



**Board of Regents of the University of Wisconsin System
Office of the Secretary**

1860 Van Hise Hall
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Madison, Wisconsin 53706
(608)262-2324

DATE: July 6, 2011

TO: Each Regent

FROM: Jane S. Radue *JSR*

PUBLIC MEETING NOTICE

Meetings of the UW System Board of Regents and Committees
to be held at 1220 Linden Drive, Room 1820, Madison, Wisconsin 53706
on July 14 & 15, 2011

Thursday, July 14, 2011

10:00 a.m. All Regents – Room 1820 Van Hise Hall

1. 2011-13 Biennial Budget Update
2. Approval of UW System 2011-12 Annual Operating Budget and Tuition
[Resolution 2.]

11:30 a.m. Box Lunch

12:00 p.m. Joint Meeting of the Education Committee and the Business, Finance, and Audit Committee – 1820 Van Hise Hall

12:00 p.m. Capital Planning and Budget Committee – Room 1418 Van Hise Hall

12:30 p.m. Education Committee – Room 1820 Van Hise Hall

12:30 p.m. Business, Finance, and Audit Committee – Room 1920 Van Hise Hall

2:15 p.m. All Regents -- Closed Session – Room 1820 Van Hise Hall

Move into closed session to consider annual personnel evaluations, as permitted by *Wis. Stats.* §19.85(1)(c).

Friday, July 15, 2011

9:00 a.m. All Regents – Room 1820 Van Hise Hall

Persons with disabilities requesting an accommodation to attend are asked to contact Jane Radue in advance of the meeting at (608)262-2324.

Information about agenda items can be found at <http://www.uwsa.edu/bor/meetings.htm> or may be obtained from the Office of the Secretary, 1860 Van Hise Hall, Madison, WI 53706, (608)262-2324.

The meeting will be webcast at <http://www.uwex.edu/ics/stream/regents/meetings/> on Thursday, July 14, 2011 at 10:00 a.m. until approximately 11:30 a.m., and Friday, July 15, 2011 at 9:00 a.m. until approximately 12:00 p.m.

2011-12 Operating Budget
including Rates for Academic Tuition,
Segregated Fees, Textbook Rental,
Room and Board, and Apartments;
Academic Tuition Refund
Policy and Schedule; and Annual
Distribution Adjustments

BOARD OF REGENTS

Resolution 2.

That, upon the recommendation of the President of the University of Wisconsin System, the 2011-12 operating budget be approved, including rates for academic tuition, segregated fees, textbook rental, room and board, and apartments; the tuition refund policy and schedule; and annual distribution adjustments as attached in the document 2011-12 Operating Budget and Fee Schedules, July, 2011. The 2011-12 amounts are:

GPR	\$1,001,508,980	17.9%
<u>Academic Tuition</u>	<u>\$1,208,995,939</u>	<u>21.6%</u>
Total GPR/Fees	\$2,210,504,919	39.5%
<u>Other</u>	<u>\$3,379,690,152</u>	<u>60.5%</u>
Total	\$5,590,195,071	100.0%



2011-12 Operating Budget and Fee Schedules

The University of
Wisconsin System
July, 2011

2011-12 OPERATING BUDGET AND FEE SCHEDULES

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2011-12 OPERATING BUDGET AND FEE SCHEDULES

EXECUTIVE SUMMARY

BACKGROUND

The 2011-13 Wisconsin Biennial Budget is now final. The biennial budget is the base upon which the University of Wisconsin System builds its 2011-12 Annual Operating Budget. The 2011-13 Biennial Budget has begun to redefine the relationship that the University of Wisconsin System has with the state. The state delegated significant management flexibility to the UW System, which will be extended to UW institutions as well. These flexibilities, along with a major reduction in funding for UW System institutions and System Administration and the potential recommendations of a Task Force on the UW System, will reshape the UW System into the future.

This Executive Summary is divided into the following sections:

- 2011-13 Biennial Budget Overview
 - Administrative Flexibilities
 - Other Provisions
 - Affordability
- 2011-12 GPR/Fee Changes
- 2011-12 Recommended Annual Tuition Rates
- Auxiliary Operations and Other Funds

2011-13 Biennial Budget Overview

The 2011-13 Executive Budget included a recommendation to establish a UW-Madison Authority with a separate Board of Trustees as well as a proposed study for a UW-Milwaukee authority. The final budget, passed by the Legislature and signed by the Governor, continues a unified UW System under the governance of a single Board of Regents and eliminates the proposal to study the creation of a UW-Milwaukee authority. In addition, the 2011-13 biennial budget:

- ✓ Fully funds standard budget adjustments and cost to continue.
- ✓ Removes \$125.1 million in General Purpose Revenue (GPR) funds from the UW System's base budget annually. The Board of Regents is required to submit a plan for how UW System Administration will absorb a 25% base reduction. The plan is due to the Secretary of DOA and to the Joint Finance Committee by September 1, 2011, for a 14-day passive review.
- ✓ Establishes a Special Task Force on UW Restructuring and Operational Flexibilities, comprised of 17 members appointed by the Governor and Legislative Leaders. This Task Force will address:
 - Whether there is a need to restructure the UW System and, if so, make recommendations as to a new governance structure;
 - How UW-Madison employees and all other UW System employees would be transitioned from the state personnel system to the new personnel systems;

- Whether tuition flexibility can be extended to the UW System while ensuring access and affordability, and what role the Legislature should have in establishing tuition rates;
- How pay plans for UW System employees should be determined in the future;
- Additional operational flexibilities that could be provided to UW System institutions; and
- How articulation and the transfer of credits between UW institutions could be improved.

The Task Force is directed to submit a report to the Senate and Assembly standing committees on higher education and the Joint Finance Committee no later than January 1, 2012. A one-time appropriation of \$50,000 was approved to fund the Task Force. The Task Force will be staffed by UW System Administration, the Legislative Fiscal Bureau (LFB), and the Department of Administration (DOA).

Administrative Flexibilities

The budget provides a number of new administrative flexibilities for all UW institutions:

- **Budgeting:** Two GPR appropriations are created for the UW System, including a block grant for general program operations and a debt service appropriation. The Board of Regents is directed to allocate funds to UW System institutions in the form of block grants. Separate appropriations must be maintained for UW System Administration, the State Lab of Hygiene, and the Veterinary Diagnostic Lab. All other GPR appropriations for the UW System were deleted.
- **Financial Management:** A separate fund will be established that contains all program revenues received by the UW System. Four new appropriations are created within this fund, including general program operations, self-amortizing debt service, gifts and grants, and inter-agency transfers. Interest earnings will be provided to UW System institutions based on the revenues generated and deposited into a separate fund. Institutions are required to use segregated student fees for the purpose for which they were generated.
- **Tuition:** The current law's language limiting increases in resident undergraduate tuition was deleted, and the issue of future tuition flexibility will be studied by the Special Task Force mentioned above. Undergraduate resident tuition increases are capped at 5.5% annually during the 2011-13 biennium. Differential tuition plans approved prior to June 1, 2011, are exempt from this limit, but no new differential tuitions may be added during this biennium.
- **Personnel Systems:** The Chancellor of UW-Madison is authorized to develop a new personnel system for employees of UW-Madison, while the Board of Regents is authorized to establish a new, separate personnel system for employees of all other UW System institutions. Both of these systems must be approved by the Joint Committee on Employment Relations (JCOER). The language retains existing employee protections for current employees, and permits current represented classified employees to continue to have collective bargaining rights similar to other state employees. Current position creation authority for GPR funds will continue.
- **Supplemental Pay Plans:** During the 2011-13 biennium, the Board of Regents is permitted to provide supplemental pay plans for classified and unclassified staff, subject to approval by the Joint Committee on Employment Relations (JCOER). UW-Madison is also provided this

same option. These supplemental pay plans are in addition to any pay plans approved by JCOER and must be self-funded.

- **Employee Benefits and Position Control:** UW System employees will continue to participate in state group health insurance plans and the Wisconsin Retirement System. The UW System will retain its ability to create GPR positions and the Legislature will continue its oversight of overall GPR position levels as part of future budgets. The Board of Regents will have the authority to create and abolish positions funded from all other fund sources. Quarterly position reports are still required.
- **Dual Employment:** Compensation received by full-time employees of a UW System institution for work in addition to the employees' normal duties at that institution or another UW institution will no longer be limited by statute. Under current law, there is a \$12,000 cap.
- **Construction:** UW System projects that cost less than \$500,000 that are entirely funded with gifts and grants will no longer require approval by the Building Commission. The Board is required to establish policies for competitive bidding, which must be approved by the State Building Commission and the Joint Committee on Finance. UW System institutions will not be charged the 4% project management fee for these projects unless the UW System chooses to use Division of State Facilities' services.
- **Purchasing and Procurement:** The Department of Administration (DOA) is required to delegate to the Board of Regents and to UW-Madison the authority to enter into contracts for materials, supplies, equipment, or services that relate to higher education and which agencies other than the UW System do not commonly purchase. The threshold that requires official sealed bids is increased from \$25,000 to \$50,000. The UW will continue to award contracts competitively, but the time to seek and review vendor bids will be reduced by weeks. The UW System and UW-Madison are also exempted from several other DOA purchasing requirements. Most reporting requirements on contractual services, as well as a new requirement that all expenditures exceeding \$100 be posted on a web site, are retained.
- **Accountability:** The UW System and UW-Madison are required to submit annual accountability reports to the Governor and the Legislature. These reports should include measures in eight categories, including performance, financial, access and affordability, undergraduate education, graduate and professional education, faculty, economic development, and collaboration.

Other Provisions

- **Tuition Remissions for Veterans, Children, and Spouses:** The legislation expands the benefits available under the Wisconsin G.I. Bill. The Board of Regents and Wisconsin Technical College System (WTCS) institutions will continue to receive payments under the federal Post 9/11 G.I. Bill, but credits that are 100% paid for by that program will not be subject to the 128 credit limit for the Wisconsin G.I. Bill. The Board of Regents is required to remit the full amount of tuition, including tuition for cost recovery programs.
- **Telecommunication Services:** Beginning June 15, 2011, UW is prohibited from committing any funds from the Building Community Capacity through Broadband (BCCB) project, led by UW-Extension, that were not previously committed, without approval by the Joint

Committee on Finance (JFC). Beginning July 1, 2013, UW is prohibited from being a member or partner in any third-party entity that offers or provides telecommunication services to the public, or a public or private entity, unless the entity was offering these services on June 15, 2011, and a third-party entity is prohibited from working with UW if it adds a member that it did not serve on June 15, 2011. By January 1, 2013, the Legislative Audit Bureau is required to perform a financial and performance evaluation of the Board of Regents' use of broadband services and its relationship with WiscNet.

- **Travel:** Beginning on July 1, 2013, the Board of Regents is permitted to establish travel policies for UW System employees and a schedule for reimbursement of UW System employees for travel expenses.
- **Gifts of Real Property:** The threshold for approval by the Building Commission of gifts of real property to the Board of Regents increases from \$30,000 to \$150,000. In addition, the Board of Regents is authorized to accept gifts of vehicles.

Affordability

Federal and state funding for need-based and other financial aid programs will, at best, remain at 2010-11 levels, creating a challenge for students with financial need. Within these constraints, however, the UW System has found ways to address affordability so that all students, regardless of income, can continue to access a college education.

