addressed by:
 - Adjusting non-conference schedules for athletic teams to the extent possible to alleviate travel costs.
 - Reallocating base GPR resources to online instruction by 2024-25.
 - Allocating more costs for Common Systems and other charges to program-revenue operations starting in 2023-24. Program-revenue operations have paid a lower share recently due to the impact of the pandemic and upcoming balloon payments on debt service.
 - Anticipated arrival of new athletic field to reduce rental costs.

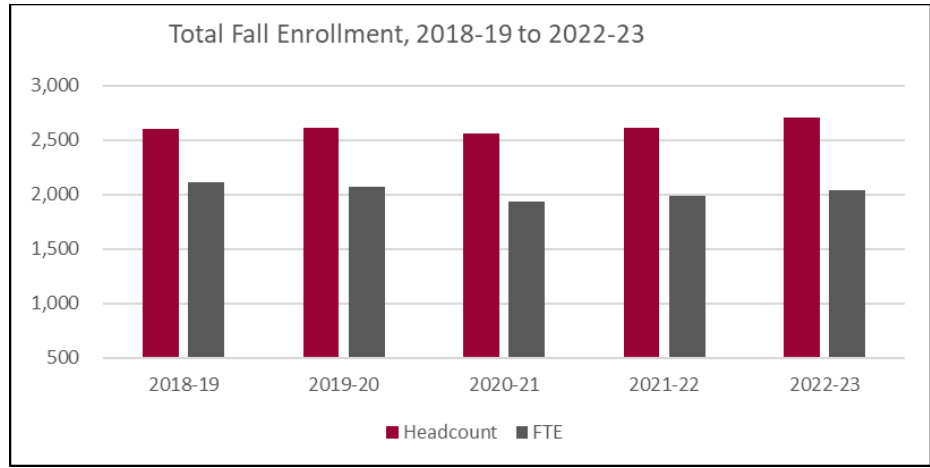
- Key drivers in the changes in fund balances include:
 - Revenues are impacted by enrollment shifts, as different categories of students pay different tuition rates (e.g., graduate online revenue gains will not be sufficient to offset revenue losses from an enrollment decline in undergraduate online programs).
 - Several one-time projects, including finalizing our website redesign and campus intranet, purchase of furniture for classrooms, and information technology projects, as noted above.
 - Cumulative impact of prior years' unfunded pay plan costs.
 - Recently implemented strategic initiatives to address retention (Educational Success Center).
 - Rising travel costs in Athletics along with costs for renting field space over the last year.

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
<ul style="list-style-type: none"> • UW-Superior internally reallocated funds to hire a disability coordinator for students with disabilities, and increased a staff position allocated to mental health and counseling. • UW-Superior hired and worked with Complete College America to develop a three-prong retention strategy.
We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff
<ul style="list-style-type: none"> • UW-Superior instituted a teaching standard for all instructors working with shared governance and put into place a Lead Where You Are grow-your-own leadership program for faculty and staff on campus. • Implemented an Advising and Experiential learning institute for all faculty and staff in 2022-23.
We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions
<ul style="list-style-type: none"> • UW-Superior is in the process of installing a solar array to help offset energy costs and to be more environmentally sustainable. • <i>Financial sustainability</i> is the University's focus as it commits to eliminating structural deficits and aligning programming with the changing student demographics.
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 online modalities for high demand programs in teacher education, computer science, business degree completion, and counseling were implemented, as well as micro-credentials in high demand areas such as information technology management.

