Board of Regents Meeting
April 9-10, 2015

Inspiring Innovation
Creating Futures

UNIVERSITY OF WISCONSIN
Colleges

University of Wisconsin-Extension
UW Colleges & UW-Extension

Financial Challenges in Distributed Statewide Institutions

Administrative Integration

Ten Years Later
Budget: UW Institutions
Excluding MSN & MIL

[Bar chart showing millions of dollars spent on different UW institutions, with OSH, LAC, EAU, EXT, STP, WTW, STO, PLT, COL, RVF, GBY, PKS, and SUP listed on the x-axis and millions on the y-axis.]
Fund Sources: Colleges
$145.6 million

- Federal: 37%
- Tuition: 30%
- GPR: 24%
- Non-Fed: 3%
- Gen Ops: 3%
- Auxiliary: 5%
Fund Source Comparison

UW Colleges

- Federal: 37%
- Tuition: 30%
- GPR: 24%
- Gen Ops: 5%
- Non-Fed

UW Comprehensive Average

- Federal: 30%
- Tuition: 30%
- Gen Ops: 19%
- GPR: 19%
- Non-Fed

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Funding Sources: Colleges
Restricted vs. Unrestricted

- UW Colleges:
  - Restricted: 40%
  - Unrestricted: 60%

- UW Comprehensive Average:
  - Restricted: 39%
  - Unrestricted: 61%
Funding Challenges
Undergraduate Enrollment (FTE)
Fund Sources: Extension
$ 219.7 million

- GPR: 31%
- Extension Student Fees: 24%
- Federal: 11%
- Non-Federal: 10%
- General Operations: 22%
- Auxiliary: 2%
- GPR/PR Segregated: .4%
Continuing Education, Outreach & E-Learning
$94.9 million

**General Operations**
- Non-Credit programs
- Flexible option

**Extension Fees**
- For-credit programs
- Single-campus
- Multi-campus collaborations

**GPR**
- Institutional partners
- Program development and management
Cooperative Extension
$64.6 million

- Non-Federal County Contracts
- Federal programs
  - Smith-Lever
  - SNAP Ed
  - Research grants
- GPR
  - Institutional partners
  - Matching funds
  - Program and administration
Broadcast & Media Innovations
$22.6 million

**General Operations**
- ECB Funding
- Production contracts
- Fee-for-service

**GPR**
- Institutional partners
- Program development and management

**Non-Federal**
- Trust fund income
- Fundraising
Business & Entrepreneurship
$6.5 million

General Operations
• Training & education fees

GPR
• Institutional partners
• SBA match
• Program development and management

Federal
• Small business development centers

Non-Federal
• Contracts
Financial Challenges

- Geography
- Unstable funding - partners
- Managing enrollments
- Cuts to partners (federal, county, CPB, ECB, DNR)
- Managing match requirements
- Enhancing revenue
- Managing cash balances
Administrative Integration
UW Colleges & UW-Extension
Administrative Integration
Rationale - 2005

• Two separate institutions led by two chancellors
• Commonalities:
  • State-wide institutions
  • Headquartered in Madison
  • Key public gateways to access higher education
  • County & local partnerships
• Cost savings and efficiencies
• Expand upon centralized back office functions
## Administrative Integration Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
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</thead>
<tbody>
<tr>
<td>Mid 2004</td>
<td>Chancellors Reilly and Messner resign</td>
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<td>Late 2004</td>
<td>Pres. Reilly studies opportunities, recommends integration</td>
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<tr>
<td>February, 2005</td>
<td>Board of Regents authorization to recruit a single chancellor</td>
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<tr>
<td>May, 2006</td>
<td>Dr. David Wilson begins</td>
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<tr>
<td>February, 2011</td>
<td>Dr. Ray Cross begins</td>
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<tr>
<td>December, 2014</td>
<td>Dr. Cathy Sandeen begins</td>
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Administrative Integration
Today - 2015

- Integration, not merger
  - Two institutions
  - Two missions
  - Two financial structures
- Led by a single administration
- Consolidated service units
- Chancellor’s teams:
  - Cabinet
  - Administrative Council
  - Deans & Directors
# Administrative Integration

<table>
<thead>
<tr>
<th>Integrated Function</th>
<th>Leadership Position</th>
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<tbody>
<tr>
<td>Office of the Chancellor</td>
<td>Chancellor</td>
</tr>
<tr>
<td>External Relations</td>
<td>Asst. Vice Chancellor</td>
</tr>
<tr>
<td>Equity, Diversity &amp; Inclusion</td>
<td>Asst. Vice Chancellor</td>
</tr>
<tr>
<td>Administration &amp; Finance</td>
<td>Vice Chancellor</td>
</tr>
</tbody>
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<tr>
<td>Auxiliary Operations</td>
<td>Director</td>
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<tr>
<td>Human Resources</td>
<td>Asst. Vice Chancellor</td>
</tr>
<tr>
<td>Information Technology</td>
<td>Asst. Vice Chancellor</td>
</tr>
<tr>
<td>Purchasing</td>
<td>Director</td>
</tr>
<tr>
<td>Risk Management &amp; Safety</td>
<td>Director</td>
</tr>
</tbody>
</table>
Administrative Integration Outcomes

- Combined service units
  - Increased administrative capacity
  - Administrative depth & strength
  - More consistent policies and practices
- Opportunities to leverage
  - Bookstore services contract (COL, EXT, SUP, PKS)
  - IT investments
  - Purchasing & contracts
- Collaboration & partnership opportunities
- Stronger, collective voice (BOV)