On the federal side, the maximum federal Pell Grant will remain at \$5,500 for 2011-12. Other programs may be at risk for reduction or elimination. Current Congressional budget deliberations may impact other federal financial aid programs in 2011-12 and beyond. UW staff and other higher education leaders are working with Wisconsin's Congressional delegation to ensure that federal financial aid programs are spared from major budget cuts.

There will also be no increase for the state's primary need-based grant program (WHEG) during this biennium, with funding remaining at the 2010-11 level of \$58,345,400. The UW System has worked with the Higher Educational Aids Board (HEAB) to develop a funding formula that will aid more students than in 2010-11 while still maintaining awards that are meaningful in relation to tuition – students with the most financial need will be eligible for grants of \$2,444 in 2011-12.

In addition, students from families with incomes below \$60,000 who do not receive a WHEG award may receive a Tuition Increase Grant (TIG), which was created in the 2009-11 Budget to hold these students harmless from increases in tuition. While smaller than grants under the WHEG program, TIG awards will continue to help many middle-class students meet the cost of college attendance.

Financial aid programs that are part of the UW System's budget - including Lawton, AOP and Study Abroad grants – will now be funded as part of the general GPR block grant rather than as specific appropriations; however, both the Governor's budget and the budget approved by the Joint Committee on Finance maintained these programs at 2010-11 levels. Therefore, student awards through these programs will not be able to maintain their value against increases in the cost of attendance. In addition, the statutory link to tuition increases for the Lawton Grant, which provided automatic increases in funding, was eliminated. However, UW institutions will

have flexibility within these programs to target aid in ways that most effectively encourage recruitment and retention of eligible students.

The Budget provides sufficient funding to award grants, ranging from \$250 to \$1,500 per year depending on student need, to all students who qualify as Wisconsin Covenant Scholars. Enrollment in the Covenant program will be closed after September 30, 2011, thereby phasing-out the program. Students who will be in the high school freshman class in 2011-12 will be the last cohort of students eligible for this program. This program will, however, provide an important source of financial aid for five cohorts of students who complete the requirements of the Covenant program. The private Wisconsin Covenant Foundation will also provide grants of \$1,500 in 2011-12 to students who complete the program requirements and have financial need.

UW System institutions continue to raise funds from private sources that can be dedicated to financial aid. Funding for institutional grants has increased from \$35.2 million in 2003-04 to \$64.4 million in 2009-10 (the most recent year for which information is available), representing an 83% increase during the last six years. Financial aid also continues to be provided through the differential tuition programs at UW-Madison and UW-Eau Claire in order to improve affordability for more than 10,000 low-income students at these institutions. In addition, another source of private, need-based financial aid, the Fund for Wisconsin Scholars (FFWS), provided \$4.2 million in grants to over 1,300 UW students in 2010-11. The FFWS, which was funded through a gift of \$175 million from John P. and Tashia F. Morgridge, will continue to be a critical source of need-based financial aid for UW students during the 2011-13 biennium.

The UW System is also taking the lead with initiatives that can reduce time to degree and therefore the cost of achieving a college education. By completing a college degree in four years rather than five, a student at a comprehensive institution could save at least \$15,000. To help students who are interested in this option, UW institutions are developing templates for achieving certain degrees in four years. In addition, UW-Stout and UW-Superior are now offering three-year degree options for certain programs. Under these programs, students sign a three-year degree completion plan contract. Students who take advantage of this option will save a full-year of tuition payments, thereby reducing the cost of attaining a college degree.

The Budget eliminates a provision that was approved as part of the 2009-11 Biennial Budget related to certain undocumented persons. This provision allowed a person who is a citizen of another country to pay resident tuition if the person met all of the following requirements:

- Graduated from a Wisconsin high school or received a high school graduation equivalency;
- Has been continuously present in this state for at least three years following the first day of attending a high school in this state or immediately preceding receipt of a declaration of equivalency of high school graduation; and
- Provided the campus with an affidavit that he/she will file an application for permanent residency with the U.S. Citizenship and Immigration Services as soon as he/she is eligible to do so.

While not part of the Budget Bill, the supplemental payment provided through the Minnesota Tuition Reciprocity program will be phased out beginning in 2012-13. Under the program, the State of Wisconsin provides Wisconsin students attending Minnesota institutions with a supplemental payment. The supplemental payment generally reduces the cost of attending a

more expensive Minnesota institution to the cost of attending a comparable University of Wisconsin institution.

As part of the new administrative memorandum governing the program, students who first enrolled in a Minnesota institution before 2012-13 will remain eligible for the supplemental payment through the 2014-15 academic year. Students first enrolled during 2012-13 or later will be ineligible for a supplemental payment. The supplemental payment will be fully eliminated starting in 2015-16. Once the supplement payment is eliminated, Wisconsin students will pay the higher of the resident rate at the Minnesota institution they are attending or the resident rate at a comparable Wisconsin institution.

Finally, the Budget includes two major changes to the Wisconsin GI Bill. First, eligible individuals will be guaranteed 128 credits or 8 semesters, whichever is longer, through the program with no offset for benefits received through the federal Post-9/11 GI Bill. Previously, these individuals were guaranteed a total of 128 credits or 8 semesters less any support they received from the federal Post-9/11 GI Bill.

Second, the Budget Bill expands the program to remit all fees associated with distance education, online and cost recovery programs, with the Executive MBA Program at UW–Madison specifically identified as qualifying for remission under the Wisconsin GI Bill. The Budget Bill makes both of these changes retroactive to January 1, 2010.

2011-12 GPR/Fee Changes

2011 Wisconsin Act 32, the 2011-13 biennial budget, along with adjustments to the base prior to the budget submission, removed -\$193.9 million of GPR and -\$8.9 million in Fees from the UW System in 2011-12. Changes in funding include:

Reductions:

- ✓ -\$125.1 million in GPR for general base reductions.
- ✓ -\$47.4 million in GPR related to employee contributions to health insurance and retirement plans.
- ✓ -\$10.5 million in GPR funding for utilities.
- ✓ -\$1.0 million in one-time funding for WiSys.
- ✓ -\$41.7 million in debt service.

Increases:

- ✓ \$23.0 million net GPR/Fee increase (\$31.9 m. GPR and -\$8.9 m. Fees) for standard budget adjustments, cost to continue, and continuing appropriation changes.

GPR/Fee Funding Changes from 2010-11 to 2011-12

	GPR	Fees	Total
2010-11 Operating Budget Document	\$1,179,337,184	\$1,111,743,774	\$2,291,080,958
Legislative and Base Changes	-\$193,887,484	-\$8,905,874	-\$202,793,358
Estimated Health Insurance Changes	\$16,059,280	\$6,716,609	\$22,775,889
Academic Fee Continuing Appropriation Changes, including Credit Outreach		\$61,941,430	\$61,941,430
Tuition Offset to Base Reduction		\$37,500,000	\$37,500,000
Subtotal – 2011-12 Changes	-\$177,828,204	\$97,252,165	-\$80,576,039
2011-12 Budget	\$1,001,508,980	\$1,208,995,939	\$2,210,504,919

After adjustments for estimated health insurance increases, GPR will decrease by -\$177.8 million (15.1%), and tuition revenue, resulting from standard tuition increases, differentials, and additional enrollments, will increase by \$97.3 million (8.8%). Table A-1 provides a detailed allocation of changes in GPR/Fee funding by institution from 2010-11 to 2011-12.

2011-12 Recommended Annual Tuition Rates

The recommended tuition increases for 2011-12 will generate \$37.5 million to partially offset base budget cuts. \$25 million of tuition funds (due to required employee contributions to health insurance and retirement plans) will be used to allow UW System institutions to maintain student access and educational quality and address critical campus needs that would otherwise be diminished or eliminated due to the base budget reductions.

The budget returns \$17 million of tuition funding from furloughs (the funding was reallocated in 2009-11 to cover one-time costs) to the UW System's base. There will be no furloughs in 2011-12. Reallocating the \$17 million temporarily reduced the impact of cuts and lapses on the institutions, improved service to students, and allowed lower, more predictable tuition increases in the 2009-10 fiscal year and beyond.

Recommended base tuition increases of 5.5% for resident undergraduate students are \$409 at UW-Madison, \$400 at UW-Milwaukee, \$311 at the UW Comprehensive universities, and \$235 at the UW Colleges. The UW-Madison tuition will also increase by \$250 for the third year of the undergraduate tuition differential approved in May 2009. UW-Eau Claire tuition will be an additional \$300 reflecting its previously approved differential tuition increase. Consistent with recent Board practice, recommended tuition increases for most other student groups (e.g. nonresident undergraduates and resident graduate students) are at the same dollar amount as those for undergraduate resident students.

After four years of holding tuition at 2006-07 rates, UW Colleges tuition is recommended to increase by \$235. This would still provide a lower-cost entry point for students at 13 campuses across the state, and would maintain tuition rates that are comparable to the rate for liberal arts programs at Wisconsin Technical College System institutions.

For the fourth consecutive year, a freeze of nonresident graduate tuition at 2007-08 rates is recommended. Freezing nonresident graduate tuition will reduce the cost of providing

remissions, and provide a boost to the research mission of UW System institutions. Nonresident graduate students provide critical support to research activities and provide classroom instruction as teaching assistants at UW System institutions, particularly at UW-Madison and UW-Milwaukee. Providing nonresident tuition remissions is a must in order to compete for the best and brightest graduate students. These remissions place a significant financial burden on academic departments and a disincentive for faculty to seek research grants.

Auxiliary Operations and Other Funds

Recommended segregated fee rate increases for four-year institutions average 3.3% for 2011-12. Recommended segregated fee increases at the UW Colleges average 6.2%, largely due to the addition of mental health services, student initiated program improvements, and travel costs related to athletics.

Recommended Room and Board rates at the four-year institutions increased an average of 4.2%. Increases are primarily attributed to new and renovated residence halls and facility maintenance projects, rising food costs, and student initiated programming.

Table A-2 consolidates tuition, room and board rates, and segregated fees for resident undergraduate students. This schedule is designed to show the total cost of education for a typical freshman who lives in a dormitory and participates in the meal plan. This schedule also includes the number of students at each institution who are expected to participate in the meal plan and contract for rooms. In most cases, these students represent less than 1/3 of the total headcount population at an institution. For students at a four-year institution, the average cost increase for 2011-12 is 4.8%, ranging from 3.7% at UW-Superior to 7.1% at UW-Milwaukee.

The major drivers of increases at UW-Milwaukee are a restructuring of the Student Life operations including the addition of seven FTE, the addition of parking at Colombia St. Mary's, expansion of food services to the Northwest Quadrant, and increasing safety and shuttle services for students in campus housing.

In general, the increases in the 2011-12 auxiliary operation budgets are smaller than they have been in prior years. Primarily, this is due to no expected increases in compensation. Reductions resulting from increases in employee contributions related to health insurance and retirements are not reflected in the grand majority of campus budgets due to the late notification of the change. Those changes will be reflected in the 2012-13 budgets.

Total Other Funds, which include auxiliaries, federal and private gifts, grants, and contracts, other operating receipts, noncredit instruction, and trust funds, will increase \$77.4 million. This is a 2.4% change from 2010-11, and will support 59.0% of the total budget.