Philanthropy and Foundations:

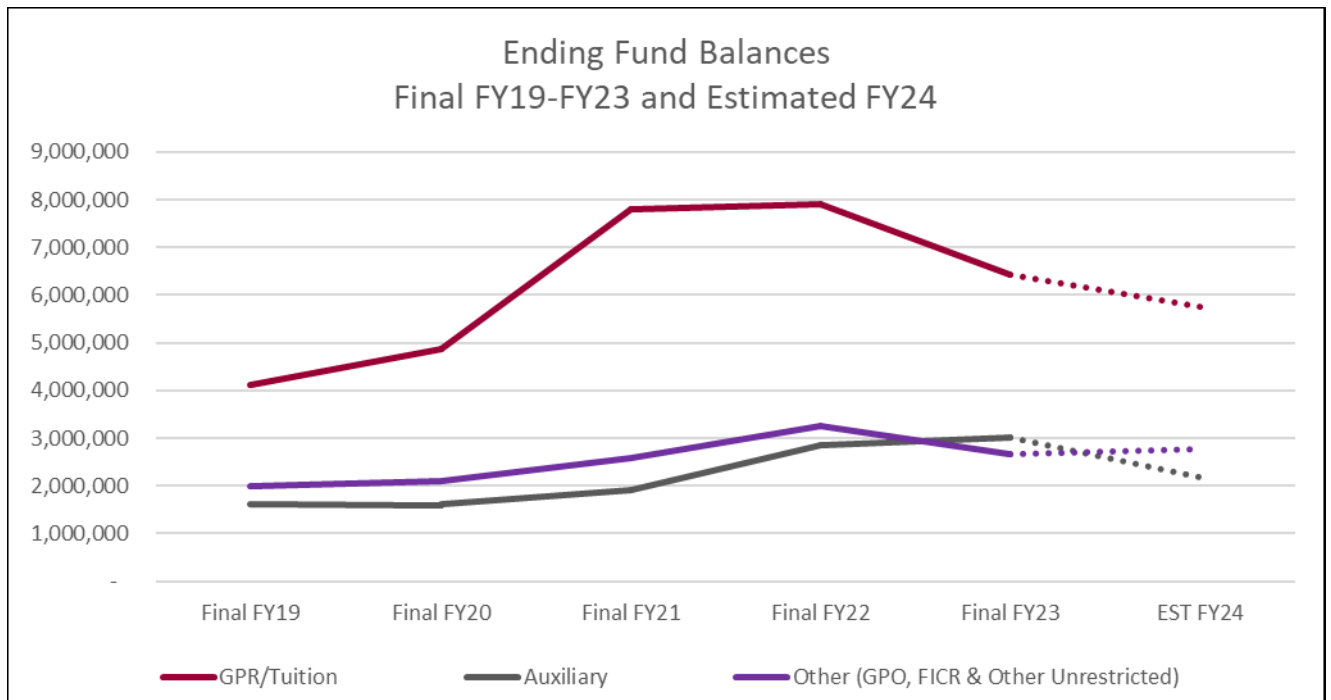
- **Primary Fundraising Foundation:** The UW-Superior Foundation, Inc. (established in 1949)
- **Total Endowment (as of June 30, 2022):** \$17.4M
- **2023-24 Highlights:** Evaluating Foundation goals and potential campus projects/initiatives to fund after a successful 2022-23, which included:
 - Celebrated the completion of the successful Together We Are Superior campaign, which raised \$25.3M toward a \$20M goal.
 - Surpassed \$1M in scholarship support.
 - Signed a \$4.5M boat contract for the UW-Superior Lake Superior Research Institute (LSRI), due to arrive in Spring 2024.
 - Received over \$250,000 toward an endowed lecture series, bringing the fund total to over \$1.2M. This fund brought high profile speakers to campus to speak on mental health issues, including Clint Malarchuk (former NHL goalie and suicide survivor), Chamique Holdsclaw (former WNBA standout) and Amanda Beard (4-time Olympic gold/silver/bronze medalist).
 - Brought more than 1,000 northern Wisconsin students to campus for “Yellowjacket For A Day” as a result of an alumnus gift/investment.
 - Awarded \$100,000 for SURF (Summer Undergraduate Research Fellowships).
 - Completed a \$150,000 alumni challenge offered up by an alum couple in support of the new LSRI Superior Floating Classroom and its future programming expenses.