A. CHANGES IN FUNDING

TABLE A-1
University of Wisconsin System
FY 2011-12 Annual Budget
Changes By Institution
GPR/Fees

	2010-11 GPR/Fees	Compensation	Tuition Targets and Differential Tuition	Financial Aid	Utilities / Debt Service	Budget Reductions	Tuition Offsets and Reallocations	Other ¹	2011-12 GPR/Fees	Total Change
Madison	689,545,254	15,000,168	14,689,197	0	(37,349,007)	(47,199,200)	24,062,100	699,556	659,448,068	(30,097,186)
Milwaukee	229,049,598	4,975,227	205,800	(5,965)	(7,223,723)	(16,881,400)	12,384,000	245,331	222,748,868	(6,300,730)
Eau Claire	74,447,838	1,642,707	6,472,045	10,537	(4,901,839)	(6,375,000)	4,674,900	44,448	76,015,636	1,567,798
Green Bay	39,333,514	790,802	0	27,577	(3,048,041)	(3,064,900)	2,247,000	23,114	36,309,066	(3,024,448)
La Crosse ²	62,766,890	1,274,321	10,164,808	(25,085)	(2,902,082)	(5,161,300)	3,784,800	31,390	69,933,742	7,166,852
Oshkosh	76,142,680	1,602,141	842,140	4,837	(2,914,952)	(6,142,000)	4,506,200	99,302	74,140,348	(2,002,332)
Parkside	37,125,355	737,359	776,000	(30,947)	(2,717,328)	(2,905,500)	2,131,800	18,352	35,135,091	(1,990,264)
Platteville	54,497,418	876,570	2,106,472	9,665	(2,453,842)	(3,543,000)	2,596,500	196,078	54,285,861	(211,557)
River Falls	42,800,538	963,724	362,879	5,200	(1,708,580)	(3,555,300)	2,608,800	16,050	41,493,311	(1,307,227)
Stevens Point	63,814,395	1,371,159	0	(5,361)	(3,815,788)	(5,247,100)	3,848,500	40,798	60,006,603	(3,807,792)
Stout	60,395,919	1,246,076	2,034,096	36,147	(2,342,623)	(4,818,000)	3,533,900	11,954	60,097,469	(298,450)
Superior	24,792,592	494,651	756,965	(9,282)	(472,642)	(1,900,200)	1,391,800	9,682	25,063,566	270,974
Whitewater	69,134,312	1,469,805	2,445,837	(32,750)	(1,449,007)	(5,394,200)	3,955,400	66,164	70,195,561	1,061,249
Colleges	53,656,641	1,245,701	(70,523)	15,427	(850,912)	(4,756,700)	3,488,700	(49,480)	52,678,854	(977,787)
Extension	88,261,979	1,501,977	0	0	808,264	(5,651,600)	4,148,500	2,419,573	91,488,693	3,226,714
System Admin./Systemwide	95,061,706	1,056,161	0	0	5,842,202	(2,529,600)	(16,862,900)	(884,354)	81,683,215	(13,378,491)
System Total-Excl. Fringe Benefits	1,760,826,629	36,248,549	40,785,716	0	(67,499,900)	(125,125,000)	62,500,000	2,987,958	1,710,723,952	(50,102,677)
Fringe Benefits	530,254,329	(18,563,340)	10,438,937	0	0	0	(25,000,000)	2,651,041	499,780,967	(30,473,362)
System Total	2,291,080,958	17,685,209	51,224,653	0	(67,499,900)	(125,125,000)	37,500,000	5,638,999	2,210,504,919	(80,576,039)

1) Includes \$5.1 million for Credit Extension, \$1.5 million for the Student Technology Fee, and the removal \$1.0 million in contingency funding.

2) Includes tuition from the Growth, Quality, and Access differential that was generated in prior years, but not previously budgeted.

UNIVERSITY OF WISCONSIN SYSTEM
2011-12 CONSOLIDATED SCHEDULE OF TUITION, SEGREGATED FEES, AND ROOM AND BOARD
Reflecting the Typical Costs of a Resident Freshman Living on Campus
Doctoral and Comprehensive Universities

Campus	FY12 Tuition	Change	FY12 Seg Fee	Change	FY12 Room Rate	Change	FY12 Meal Plan	Change	FY12 Total	Total Increase	Total % Increase	# of Room Contracts	# of Meal Plans	Fall Headcount
Madison (1)	8,592	659	1,073	23	4,968	196	2,756	93	17,389	971	5.9%	6,828	6,828	38,456
Milwaukee	7,669	400	1,006	124	4,690	340	3,492	258	16,857	1,122	7.1%	0	3,314	30,502
Eau Claire (2)	6,733	611	1,095	42	3,040	120	2,907	57	13,775	830	6.4%	4,070	3,764	11,000
Green Bay	5,970	311	1,312	(2)	3,800	100	1,900	150	12,982	559	4.5%	493	745	6,389
La Crosse (3)	7,189	380	951	33	3,468	228	2,462	72	14,070	713	5.3%	3,096	2,929	10,150
Oshkosh	6,090	315	905	0	3,680	128	2,448	24	13,123	467	3.7%	3,148	3,923	11,560
Parkside	5,970	311	960	0	4,032	118	2,160	100	13,122	529	4.2%	877	1,125	5,160
Platteville	6,084	318	887	23	3,261	155	2,781	81	13,013	577	4.6%	2,586	3,025	6,510
River Falls	6,070	339	1,063	43	3,570	170	2,145	15	12,848	567	4.6%	2,428	3,100	6,900
Stevens Point	5,970	311	1,040	(10)	3,552	114	2,450	128	13,012	543	4.4%	3,128	2,800	9,300
Stout (4)	6,338	330	912	91	3,450	150	2,394	134	13,094	706	5.7%	2,931	3,010	7,063
Superior	6,207	341	1,329	29	3,140	90	2,280	0	12,956	460	3.7%	737	665	2,856
Whitewater	6,179	322	863	32	3,360	128	2,194	74	12,596	556	4.6%	3,880	3,880	10,144
Average	6,543	381	1,030	33	3,693	157	2,490	91	13,757	662	5.0%	34,202	39,108	155,990

(1) The UW-Madison tuition increase includes \$250 for the Madison Initiative. This is the third of four planned increases for the initiative.

(2) The UW-Eau Claire tuition includes \$300 for the Bugold Initiative. This is the second of four planned increases for the initiative.

(3) The UW-La Crosse tuition rate is for students starting at UW-La Crosse in Fall 2008 or later. Students starting Fall 2008 or later pay a higher rate as part of the Growth, Quality, and Access differential tuition program.

(4) UW-Stout is the only UW institution to charge a per-credit tuition rate. The full-time tuition rate shown is the per-credit rate multiplied by the average full-time, resident, undergraduate credit load in Fall 2010 (14.3 credits per semester). The actual tuition increase paid by a student will vary based on the number of credits taken.

UNIVERSITY OF WISCONSIN SYSTEM
2011-12 CONSOLIDATED SCHEDULE OF TUITION, SEGREGATED FEES, AND ROOM AND BOARD
Reflecting the Typical Costs of a Resident Freshman Living on Campus
UW Colleges

UW Colleges	FY12 Tuition	Change	FY12 Seg Fee	Change	FY12 Room Rate	Change	FY12 Meal Plan	Change	FY12 Total	Total Increase	Total % Increase	# of Room Contracts	# of Meal Plans	Fall Headcount
Baraboo	\$4,503	\$235	\$403	\$11					\$4,906	\$246	5.3%			
Barron	\$4,503	\$235	\$363	\$33					\$4,866	\$268	5.8%			
Fond du Lac	\$4,503	\$235	\$351	\$14					\$4,854	\$249	5.4%			
Fox Valley	\$4,503	\$235	\$272	\$8					\$4,775	\$243	5.4%			
Manitowoc	\$4,503	\$235	\$315	\$1					\$4,818	\$236	5.2%			
Marathon	\$4,503	\$235	\$338	\$62	\$2,780	\$55	\$1,493	\$2	\$9,114	\$354	4.0%	140	140	1,357
Marinette	\$4,503	\$235	\$345	\$53					\$4,848	\$288	6.3%			
Marshfield	\$4,503	\$235	\$343	(\$0)					\$4,846	\$235	5.1%			
Richland	\$4,503	\$235	\$366	\$17					\$4,869	\$252	5.5%			
Rock Cty	\$4,503	\$235	\$346	\$39					\$4,849	\$274	6.0%			
Sheboygan	\$4,503	\$235	\$311	\$3					\$4,814	\$238	5.2%			
Washington	\$4,503	\$235	\$326	(\$1)					\$4,829	\$234	5.1%			
Waukesha	\$4,503	\$235	\$318	\$14					\$4,821	\$249	5.5%			

<p>B. ACADEMIC TUITION AND REFUND POLICY AND SCHEDULE</p>
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2011-12 TUITION RATES

Recommended Tuition Increases: Recommended base tuition increases of 5.5% for resident undergraduate students are \$409 at UW-Madison, \$400 at UW-Milwaukee, and \$311 at the UW Comprehensive universities for the 2011-12 academic year. The UW-Madison tuition will also increase by \$250 for the third year of the undergraduate tuition differential approved in May 2009. UW-Eau Claire tuition will be an additional \$300 reflecting its previously approved differential tuition increase. Consistent with recent Board practice, recommended tuition increases for many other student groups are at the same dollar amount as those for undergraduate resident students.

After four years of holding tuition at 2006-07 rates, UW Colleges tuition is recommended to increase by \$235. This would still provide a lower-cost entry point for students at 13 campuses across the state, and would maintain tuition rates that are comparable to the rate for liberal arts programs at Wisconsin Technical College System institutions.

For the fourth consecutive year, a freeze of nonresident graduate tuition at 2007-08 rates is recommended. Freezing nonresident graduate tuition will reduce the cost of providing remissions, and provide a boost to the research mission of UW System institutions. Nonresident graduate students provide critical support to research activities and provide classroom instruction as teaching assistants at UW System institutions, particularly at UW-Madison and UW-Milwaukee. Providing nonresident tuition remissions is a must in order to compete for the best and brightest graduate students. These remissions place a significant financial burden on academic departments and a disincentive for faculty to seek research grants.

2011-13 Biennial Budget Changes: As part of providing greater flexibilities for UW System institutions, the legislature eliminated the previous limitations on increases of undergraduate resident tuition. Ongoing tuition flexibilities will be examined by a Task Force that is scheduled to issue its report in January 2012. During the 2011-13 biennium, tuition increases for resident undergraduate students are limited to 5.5% over the previous year. The only differential tuition increases that will be permitted are those the Board of Regents approved prior to June 1, 2011.

Law School: Recommended tuition for UW-Madison Law School students will increase by an additional \$1,200 for resident and nonresident students. During the 2011-12 fiscal year one-third of the additional funding would be used for Financial Aid. The remainder will be used for practical skills training, student services, and faculty hiring in areas of high curricular need and student demand. Current Law School resident tuition rates are considerably lower than rates at peer institutions.

School of Pharmacy: Tuition for resident students in the School of Pharmacy is recommended to increase by the same percentage as resident undergraduate students, and tuition for nonresidents would increase by the same dollar amount. During the 2011-12 fiscal year, the additional funding will be used to enhance and support clerkship sites located throughout Wisconsin with special focus on rural areas of the State. This will help address key areas of pharmacist shortages. The funding will also provide support for high-cost laboratory courses.