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$31,380,732	\$806,632	\$31,488,016	\$958,080	(\$662,001)	\$6,418,470	\$5,756,469
27th Pay Period (one-time cost)	\$360,800	\$360,800	\$360,800	\$360,800			
Auxiliaries	\$6,024,103	\$443,149	\$5,189,691	(\$400,736)	(\$834,412)	\$3,018,856	\$2,184,444
General Program Operations	\$1,264,887	\$183,258	\$1,267,000	\$208,500	\$2,113	\$1,319,265	\$1,321,378
Fed Indirect Cost Reimb	\$512,161	\$166,036	\$600,000	\$200,000	\$87,839	\$1,237,642	\$1,325,481
Gifts, Grants, Contracts	\$6,825,685	\$190,991	\$6,845,000	\$179,000	\$19,315		
Federal Financial Aid / Other	\$17,758,646	(\$420,243)	\$17,770,088	(\$413,266)	\$11,442	\$118,904	\$130,346
Total	\$64,127,014	\$1,730,623	\$63,520,595	\$1,092,378	(\$606,419)	\$12,113,137	\$10,718,118
One-Time Use of Tuition Balances	\$769,285	(\$74,807)					
Total Including Use of Balances	\$64,896,299	\$1,655,816	\$63,520,595	\$1,092,378	(\$1,375,704)		

*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 UW System, 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 2023-24 Annual Budget:

- Enrollments have declined since 2018-19 and are projected to be 9,784 in 2023-24. Overall decrease is projected to be less than 1% from the previous year.
 - Main Campus Undergraduate enrollment is projected at 8,430.
 - Graduate enrollment is projected at 894.
 - Branch campus enrollment is projected at 460.
- In 2023-24, **revenues are expected to increase by 1.7%**, or \$3.9M from the prior year. Key drivers in revenues are:
 - While enrollment is anticipated to remain flat from 2022-23, the approved tuition, segregated fees and auxiliary rate increases are anticipated to result in \$8.7M of additional revenues across UW-Whitewater's GPR/Tuition and Auxiliary funds.
 - General Purpose Operations revenues and expenditures had previously been overstated as they included pass-through accounts for financial aid. The 2023-24 budgeted level is a more accurate reflection of anticipated revenue.
 - Gifts, Grants and Contracts and Other funds were adjusted to align with anticipated revenues. This adjustment added \$5.1M of anticipated revenues for these funds across campus.
- In 2023-24, **expenses will increase by 3.4%**, or \$8.1M from the prior year. Key drivers in expenses are:
 - Expenses in the GPR/Tuition and Auxiliary funds will increase due to the following key drivers: 27th pay period; UW System budget allocations for WI GI bill benefits, tuition assistance grant, utilities increase along with a reduction for GPR debt service; pay plan; planned spend down of \$1.6M of cash balances for campus projects. These adjustments resulted in approximately \$11.3M in additional budgeted expenditures.
 - General Purpose Operations expenditures and revenues had previously been overstated as they included pass-through accounts for financial aid. The 2023-24 budgeted level is a more accurate reflection of anticipated expenditures.
 - Gifts, Grants and Contracts and Other fund expenditures were adjusted to align with anticipated expenditures which result in a net increase of \$6.0M.

- The 2023-24 budget includes a GPR/Tuition budgeted structural deficit of \$8.9M, up by \$0.3M from 2022-23. UW-Whitewater anticipates this deficit will be offset by approximately \$3.0M of salary savings for 2023-24 resulting in an overall structural deficit of \$5.9M. In addition to the salary savings, this deficit will be addressed by:

Main Campus:

- Cabinet level evaluation prior to posting recruitments. This evaluation will review the position with hiring departments to ensure the position is essential to the campus mission and needs to continue in the prior capacity or if the position can be adjusted to generate salary savings.
- Increase in marketing initiatives to help recruit new students to campus.

Rock Campus:

- Closely evaluate FTE and course loads in relation to the budget and hire on a semester by semester basis.