School of Engineering Differential Tuition: The differential tuition program for the UW-Madison was scheduled for review this year. Due to uncertainty over what tuition flexibilities might be provided in the 2011-13 biennial budget, it is recommended that the Engineering

differential be approved for one more year as part of the 2011-12 annual budget, and that the review be completed during spring 2012.

Peer Comparisons: The following table summarizes the distance to the peer median for UW System institutions in 2010-11, and the proposed changes for 2011-12. The table includes both tuition and segregated fees, including the weighted average for the comprehensive universities (excluding UW-Stout, which charges on a per credit basis). The combination of tuition and segregated fees at UW System universities has been significantly lower than at peer institutions, and will remain so in 2011-12.

2010-11 PEER GROUP TUITION AND SEGREGATED FEE COMPARISONS				
	<u>Tuition and Segregated Fees</u>	<u>Peer Group Midpoint</u>	<u>Distance From Peer Midpoint</u>	<u>Proposed 2011-12 Change</u>
<u>UW-MADISON</u>				
Resident Undergraduate	\$8,983	\$10,312	-\$1,329	\$682
Nonresident Undergraduate	\$24,233	\$27,155	-\$2,922	\$1,182
Resident Graduate	\$10,937	\$12,047	-\$1,110	\$432
Nonresident Graduate	\$25,104	\$25,603	-\$499	\$23
<u>UW-MILWAUKEE</u>				
Resident Undergraduate	\$8,151	\$8,823	-\$672	\$524
Nonresident Undergraduate	\$17,880	\$20,308	-\$2,428	\$524
Resident Graduate	\$10,447	\$12,487	-\$2,040	\$524
Nonresident Graduate	\$23,734	\$23,073	\$661	\$125
<u>UW COMPREHENSIVES</u>				
Resident Undergraduate	\$7,008	\$8,344	-\$1,336	\$382
Nonresident Undergraduate	\$14,564	\$16,610	-\$2,046	\$356
Resident Graduate	\$7,964	\$8,527	-\$563	\$335
Nonresident Graduate *	\$17,712	\$15,852	\$1,860	\$28

*The nonresident graduate increases are segregated fees only.

Projected Peer Increases: The following table summarizes 2011-12 estimated academic year tuition and dollar increases over 2010-11 actual academic year tuition for UW-Madison and its peer institutions that have already set tuition rates for 2011-12. UW-Madison's tuition would remain among the lowest of the Big Ten institutions. Peer institution tuition increases for UW-Milwaukee and UW Comprehensive universities are not available at this time.

UW-MADISON 2011-12 RESIDENT UNDERGRADUATE TUITION COMPARISON*					
	<u>Dollar Increase</u>	<u>Tuition</u>		<u>Dollar Increase</u>	<u>Tuition</u>
Illinois	\$718	\$11,104	Nebraska	\$300	\$6,248
Indiana	\$309	\$8,433	Ohio State	\$315	\$8,856
Iowa	\$306	\$6,436	Penn State	N/A	N/A
Michigan	\$792	\$12,440	Purdue	\$301	\$8,893
Michigan State	\$1,050	\$12,203			
Minnesota	\$556	\$11,650	UW-Madison	\$659	\$8,592

* Rates shown are for new, entering students. The UW-Madison rate includes the third \$250 differential tuition increase.

Tuition Tables: The recommended 2011-12 tuition schedule, including all UW System differential tuition programs/rates and summer session rates, is shown in Table B-1. Table B-2 shows the consolidated schedule of tuition and segregated fees for 2011-12. The UW System tuition refund policy and schedule follows on page B-9.

TABLE B-1

**UNIVERSITY OF WISCONSIN SYSTEM
2011-12
TUITION SCHEDULE**

	Annual Tuition	Semester Tuition	Summer Tuition ^(a)
<u>UW-Madison</u>			
Resident			
Undergraduate	\$8,592	\$4,296	\$2,148
Bachelor's of Business Administration	\$9,592	\$4,796	\$2,398
Certificate in Business	\$8,892	\$4,446	\$2,223
Engineering	\$9,992	\$4,996	\$2,498
Graduate	\$10,296	\$5,148	\$2,574
Business Masters	\$11,752	\$5,876	\$2,938
Law School	\$18,604	\$9,302	\$4,651
Medical School	\$23,376	\$11,688	N/A
Veterinary School	\$17,494	\$8,747	\$4,373
Pharmacy	\$14,367	\$7,183	\$3,592
Nonresident			
Undergraduate	\$24,342	\$12,171	\$6,085
Bachelor's of Business Administration	\$25,342	\$12,671	\$6,335
Certificate in Business	\$24,642	\$12,321	\$6,160
Engineering	\$25,742	\$12,871	\$6,435
Graduate	\$24,054	\$12,027	\$6,014
Business Masters	\$25,678	\$12,839	\$6,420
Law School	\$37,732	\$18,866	\$9,433
Medical School	\$33,704	\$16,852	N/A
Veterinary School	\$24,769	\$12,385	\$6,192
Pharmacy	\$26,824	\$13,412	\$6,706
<u>UW-Milwaukee</u>			
Resident			
Undergraduate	\$7,669	\$3,835	\$1,917
Graduate	\$9,965	\$4,982	\$2,491
Communication Science & Disorders	\$11,958	\$5,979	\$2,989
Occupational Therapy	\$11,958	\$5,979	\$2,989
Business Masters	\$11,359	\$5,679	\$2,840
Nonresident			
Undergraduate	\$17,398	\$8,699	\$4,349
Midwest Student Exchange - Undergraduate	\$11,504	\$5,752	\$2,876
Graduate	\$22,852	\$11,426	\$5,713
Midwest Student Exchange - Graduate	\$14,947	\$7,474	\$3,737
Communication Science & Disorders	\$27,423	\$13,711	\$6,856
Occupational Therapy	\$27,423	\$13,711	\$6,856
Business Masters	\$24,316	\$12,158	\$6,079
Midwest Student Exchange - Business Masters	\$14,947	\$7,474	\$3,737
Resident and Nonresident Students ^(b)			
Sheldon B. Lubar School of Business Administration		\$21	\$21
College of Engineering and Applied Science		\$21	\$21
College of Nursing		\$31	\$31
Peck School of the Arts		\$21	\$21
School of Architecture 100 Level Courses		\$12	\$12
School of Architecture 200-800 Level Courses		\$43	\$43

TABLE B-1 (Continued)

**UNIVERSITY OF WISCONSIN SYSTEM
2011-12
TUITION SCHEDULE**

	Annual Tuition	Semester Tuition	Summer Tuition ^(a)
<u>UW-Eau Claire</u>			
Resident			
Undergraduate	\$6,733	\$3,366	\$1,683
Graduate ^(c)	\$7,312	\$3,656	\$2,031
Business Masters	\$7,866	\$3,933	\$2,185
Nonresident			
Undergraduate	\$14,306	\$7,153	\$3,576
Return to Wisconsin Program	\$10,920	\$5,460	\$2,730
Midwest Student Exchange - Undergraduate	\$9,718	\$4,859	\$2,430
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$11,522	\$5,761	\$3,201
<u>UW-Green Bay</u>			
Resident			
Undergraduate	\$5,970	\$2,985	\$1,493
Graduate	\$7,312	\$3,656	\$2,031
Nonresident			
Undergraduate	\$13,543	\$6,771	\$3,386
Return to Wisconsin	\$10,157	\$5,079	\$2,539
Midwest Student Exchange - Undergraduate	\$8,955	\$4,478	\$2,239
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
<u>UW-La Crosse</u>			
Resident			
Undergraduate (Enrolled Prior to Fall 2008)	\$6,102	\$3,051	\$1,526
Undergraduate (Enrolled After Fall 2008)	\$7,189	\$3,594	\$1,797
Graduate	\$7,444	\$3,722	\$2,068
Occupational Therapy	\$8,907	\$4,453	\$2,474
Business Masters	\$7,998	\$3,999	\$2,222
Physical Therapy/Physician Assistant	\$8,907	\$4,453	\$2,474
Physical Therapy - Doctoral Program	\$9,965	\$4,982	\$2,491
Nonresident			
Undergraduate (Enrolled Prior to Fall 2008)	\$13,675	\$6,837	\$3,419
Undergraduate (Enrolled After Fall 2008)	\$14,762	\$7,381	\$3,690
Return to Wisconsin (Enrolled Prior to Fall 2008)	\$10,289	\$5,145	\$2,572
Return to Wisconsin (Enrolled After Fall 2008)	\$11,376	\$5,688	\$2,844
Midwest Student Exchange - UG (Prior to Fall 2008)	\$9,087	\$4,544	\$2,272
Midwest Student Exchange - UG (After Fall 2008)	\$10,174	\$5,087	\$2,543
Graduate	\$16,903	\$8,452	\$4,695
Midwest Student Exchange - Graduate	\$11,100	\$5,550	\$3,083
Occupational Therapy	\$20,258	\$10,129	\$5,627
Business Masters	\$17,483	\$8,742	\$4,857
Midwest Student Exchange - Bus Masters	\$11,654	\$5,827	\$3,237
Physical Therapy/Physician Assistant	\$20,258	\$10,129	\$5,627
Physical Therapy - Doctoral Program	\$22,852	\$11,426	\$5,713

TABLE B-1 (Continued)

**UNIVERSITY OF WISCONSIN SYSTEM
2011-12
TUITION SCHEDULE**

	Annual Tuition	Semester Tuition	Summer Tuition ^(a)
<u>UW-Oshkosh</u>			
Resident			
Undergraduate	\$6,090	\$3,045	\$1,523
Graduate	\$7,312	\$3,656	\$2,031
Business Masters	\$7,866	\$3,933	\$2,185
Nonresident			
Undergraduate	\$13,663	\$6,832	\$3,416
Return to Wisconsin Program	\$10,278	\$5,139	\$2,569
Midwest Student Exchange - Undergraduate	\$9,075	\$4,538	\$2,269
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$11,522	\$5,761	\$3,201
<u>UW-Parkside</u>			
Resident			
Undergraduate	\$5,970	\$2,985	\$1,493
Graduate	\$7,312	\$3,656	\$2,031
Business Masters	\$7,866	\$3,933	\$2,185
Nonresident			
Undergraduate	\$13,543	\$6,771	\$3,386
Return to Wisconsin	\$10,157	\$5,079	\$2,539
Midwest Student Exchange - Undergraduate	\$8,955	\$4,478	\$2,239
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$11,522	\$5,761	\$3,201
<u>UW-Platteville</u>			
Resident			
Undergraduate	\$6,084	\$3,042	\$1,521
Graduate	\$7,312	\$3,656	\$2,031
Nonresident			
Undergraduate	\$13,656	\$6,828	\$3,414
Undergraduate Tri-State Initiative	\$10,084	\$5,042	\$2,521
Midwest Student Exchange Program Undergraduate	\$9,069	\$4,534	\$2,267
Graduate	\$16,771	\$8,386	\$4,659
<u>UW-River Falls</u>			
Resident			
Undergraduate	\$6,070	\$3,035	\$1,518
Graduate	\$7,312	\$3,656	\$2,031
Nonresident			
Undergraduate	\$13,643	\$6,822	\$3,411
Return to Wisconsin Program	\$10,257	\$5,129	\$2,564
Graduate	\$16,771	\$8,386	\$4,659