- Key drivers in the changes in fund balances include:
 - Utilizing cash in General Program Operations to support information technology services.
 - Utilizing GPR/Tuition balances to support marketing/enrollment initiatives and increased salary expenses related to pay plan and the 27th pay period in 2023-24.
 - GPR budget cut received through the biennial budget process.

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

We will champion student success across the higher education life cycle.
<ul style="list-style-type: none"> • Establish 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.
We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.
<ul style="list-style-type: none"> • Creating strategies to eliminate annual deficits within 5 years, while strategically reinvesting back into the university to drive enrollment and retention growth. • Using an institution-wide position vacancy review to determine which vacant positions (particularly those that have remained vacant for some time) can be eliminated from the budget, reallocated to drive growth, or combined with other positions to obtain budgetary savings. • Reviewing facility usage to ensure efficient and effective use of spaces with the expectation of cost saving.
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"> • Review and improve transition pathways for students transferring from other campuses. • Increase access to a college education by implementing a high school direct admissions program. • Continued financial aid support for 1st generation students.

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

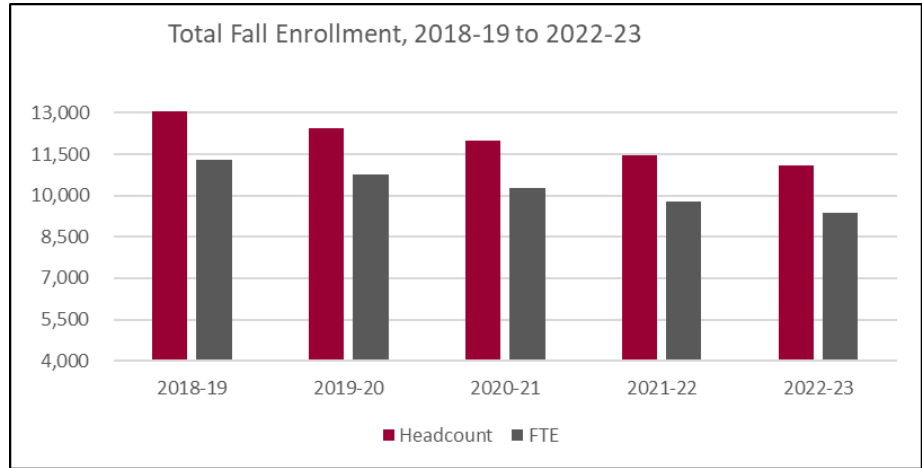
- Creation of the collaborative Bachelor of Science in Nursing program at the Rock County campus that will fill a gap in nursing education for the region.

Philanthropy and Foundations:

- **Primary Fundraising Foundation:** The UW-Whitewater Foundation, Inc., (established in 1962)
- **Total Endowment (as of June 30, 2022):** \$31.5M
- **2023-24 Highlight:**
 - Increased fundraising initiatives, enhanced approach, and training efforts for the Foundation and the campus community in fundraising best practices and techniques.
 - Increased fundraising goals to build the endowment to support future university objectives.
 - For the Warhawk Real Estate Foundation, increased the Foundation Board and University collaboration to optimize the value of the Community Engagement Center and fiber asset, by enhancing internet access. Engaged the UW-Whitewater Fiscal & Economic Research Center for market analysis and research.