TABLE B-1 (Continued)

**UNIVERSITY OF WISCONSIN SYSTEM
2011-12
TUITION SCHEDULE**

	Annual Tuition	Semester Tuition	Summer Tuition ^(a)
<u>UW-Stevens Point</u>			
Resident			
Undergraduate	\$5,970	\$2,985	\$1,493
Graduate	\$7,312	\$3,656	\$2,031
Collaborative Audiology	\$10,296	\$5,148	\$2,574
Nonresident			
Undergraduate	\$13,543	\$6,771	\$3,386
Return to Wisconsin	\$10,157	\$5,079	\$2,539
Midwest Student Exchange - Undergraduate	\$8,955	\$4,478	\$2,239
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Collaborative Audiology	\$24,054	\$12,027	\$6,014
<u>UW-Stout ^(d)</u>			
Resident			
Undergraduate		\$222	\$222
Graduate		\$352	\$352
Nonresident			
Undergraduate		\$480	\$480
Return to Wisconsin		\$363	\$363
Midwest Student Exchange - Undergraduate		\$327	\$327
Graduate		\$721	\$721
Midwest Student Exchange		\$519	\$519
<u>UW-Superior</u>			
Resident			
Undergraduate	\$6,207	\$3,104	\$1,552
Graduate	\$7,312	\$3,656	\$2,031
Nonresident			
Undergraduate	\$13,780	\$6,890	\$3,445
Midwest Student Exchange - Undergraduate	\$9,192	\$4,596	\$2,298
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Resident and Nonresident Students ^(b)			
Natural Sciences Department		\$12	\$12

TABLE B-1 (Continued)

**UNIVERSITY OF WISCONSIN SYSTEM
2011-12
TUITION SCHEDULE**

	Annual Tuition	Semester Tuition	Summer Tuition ^(a)
<u>UW-Whitewater</u>			
Resident			
Undergraduate	\$6,179	\$3,090	\$1,545
Graduate	\$7,312	\$3,656	\$2,031
Business Masters	\$7,866	\$3,933	\$2,185
Nonresident			
Undergraduate	\$13,752	\$6,876	\$3,438
Return to Wisconsin Program	\$10,366	\$5,183	\$2,592
Midwest Student Exchange - Undergraduate	\$9,164	\$4,582	\$2,291
Graduate	\$16,771	\$8,386	\$4,659
Midwest Student Exchange - Graduate	\$10,968	\$5,484	\$3,047
Business Masters	\$17,351	\$8,676	\$4,820
Midwest Student Exchange - Business Masters	\$11,522	\$5,761	\$3,201
<u>UW Colleges</u>			
Resident			
Undergraduate	\$4,503	\$2,251	\$1,126
Nonresident			
Undergraduate	\$11,486	\$5,743	\$2,872
Midwest Student Exchange	\$6,754	\$3,377	\$1,689

(a) Represents tuition for a "full-time" summer session student, which is defined as half of the full-time academic year semester load.

(b) These per-credit amounts are in addition to the regular tuition for students taking courses in these disciplines.

(c) Graduate students at UW-Eau Claire, UW-Green Bay, UW-Oshkosh, UW-Platteville, UW-River Falls, and UW-Superior pay tuition on a per-credit basis.

(d) UW-Stout charges a per-credit tuition rate.

TABLE B-2

**UNIVERSITY OF WISCONSIN SYSTEM
CONSOLIDATED SCHEDULE OF TUITION AND SEGREGATED FEES
2011-12 ACADEMIC YEAR**

	Academic Tuition			Total Tuition and Fees	
	Residents	Nonresidents	Segregated Fees (a)	Residents	Nonresidents
<u>Doctoral Universities</u>					
Undergraduate					
UW-Madison	\$8,592	\$24,342	\$1,073	\$9,665	\$25,415
UW-Milwaukee	\$7,669	\$17,398	\$1,006	\$8,675	\$18,404
Graduate					
UW-Madison	\$10,296	\$24,054	\$1,073	\$11,369	\$25,127
UW-Milwaukee	\$9,965	\$22,852	\$1,006	\$10,971	\$23,859
Law	\$18,604	\$37,732	\$1,073	\$19,677	\$38,805
Medicine	\$23,376	\$33,704	\$1,073	\$24,449	\$34,777
Veterinary Medicine	\$17,494	\$24,769	\$1,073	\$18,567	\$25,842
<u>Comprehensive Universities General Rates</u>					
Undergraduate					
UW-Eau Claire	\$6,733	\$14,306	\$1,095	\$7,827	\$15,400
UW-Green Bay	\$5,970	\$13,543	\$1,312	\$7,282	\$14,855
UW-La Crosse	\$7,189	\$14,762	\$951	\$8,139	\$15,712
UW-Oshkosh	\$6,090	\$13,663	\$905	\$6,995	\$14,568
UW-Parkside	\$5,970	\$13,543	\$960	\$6,930	\$14,503
UW-Platteville	\$6,084	\$13,656	\$887	\$6,971	\$14,543
UW-River Falls	\$6,070	\$13,643	\$1,063	\$7,133	\$14,706
UW-Stevens Point	\$5,970	\$13,543	\$1,040	\$7,010	\$14,583
UW-Superior	\$6,207	\$13,780	\$1,329	\$7,536	\$15,109
UW-Whitewater	\$6,179	\$13,752	\$863	\$7,042	\$14,615
UW-Stout (b)	\$222	\$480	\$30	\$252	\$510
Graduate					
UW-Eau Claire	\$7,312	\$16,771	\$1,095	\$8,407	\$17,866
UW-Green Bay	\$7,312	\$16,771	\$1,312	\$8,624	\$18,083
UW-La Crosse	\$7,444	\$16,903	\$951	\$8,395	\$17,854
UW-Oshkosh	\$7,312	\$16,771	\$905	\$8,217	\$17,676
UW-Parkside	\$7,312	\$16,771	\$960	\$8,272	\$17,731
UW-Platteville	\$7,312	\$16,771	\$887	\$8,199	\$17,658
UW-River Falls	\$7,312	\$16,771	\$1,063	\$8,375	\$17,835
UW-Stevens Point	\$7,312	\$16,771	\$1,040	\$8,352	\$17,812
UW-Superior	\$7,312	\$16,771	\$1,329	\$8,641	\$18,100
UW-Whitewater	\$7,312	\$16,771	\$863	\$8,175	\$17,634
UW-Stout (b)	\$352	\$721	\$41	\$393	\$762
<u>UW Colleges</u>					
UW-Baraboo/Sauk	\$4,503	\$11,486	\$403	\$4,906	\$11,890
UW-Barron	\$4,503	\$11,486	\$363	\$4,866	\$11,850
UW-Fond Du Lac	\$4,503	\$11,486	\$351	\$4,854	\$11,838
UW-Fox Valley	\$4,503	\$11,486	\$272	\$4,775	\$11,759
UW-Manitowoc	\$4,503	\$11,486	\$315	\$4,818	\$11,802
UW-Marathon	\$4,503	\$11,486	\$338	\$4,840	\$11,824
UW-Marinette	\$4,503	\$11,486	\$345	\$4,848	\$11,832
UW-Marshfield/Wood	\$4,503	\$11,486	\$343	\$4,846	\$11,829
UW-Richland	\$4,503	\$11,486	\$366	\$4,868	\$11,852
UW-Rock	\$4,503	\$11,486	\$346	\$4,849	\$11,833
UW-Sheboygan	\$4,503	\$11,486	\$311	\$4,814	\$11,797
UW-Washington	\$4,503	\$11,486	\$326	\$4,829	\$11,813
UW-Waukesha	\$4,503	\$11,486	\$318	\$4,820	\$11,804

(a) Excludes United Council of UW Student Government's Fee Assessment and textbook rental fees.

(b) UW-Stout charges per-credit tuition and segregated fees. The UW-Stout laptop fee is not included.

Tuition and segregated fee rates shown in this table have been rounded to the dollar. Campus fee schedules and student billing statements will include actual rates that will be within a dollar of these rates.

UW System Tuition Refund Policy and Schedule

Refunds shall be made in accordance with Section Q. Refunds/Withdrawals/Drops and Attachment C of the Financial and Administrative Policy F44.

Q. Refunds/Withdrawals/Drops

UW System institutions are responsible for complying with federal regulations governing participation in the student financial assistance programs authorized under Title IV of the Higher Education Act of 1965, as amended. To the extent that these regulations require a larger refund to federal funding sources than the amount specified by the refund policy stipulated below, the student will be responsible for the difference.

For refund, withdrawal, drop/adds and late payment purposes, the first session week is defined to end as of the close of regular business on Friday of the first full calendar week or, at the institution's option, after five class days.

Up to the end of the second session week (as institutionally defined) or the end of the 10th day of class, refunds for any credit reduction shall be at 100 percent (less the optional withdrawal fee). During the third and fourth session week, the refund shall be reduced to 50 percent and after the fourth session week, there shall be no refunds of tuition. At the institution's option, a flat add/drop fee as approved by the Vice President for Business and Finance may be assessed after the 100 percent refund period to cover administrative costs. The fee shall be deposited to Fund 128.

The burden of proof in determining the date of withdrawal/drop shall be on the student. The same refund schedule shall apply to both withdrawals and class drops. During the 100 percent refund period, a student who adds and drops credits of concurrently offered classes within the same session week shall be assessed additional fees or receive a refund based on the net result of those adds and drops. After the 100 percent refund period, students will be assessed for all adds and drops. If a part-time student only adds credits during the session week, the credits should be assessed at the full per-credit rate disregarding any previous refunds. Undergraduate students who take 12 through 18 credits and graduate students should not pay more than full-time student fees. Undergraduates who take more than 18 credits shall have the refund schedule applied to those credits which exceed the 18 credit plateau. Exceptions to this provision must have the prior approval of the Vice President for Business and Finance or designee.

In those instances in which a student can document nonattendance at the institution after having enrolled in one or more courses, the student shall be assessed fees equal to 20 percent of the original fees due, reduced to resident rates, plus the late payment fee.

The refund policy may be adjusted for differences in starting dates and session lengths. Exceptions may be made, at the institution's option, for changing sections within a course.

At the institution's option, a withdrawal fee not to exceed \$50 may be assessed during the first session week and up to \$100 during the second session week. The withdrawal fee shall be deposited to Fund 128 and used to support the fee collection operations and defray the cost of processing withdrawals.

C. UW AUXILIARY OPERATIONS

As recommended by the Board of Regents in December of 2010, explanations of auxiliary rate increases will focus on those above the 3-year rolling average increase in Wisconsin Disposable Income Per Capita or 3.0 percent, whichever is greater (3.0 percent for 2011-12). General increases across the system include the following:

- Segregated fee rate increases average \$33 or 3.3 percent. Excluding major projects, segregated fee increases average \$29 or 3.9 percent.
- Segregated fee increases at the UW Colleges average \$20 or 6.2 percent.
- Room and board rate increases average \$248 or 4.2 percent.