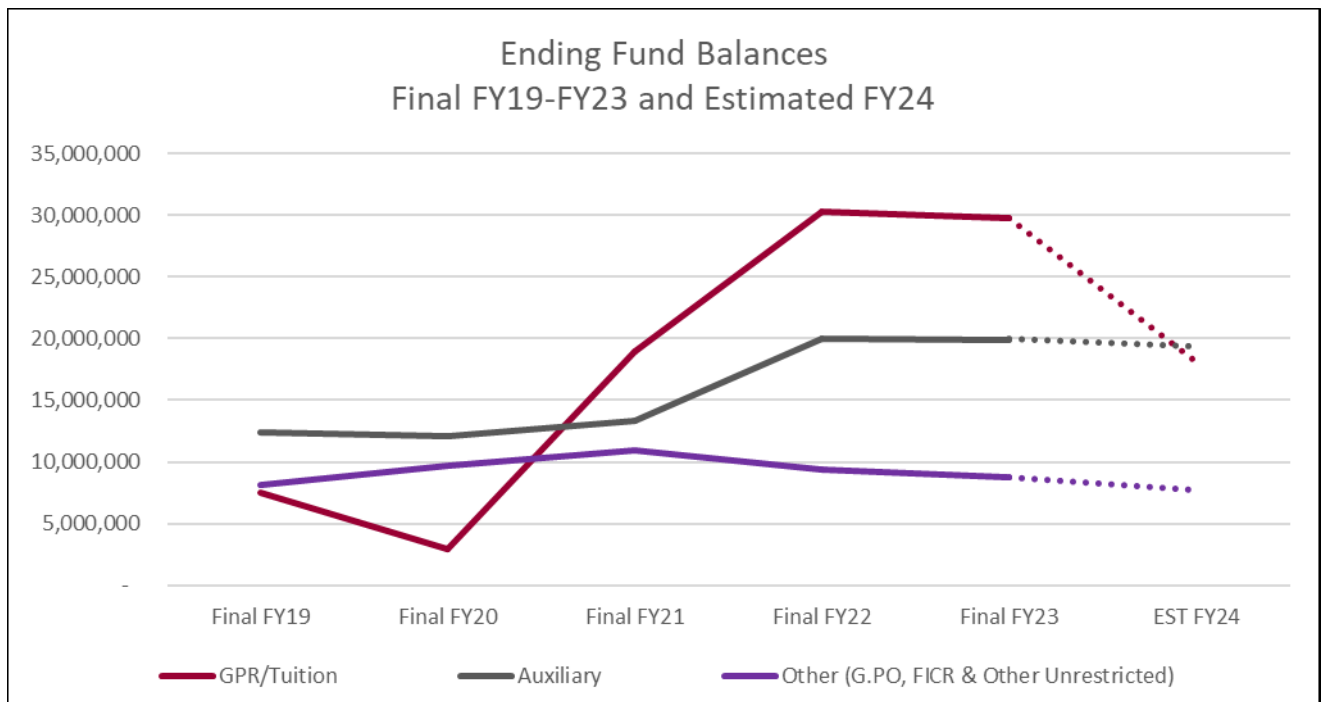
University of Wisconsin
Whitewater



2023-24 Budget and Fund Balance Summary (Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense*	Unrestricted Fund Balances	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$111,355,732	\$5,225,888	\$103,446,954	\$6,743,330	(\$11,643,778)	\$29,767,216	\$18,123,438
27th Pay Period (one-time cost)	\$1,111,458	\$1,111,458	\$1,111,458	\$1,111,458			
Auxiliaries	\$41,574,636	\$3,354,683	\$40,964,662	\$822,081	(\$609,974)	\$19,962,260	\$19,352,286
General Program Operations	\$12,427,052	(\$9,229,974)	\$11,727,016	(\$9,958,902)	(\$700,036)	\$7,257,670	\$6,557,634
Fed Indirect Cost Reimb.	\$652,435	\$236,548	\$406,148	(\$203,120)	(\$246,287)	\$1,405,776	\$1,159,489
Gifts, Grants, Contracts	\$9,036,773	\$3,846,352	\$9,180,070	\$3,785,943	\$143,297		
Federal Financial Aid / Other	\$65,568,103	\$1,970,209	\$65,303,240	\$1,593,392	(\$264,863)	\$115,998	(\$148,865)
Total	\$241,726,189	\$6,515,164	\$232,139,548	\$3,894,182	(\$9,586,641)	\$58,508,920	\$45,043,982
One-Time Use of Tuition Balances	\$3,735,000	\$1,607,000					
Total Including Use of Balances	\$245,461,189	\$8,122,164	\$232,139,548	\$3,894,182	(\$13,321,641)		

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





UW System Mission Statement

With the Board of Regents, the UW System Administration leads and serves the UW System institutions, as a champion of higher education and a responsible steward of resources.