PROGRAM SUMMARY

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

Based on direction from the Business, Finance, & Audit Committee at the December 9th, 2010 Board of Regents meeting, increases in major auxiliary rates are subject to a reporting threshold equal to the 3-year rolling average change in Wisconsin Disposable Income Per Capita or 3.0 percent, whichever is greater (3.0 percent for 2011-12). Institutions with rate increases below that threshold have reduced annual budget paperwork and those above must continue to provide detailed reporting on their rate increases. The threshold applies separately to the following major auxiliary categories: Segregated Fees (in total), Room and Board rates, Textbook Rental, and Apartment Rental rates. Tables C-3 through C-5 and C-7 include an explanation of increases for the institutions the five highest adjustments above the 3.0 percent threshold.

OPERATIONS HIGHLIGHTS

The 2011-12 auxiliary operations budget includes adjustments covering increased compensation, supplies and expenses, new services, new buildings, and facility maintenance projects.

- Expenditures will increase 6.9 percent in 2011-12 to \$740 million.
- Revenues from charges to students for segregated fees and room and board charges will increase by \$26 million or 7.2 percent. Auxiliary rates are determined by the institutions in cooperation with the students, and reviewed and approved at the system level.

SEGREGATED FEES

The average segregated fee (excluding UW Colleges) is \$1,030, with an average increase of \$33 (3.3 percent); institution rate changes range from -\$10 to \$124 (-1.0 percent to 14.1 percent).

The average segregated fee increase for four-year institutions, excluding major projects is \$29 (3.9 percent). Table C-1 shows the 2011-12 percent increase and total segregated fees by institution. Table C-3 explains the increases for those institutions above the 3.0 percent threshold and which portion of the increase can be attributed to major projects.

Six of the thirteen four-year institutions exceed the 3.0 percent reporting threshold for the following reasons:

- Three of the institutions exceeded the 3.0 percent reporting threshold due to major projects and student-approved facility enhancements (UW-Parkside, UW-River Falls and UW-Stevens Point).

- Other costs influencing segregated fee increases include higher compensation, student-initiated programming, and supplies and expenses. The breakdown of Operations vs. Major Projects 2011-12 (Table C-3) provides a more detailed explanation of the top five segregated fee increases beyond the 3.0 percent reporting threshold.

The UW Colleges average segregated fee is \$338, with an average increase of \$20 (6.2 percent); institution rate changes range from -\$1 to \$62 (-.2 percent to 22.5 percent). Eight of the thirteen Colleges exceed the 3.0 percent reporting threshold due to the addition of mental health services on campus, the addition of new student organizations, travel cost increases for athletics, and student-initiated programming.

ROOM AND BOARD

The average room and board rate is \$6,183, with an average increase of \$248 (4.2 percent); institution rate changes range from \$90 to \$598 (1.7 percent to 7.9 percent). For additional information see Table C-5.

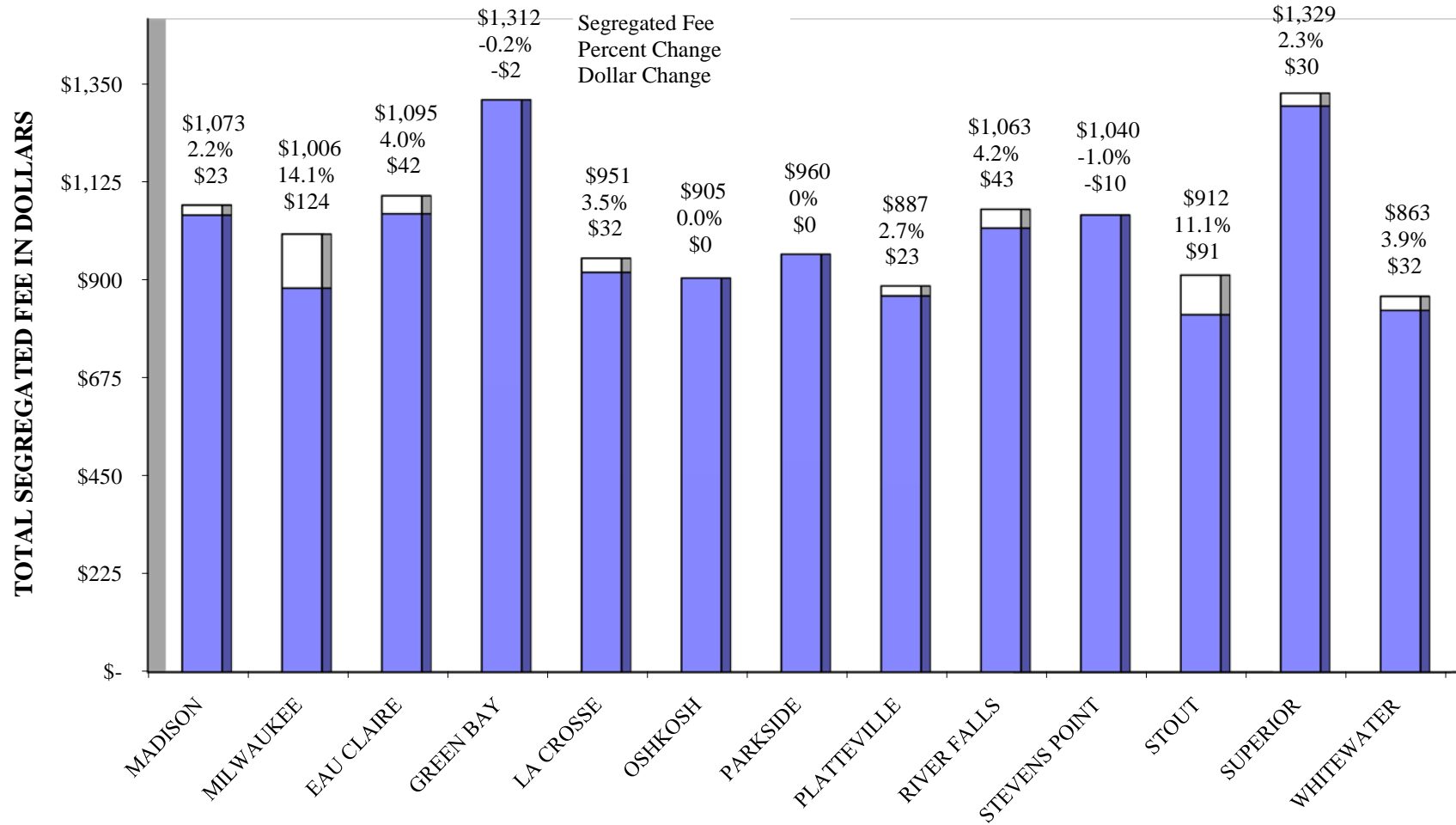
Eleven of the fourteen institutions exceed the 3.0 reporting threshold for room and board for the following reasons:

- New and renovated residence halls at UW-Madison, UW-Eau Claire, UW-Platteville, UW-River Falls, UW-Stevens Point, and UW-Stout.
- Facility maintenance projects at UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW-Parkside, and UW-River Falls.
- A rise in food costs at UW-Milwaukee, UW-Eau Claire, UW-Green Bay, UW-Parkside, UW-Platteville, UW-River Falls, UW-Stevens Point, and UW-Whitewater.
- Other costs influencing room and board increases include higher compensation, debt service, supplies and expenses, and enrollment changes. Table C-5 provides a more detailed explanation of all the room and board fee increases beyond the 3.0 percent reporting threshold. At some institutions, major projects or student-initiated programming are the primary reasons for the increases.

See Tables C-4 and C-7 for Textbook Rental and Apartment Rates.

TABLE C-1A

**UW SYSTEM AUXILIARY OPERATIONS
2011-12 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
SEGREGATED FEES***



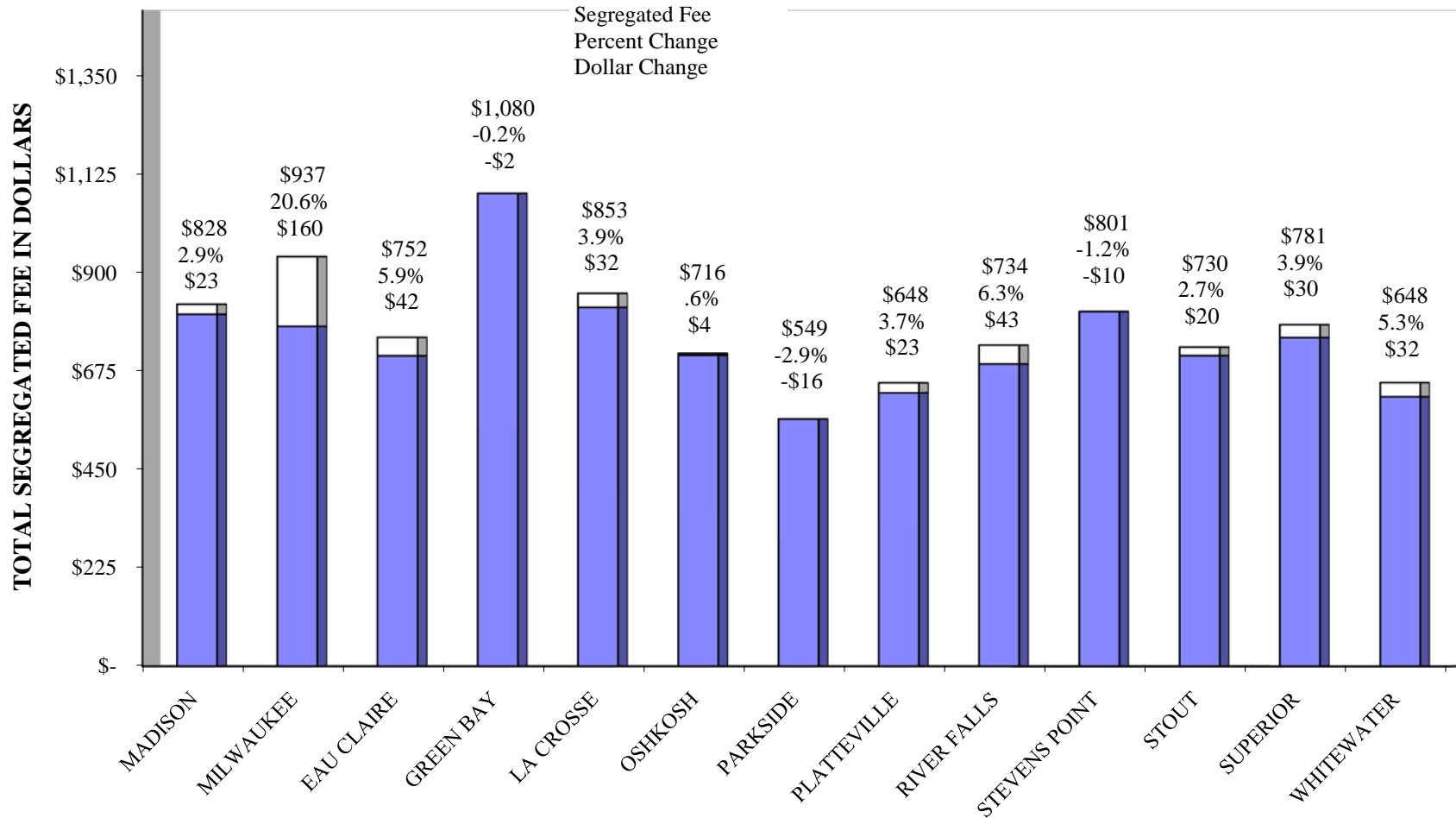
*For additional information, see Table C-3

■ 2010-11 Rate ■ 2011-12 Increase

**Divide by two for semester rates

TABLE C-1B

**UW SYSTEM AUXILIARY OPERATIONS
2011-12 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
SEGREGATED FEES EXCLUDING MAJOR PROJECTS***



*For additional information, see Table C-3

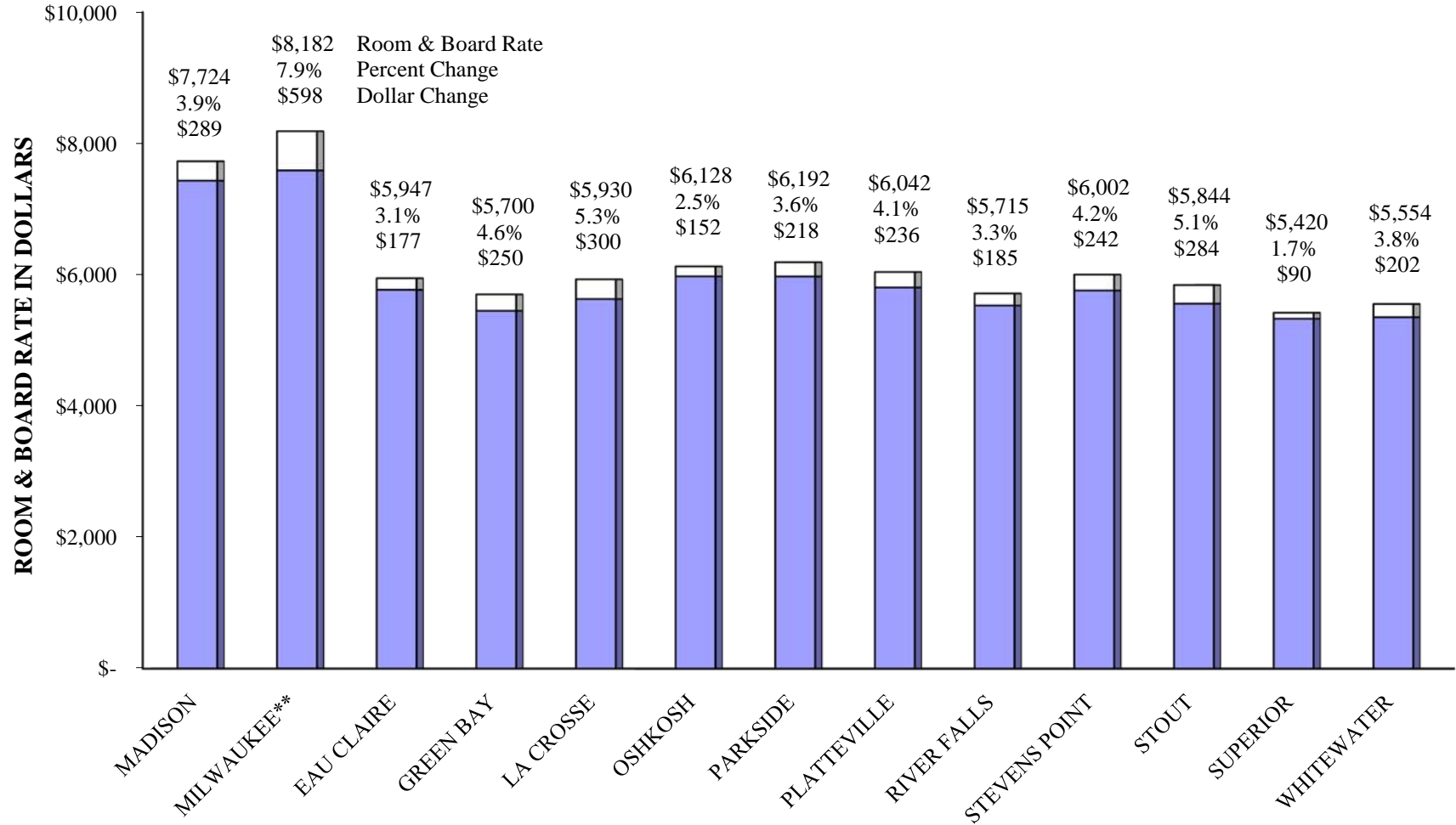
■ 2010-11 Rate

■ 2011-12 Increase

**Divide by two for semester rates

TABLE C-2

**UW SYSTEM AUXILIARY OPERATIONS
2011-12 ACADEMIC YEAR
DOCTORAL & COMPREHENSIVE
ROOM & BOARD RATES***



*For additional information, see Table C-5



**Includes \$40/year Sandburg Hall Admin. Council Fee

TABLE C-3*
University of Wisconsin System
Segregated Fees
2011-12 Academic Year

(Major Projects are those that have been or will be enumerated)

*Institutions with the five highest segregated fee increases are listed first, then in alpha order

1. UW-Milwaukee	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
Operations														
2010-11 Operations	\$25.20	\$155.50	\$6.00	\$30.00	\$28.60	\$34.30	\$0.00	\$0.00	\$48.90	\$174.90	\$90.20	\$179.80	\$3.90	\$777.30
2011-12 Operations	\$26.30	\$155.50	\$6.00	\$54.40	\$45.75	\$36.50	\$0.00	\$0.00	\$99.90	\$236.50	\$90.20	\$186.00	\$0.00	\$937.05
Oper. \$ Change	\$1.10	\$0.00	\$0.00	\$24.40	\$17.15	\$2.20	\$0.00	\$0.00	\$51.00	\$61.60	\$0.00	\$6.20	(\$3.90)	\$159.75
Oper. % Change	4.4%	0.0%	0.0%	81.3%	60.0%	6.4%	0.0%	0.0%	104.3%	35.2%	0.0%	3.4%	-100.0%	20.6%
Major Projects														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.70	\$0.00	\$50.00	\$0.00	\$43.90	\$0.00	\$0.00	\$0.00	\$104.60
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$8.45	\$10.70	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$69.15
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$8.45	\$0.00	\$0.00	\$0.00	\$0.00	-\$43.90	\$0.00	\$0.00	\$0.00	-\$35.45
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-100.0%	0.0%	0.0%	0.0%	-33.9%
Total Seg Fees														
2010-11 Total	\$25.20	\$155.50	\$6.00	\$30.00	\$28.60	\$45.00	\$0.00	\$50.00	\$48.90	\$218.80	\$90.20	\$179.80	\$3.90	\$881.90
2011-12 Total	\$26.30	\$155.50	\$6.00	\$54.40	\$54.20	\$47.20	\$0.00	\$50.00	\$99.90	\$236.50	\$90.20	\$186.00	\$0.00	\$1,006.20
Total \$ Change	\$1.10	\$0.00	\$0.00	\$24.40	\$25.60	\$2.20	\$0.00	\$0.00	\$51.00	\$17.70	\$0.00	\$6.20	-\$3.90	\$124.30
Total % Change	4.4%	0.0%	0.0%	81.3%	89.5%	4.9%	0.0%	0.0%	104.3%	8.1%	0.0%	3.4%	-100.0%	14.1%

Major operational increases requested by UW-Milwaukee are made up of:

- \$61.60 at the union of which \$43.90 is a reclassification from Major Projects which was erroneously classified as a major project in prior years. \$10.00 is to support the enhancement of entertainment at Pantherfest. The remaining \$7.70 is to support increased operating expenses, such as security services and common system costs.
- \$51.00 in student life of which \$32.78 is to support the consolidation of six existing programs into a new administrative structure of 11.50 FTE including the positions of Assistant Dean, Business Manager, Financial Specialist, Advisors, Web Specialist, and Student Services. \$8.34 is to support student initiated programming related to campus climate issues, experiential learning and community involvement, cultural activities and mentoring. \$5.98 will realign revenues with anticipated expenditures, and \$3.90 is due to shifting the Neighborhood Off-Campus housing program from Other to Student Life.
- \$24.40 in organized activities of which \$13.40 is to support the re-institution of the Campus Activity Board (CAB) to provide two campus events. The remaining \$11.00 is to support increased funding for certain student organizations that have not been funded at proper levels or funded at all.
- \$17.15 in parking to support student parking at the NWQ - Northwest Quadrant (Columbia St. Mary's) structure without any additional out-of pocket fees at the point of entry.
- \$6.20 in university health to support increased compensation costs in medical professional and support positions.
- \$2.20 at the recreation center to realign revenues with expenditures.

Major projects changes requested by UW-Milwaukee are made up of:

- \$8.45 in parking to support the purchase and redevelopment of the NWQ (Columbia St. Mary's) parking facilities.

2. UW-Stout	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$102.90	\$10.80	\$109.50	\$0.00	\$57.60	\$44.40	\$0.00	\$0.00	\$246.43	\$0.00	\$136.20	\$2.40	\$710.23
2011-12 Operations	\$0.00	\$107.40	\$10.80	\$109.50	\$0.00	\$59.40	\$46.20	\$0.00	\$0.00	\$257.23	\$0.00	\$136.80	\$2.40	\$729.73
Oper. \$ Change	\$0.00	\$4.50	\$0.00	\$0.00	\$0.00	\$1.80	\$1.80	\$0.00	\$0.00	\$10.80	\$0.00	\$0.60	\$0.00	\$19.50
Oper. % Change	0.0%	4.4%	0.0%	0.0%	0.0%	3.1%	4.1%	0.0%	0.0%	4.4%	0.0%	0.4%	0.0%	2.7%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$110.57	\$0.00	\$0.00	\$0.00	\$110.57
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$181.97	\$0.00	\$0.00	\$0.00	\$181.97
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71.40	\$0.00	\$0.00	\$0.00	\$71.40
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	64.6%	0.0%	0.0%	0.0%	64.6%
<i>Total Seg Fees</i>														
2010-11 Total	\$0.00	\$102.90	\$10.80	\$109.50	\$0.00	\$57.60	\$44.40	\$0.00	\$0.00	\$357.00	\$0.00	\$136.20	\$2.40	\$820.80
2011-12 Total	\$0.00	\$107.40	\$10.80	\$109.50	\$0.00	\$59.40	\$46.20	\$0.00	\$0.00	\$439.20	\$0.00	\$136.80	\$2.40	\$911.70
Total \$ Change	\$0.00	\$4.50	\$0.00	\$0.00	\$0.00	\$1.80	\$1.80	\$0.00	\$0.00	\$82.20	\$0.00	\$0.60	\$0.00	\$90.90
Total % Change	0.0%	4.4%	0.0%	0.0%	0.0%	3.1%	4.1%	0.0%	0.0%	23.0%	0.0%	0.4%	0.0%	11.1%

Major Projects changes requested by UW-Stout are made up of:

- \$71.40 at the union to support the third and final increase of the Memorial Student Center renovation project, which was approved by the Board of Regents December of 2008 and amended in August 2010.