Under the direction of the UW System President, the UW System Administration 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, the UW System Administration:

- 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 UW System institutions, 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 institutions, 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 2023-24 Annual Budget:

- In 2023-24, **revenues are expected to decrease by 15.22%**, or \$23.9 million from the prior year. Key drivers in revenues are:
 - GPR Revenue at System Administration decreases by 29.02% in 2023-24. This is due to moving the allocations for Veteran's Remissions and the Tuition Assistance Grant from being held at UW System Administration and transferred during the year, to being budgeted directly at UW System universities.
 - The Federal Indirect Cost Reimbursement budget increased in 2023-24 based on FY22 actual experience.

- In 2023-24, **expenses will decrease by 13.23%**, or \$22.7 million from the prior year. Key drivers in expenses are:
 - As noted above, the allocations for Veteran’s Remissions and the Tuition Assistance Grant were previously held at UW System Administration and transferred during the year to UW System universities. The System Administration expense budget is reduced to reflect these expenses being budgeted directly at the universities.
 - GPR was reallocated within the System Administration budget to assist in funding the Wisconsin Tuition Promise in 2023-24.
 - Expenditures in the Other category decrease by \$1.2M, or 11.69%, due to reduced staffing at Extended Campus.
 - The one-time use of GPR/Tuition balances increases in FY24 to \$11.5M. This is largely due to upcoming expenditures for the System Administration portion of the Administrative Transformation Program (ATP), which includes the Workday implementation.

- Key drivers in the changes in fund balances include:
 - GPR/Tuition balance increased between 2021-22 and 2022-23 by approximately \$9M, this balance is needed to support upcoming costs related to ATP.
 - Auxiliary balances increased by approximately \$4M. This is due to interest earnings that will be distributed to campuses in 2023-24.
 - The General Operations balance increased between 2021-22 and 2022-23 by approximately \$4M. Much of this increase is due to savings in the Enterprise Decision Counsel and will be used to fund information technology needs at UW System universities in the future.
 - Federal Indirect Cost Reimbursement balance increased in 2022-23 due to salary savings and reallocations within System Administration.

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

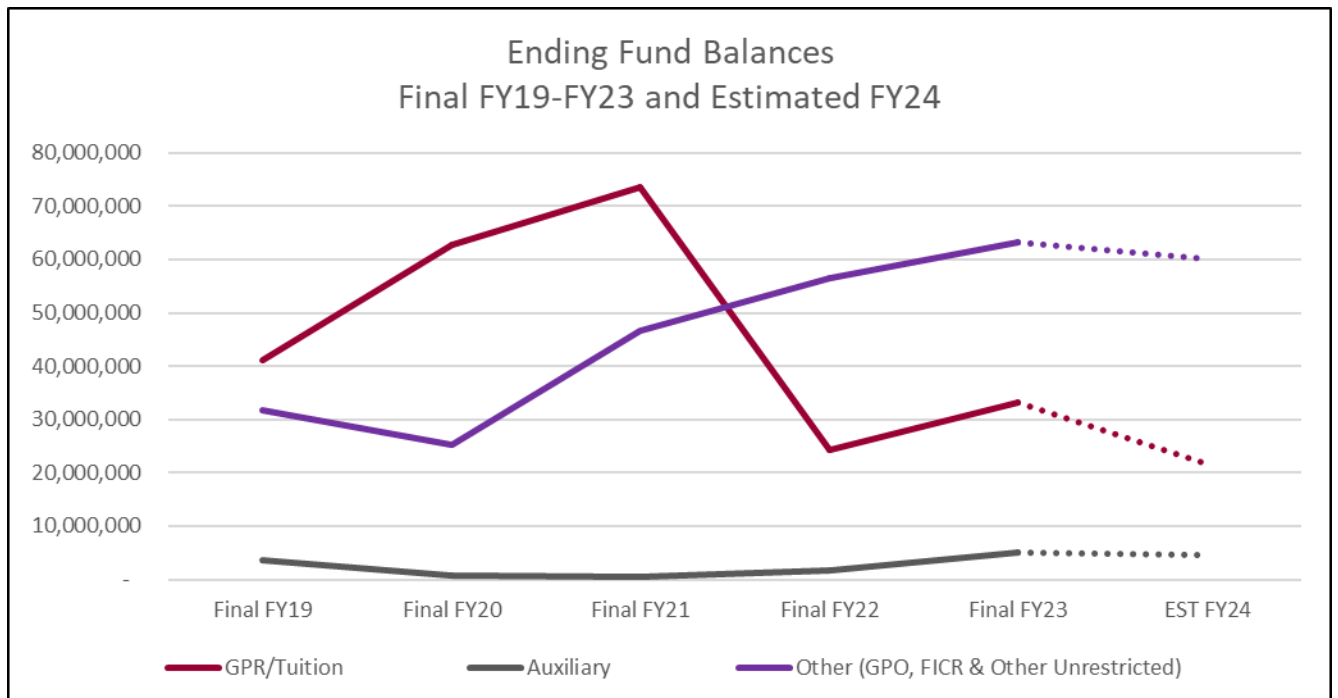
Champion student success across the higher education lifecycle
<ul style="list-style-type: none"> • Improve Student success outcomes by providing \$5M over 5 years to extend the EAB Navigate contract.
Ensure universities are financially and environmentally sustainable
<ul style="list-style-type: none"> • Financial and Strategic Assessments are underway to assist campuses in planning, forecasting, benchmarking, and considering revenue diversification initiatives. UW System has contracted with Deloitte Consulting, Inc. to assist in this work. This detailed planning and analysis will lead to resolving structural deficits within the Strategic Plan timeframe. • Continue Workday Implementation which will facilitate improved financial decision-making. • Consolidated Administration and Finance Units under one vice president, downsized project management function, and instituted formal position review process for vacancies and new hires. • System Administration Departmental Budget Review, which established criteria for reallocation of service and supply budgets, evaluated membership and subscriptions and discontinued any not deemed high priority. Budgets for IT purchasing, professional development, student employment and graduate fellow program were centralized.



2023-24 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Revenue		Expense		Revenue Less Expense*	Unrestricted Fund Balance	
	2023 - 2024 Budget	\$ Change FY23 to FY24	2023 - 2024 Budget	\$ Change FY23 to FY24		Final FY23 Balance	Projected FY24 Balance
GPR/Tuition	\$68,970,022	(\$28,199,058)	\$68,970,022	(\$28,199,058)	(\$11,510,677)	\$33,100,243	\$21,589,566
27th Pay Period (one-time cost)	\$1,231,594	\$1,231,594	\$1,231,594	\$1,231,594			
Auxiliaries	\$1,179,829	\$135,409	\$740,300	\$25,000	(\$439,529)	\$5,000,366	\$4,560,837
GPO	\$47,177,193	\$1,045,754	\$44,629,815	\$2,652,596	(\$2,547,378)	\$28,758,946	\$26,211,568
FICR	\$5,522,474	(\$29,557)	\$4,950,000	\$856,607	(\$572,474)	\$24,590,025	\$24,017,551
Gifts, Grants, Contracts	\$4,452,619	(\$87,831)	\$4,212,145	\$261,594	(\$240,474)		
FFA / Other	\$8,699,791	(\$1,151,180)	\$8,562,721	(\$756,186)	(\$137,070)	\$9,949,598	\$9,812,528
Total	\$137,233,522	(\$27,054,869)	\$133,296,597	(\$23,927,853)	(\$3,936,925)	\$101,399,178	\$86,192,050
One-Time Use of Tuition Balances	\$11,510,677	\$4,378,881					
Total Including Use of Balances	\$148,744,199	(\$22,675,988)	\$133,296,597	(\$23,927,853)	(\$15,447,602)		

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



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

1. 2023-24 TUITION AUTHORITY AND PROGRAM DIFFERENTIAL TUITION

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

2. JANUARY 2023 COMPENSATION ADJUSTMENTS IN 2023-24

This allocation provides funding for the 2023-24 portion of the 2% compensation increases that were effective on January 1, 2023. Also known as pay plan, these increases were approved by the Joint Committee on Employment Relations (JCOER), in the State's 2021-23 Compensation Plan and were allocated based upon the October 2022 payroll.

3. JULY 2023 COMPENSATION ADJUSTMENTS

The 2023-25 Biennial Budget includes funding for a 4% compensation increase effective July 1, 2023. While these increases may not be implemented until approved by the Joint Committee on Employee Relations (JCOER), the Department of Administration's Division of Personnel Management has requested a lump sum payment be made retroactively to July. This allocation is based upon the October 2022 payroll.

4. 27TH PAY PERIOD

This one-time allocation provides funding for a 27th pay period which occurs every eleven years. The funding will be removed in 2024-25. The allocation is based on the last payroll of 2021-22. Universities were required to reallocate for the tuition share of these one-time costs.

5. GPR BUDGET REDUCTION

The 2023-25 Biennial Budget included a GPR reduction of \$15,940,900 for the UW System. This reduction was allocated based on the 2022-23 Outcomes Based Funding distribution adjusted to include UW System Administration's contribution to the reduction.

6. RESIDENT UNDERGRADUATE TUITION INCREASE IN EXCESS OF PAY PLAN

Much of the 4.5% tuition resident undergraduate tuition increase revenue was used for the 2023-24 tuition share of pay plan and fringe benefits. This allocation reflects the revenue shortfall or excess after applying those costs.

7. TUITION ASSISTANCE GRANTS (TAG)

Tuition Assistance Grant funding is being allocated to universities as part of the annual budget process starting in fiscal year 2023-24. These funds had previously been transferred to campuses from UW System Administration each year. This funding was allocated based on the 2021-22 proportion of Pell Grant dollars for Wisconsin resident undergraduate students below the Wisconsin Grant maximum. The allocation will be adjusted annually.

8. VETERANS REMISSIONS

Veterans Remission funding is being allocated to the universities as a part of the annual budget process starting in fiscal year 2023-24. These funds had previously been transferred to the universities from UW System Administration each year. This funding was allocated based on a 3-year average of Veterans Remissions (FY20-FY22). The allocation will be adjusted annually based on a new 3-year average. To ensure that campuses are made whole, a true-up will occur at the end of the year.

9. DEBT SERVICE

The 2023-25 Biennial Budget provides \$198,072,400 in GPR Debt Service for fiscal year 2023-24. This funding has been allocated based on each institution's proportion of actual debt service expenditures (principal plus interest) in fiscal year 2021-22.

10. 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 2023-24. 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.

11. 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

12. UTILITY FUNDING

For 2023-24, the 2022-23 allocation for campus utilities was compared to the most recent 4-year average of actual expenditures (FY19-FY22). Where a campus' updated average exceeds the FY23 allocation, an allocation is provided for the difference. Where the updated average is less than the FY23 allocation, campuses retain the savings.

13. REALLOCATION OF RENEWABLE ENERGY APPROPRIATION

This allocation redistributes the \$4,367,000 in the renewable energy appropriation based on each institution's proportion of actual renewable energy expenditures in fiscal year 2021-22.

APPENDIX B
2021-22 and 22-23 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 2021-22 and 2022-23.

Fiscal Year 2021-22				
Campus	Transfer From	Amount	Transfer To	Purpose
Eau Claire	Housing	\$2,833,068	Facilities	Loan for Design Costs for Science Building
Fiscal Year 2022-23				
Campus	Transfer From	Amount	Transfer To	Purpose
Eau Claire	Housing	\$800,000	Facilities	Loan for Design Costs for Science Building
	University Center	\$4,100,000		
	Total	\$4,900,000		
Platteville	Dining	\$1,483,375	Tuition	Offset Operating Losses