3. UW-River Falls	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$95.00	\$28.00	\$65.50	\$0.00	\$0.00	\$29.00	\$42.00	\$85.00	\$211.00	\$0.00	\$127.00	\$8.50	\$691.00
2011-12 Operations	\$0.00	\$95.00	\$28.00	\$73.75	\$0.00	\$0.00	\$43.00	\$42.00	\$85.00	\$230.00	\$0.00	\$129.00	\$8.50	\$734.25
Oper. \$ Change	\$0.00	\$0.00	\$0.00	\$8.25	\$0.00	\$0.00	\$14.00	\$0.00	\$0.00	\$19.00	\$0.00	\$2.00	\$0.00	\$43.25
Oper. % Change	0.0%	0.0%	0.0%	12.6%	0.0%	0.0%	48.3%	0.0%	0.0%	9.0%	0.0%	1.6%	0.0%	6.3%
<i>Major Projects</i>														
2010-11 Major Projects	\$16.00	\$0.00	\$0.00	\$0.00	\$0.00	\$42.00	\$0.00	\$8.00	\$0.00	\$220.00	\$0.00	\$0.00	\$43.00	\$329.00
2011-12 Major Projects	\$16.00	\$0.00	\$0.00	\$0.00	\$0.00	\$52.00	\$0.00	\$8.00	\$0.00	\$220.00	\$0.00	\$0.00	\$33.00	\$329.00
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$10.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	23.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-23.3%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$16.00	\$95.00	\$28.00	\$65.50	\$0.00	\$42.00	\$29.00	\$50.00	\$85.00	\$431.00	\$0.00	\$127.00	\$51.50	\$1,020.00
2011-12 Total	\$16.00	\$95.00	\$28.00	\$73.75	\$0.00	\$52.00	\$43.00	\$50.00	\$85.00	\$450.00	\$0.00	\$129.00	\$41.50	\$1,063.25
Total \$ Change	\$0.00	\$0.00	\$0.00	\$8.25	\$0.00	\$10.00	\$14.00	\$0.00	\$0.00	\$19.00	\$0.00	\$2.00	-\$10.00	\$43.25
Total % Change	0.0%	0.0%	0.0%	12.6%	0.0%	23.8%	48.3%	0.0%	0.0%	4.4%	0.0%	1.6%	-19.4%	4.2%

Major operational increases requested by UW-River Falls are made up of:

- \$19.00 at the union of which \$10.00 is to support increased compensation costs; this increase was approved by the Student Center Advisory Committee. The remaining \$9.00 is to support a rise in operational costs due to increased facility usage.
- \$14.00 for recreation sports of which \$9.00 is a new student initiated segregated fee to support the Club Sports program. The remaining \$5.00 is a student approved increase to support additional costs associated with the management and use of Karges Gym, and a rise in intramural participation.
- \$8.25 in organized activities to support a realignment of fees based on program changes and the creation of new campus organizations.

Major projects changes requested by UW-River Falls are made up of:

- \$10.00 at the recreation center to support the March of 2011 advanced enumeration of the new Health and Human Performance Project at a cost of \$63.5 million. This is the first of three consecutive increases that will bring the project up to its approved \$72.00 per student rate by FY14.
- \$10.00 decrease due to a delay in the Hagestad Hall remodel project pending the campus master plan. The original \$43.00 increase was approved in December of 2008.

4. UW-Eau Claire	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$11.83	\$78.76	\$16.50	\$116.73	\$0.00	\$150.00	\$28.39	\$0.00	\$0.00	\$152.90	\$23.50	\$131.25	\$0.00	\$709.86
2011-12 Operations	\$11.12	\$78.75	\$16.50	\$128.12	\$0.00	\$154.50	\$28.81	\$0.00	\$0.00	\$175.00	\$24.50	\$134.77	\$0.00	\$752.07
Oper. \$ Change	(\$0.71)	(\$0.01)	\$0.00	\$11.39	\$0.00	\$4.50	\$0.42	\$0.00	\$0.00	\$22.10	\$1.00	\$3.52	\$0.00	\$42.21
Oper. % Change	-6.0%	0.0%	0.0%	9.8%	0.0%	3.0%	1.5%	0.0%	0.0%	14.5%	4.3%	2.7%	0.0%	5.9%
<i>Major Projects</i>														
2010-11 Major Projects	\$17.04	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$326.00	\$0.00	\$0.00	\$0.00	\$343.04
2011-12 Major Projects	\$16.43	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$326.00	\$0.00	\$0.00	\$0.00	\$342.43
MP \$ Change	-\$0.61	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$0.61
MP % Change	-3.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.2%
<i>Total Seg Fees</i>														
2010-11 Total	\$28.87	\$78.76	\$16.50	\$116.73	\$0.00	\$150.00	\$28.39	\$0.00	\$0.00	\$478.90	\$23.50	\$131.25	\$0.00	\$1,052.90
2011-12 Total	\$27.55	\$78.75	\$16.50	\$128.12	\$0.00	\$154.50	\$28.81	\$0.00	\$0.00	\$501.00	\$24.50	\$134.77	\$0.00	\$1,094.50
Total \$ Change	-\$1.32	-\$0.01	\$0.00	\$11.39	\$0.00	\$4.50	\$0.42	\$0.00	\$0.00	\$22.10	\$1.00	\$3.52	\$0.00	\$41.60
Total % Change	-4.6%	0.0%	0.0%	9.8%	0.0%	0.0%	1.5%	0.0%	0.0%	4.6%	4.3%	2.7%	0.0%	4.0%

Major operational increases requested by UW-Eau Claire are made up of:

- \$22.10 at the union to support heating costs for both the existing structure and new building while under construction.
- \$11.39 in organized activities of which \$8.79 is to support programming increases for the Student Newspaper, Campus Radio Station, Visual Arts Gallery and Music/Theatre Arts programs. The remaining \$2.60 is to support the increase of the student organization funding pool and compensation changes in the student stipend amount for student government leadership positions.
- \$4.50 at the recreation center to support an expansion of intramural programs, green initiatives (such as bicycling) and for minor sports equipment repair and maintenance.
- \$3.52 in university health to support increased costs related to purchasing medical equipment and supplies.

5. UW-Whitewater	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$7.48	\$56.87	\$11.04	\$74.91	\$0.00	\$5.72	\$18.88	\$28.56	\$0.00	\$244.44	\$0.00	\$168.00	\$0.00	\$615.90
2011-12 Operations	\$7.48	\$65.03	\$12.60	\$78.03	\$0.00	\$5.72	\$18.88	\$29.52	\$0.00	\$254.63	\$0.00	\$173.04	\$3.40	\$648.33
Oper. \$ Change	\$0.00	\$8.16	\$1.56	\$3.12	\$0.00	\$0.00	\$0.00	\$0.96	\$0.00	\$10.19	\$0.00	\$5.04	\$3.40	\$32.43
Oper. % Change	0.0%	14.3%	14.1%	4.2%	0.0%	100.0%	0.0%	3.4%	0.0%	4.2%	0.0%	3.0%	0.0%	5.3%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22.22	\$0.00	\$0.00	\$0.00	\$135.00	\$0.00	\$0.00	\$57.52	\$214.74
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22.22	\$0.00	\$0.00	\$0.00	\$135.00	\$0.00	\$0.00	\$57.52	\$214.74
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$7.48	\$56.87	\$11.04	\$74.91	\$0.00	\$27.94	\$18.88	\$28.56	\$0.00	\$379.44	\$0.00	\$168.00	\$57.52	\$830.64
2011-12 Total	\$7.48	\$65.03	\$12.60	\$78.03	\$0.00	\$27.94	\$18.88	\$29.52	\$0.00	\$389.63	\$0.00	\$173.04	\$60.92	\$863.07
Total \$ Change	\$0.00	\$8.16	\$1.56	\$3.12	\$0.00	\$0.00	\$0.00	\$0.96	\$0.00	\$10.19	\$0.00	\$5.04	\$3.40	\$32.43
Total % Change	0.0%	14.3%	14.1%	4.2%	0.0%	0.0%	0.0%	3.4%	0.0%	2.7%	0.0%	3.0%	5.9%	3.9%

Major operational increases requested by UW-Whitewater are made up of:

- \$10.19 at the union to support two new graduate student positions, the alignment of revenues with actual expenditures and the re-titling of an unclassified position.
- \$8.16 in intercollegiate athletics to support increased travel costs, food, lodging, and staffing due to program success.
- \$5.04 in university health to support the alignment of revenues with actual expenditures and increased compensation costs for an additional on-site psychiatric service position and a graduate assistant to assist the Wellness Coordinator.
- \$3.40 to support an increase in supplies and expenses for the Williams Center addition and Multi-Sport Athletic Complex.
- \$3.12 in organized activities to support two new clubs, additional student help and supplies and expenses requested by existing clubs.

UW-Madison	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec. Center</u>	<u>Rec. Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$19.70	\$0.00	\$0.00	\$81.71	\$0.00	\$0.00	\$39.15	\$0.00	\$0.00	\$225.35	\$107.44	\$331.65	\$0.00	\$805.00
2011-12 Operations	\$20.30	\$0.00	\$0.00	\$84.00	\$0.00	\$0.00	\$42.85	\$0.00	\$0.00	\$232.14	\$107.44	\$341.27	\$0.00	\$828.00
Oper. \$ Change	\$0.60	\$0.00	\$0.00	\$2.29	\$0.00	\$0.00	\$3.70	\$0.00	\$0.00	\$6.79	\$0.00	\$9.62	\$0.00	\$23.00
Oper. % Change	3.0%	0.0%	0.0%	2.8%	0.0%	0.0%	9.5%	0.0%	0.0%	3.0%	0.0%	2.9%	0.0%	2.9%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13.00	\$0.00	\$0.00	\$192.00	\$0.00	\$0.00	\$40.00	\$245.00
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$13.00	\$0.00	\$0.00	\$192.00	\$0.00	\$0.00	\$40.00	\$245.00
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$19.70	\$0.00	\$0.00	\$81.71	\$0.00	\$0.00	\$52.15	\$0.00	\$0.00	\$417.35	\$107.44	\$331.65	\$40.00	\$1,050.00
2011-12 Total	\$20.30	\$0.00	\$0.00	\$84.00	\$0.00	\$0.00	\$55.85	\$0.00	\$0.00	\$424.14	\$107.44	\$341.27	\$40.00	\$1,073.00
Total \$ Change	\$0.60	\$0.00	\$0.00	\$2.29	\$0.00	\$0.00	\$3.70	\$0.00	\$0.00	\$6.79	\$0.00	\$9.62	\$0.00	\$23.00
Total % Change	3.0%	0.0%	0.0%	2.8%	0.0%	0.0%	7.1%	0.0%	0.0%	1.6%	0.0%	2.9%	0.0%	2.2%
UW-Green Bay	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$241.62	\$14.49	\$94.94	\$0.00	\$71.98	\$117.33	\$0.00	\$135.08	\$278.72	\$6.43	\$114.13	\$7.25	\$1,081.97
2011-12 Operations	\$0.00	\$240.80	\$13.51	\$100.45	\$0.00	\$95.20	\$114.37	\$0.00	\$134.23	\$277.78	\$3.75	\$116.24	(\$16.22)	\$1,080.11
Oper. \$ Change	\$0.00	(\$0.82)	(\$0.98)	\$5.51	\$0.00	\$23.22	(\$2.96)	\$0.00	(\$0.85)	(\$0.94)	(\$2.68)	\$2.11	(\$23.47)	(\$1.86)
Oper. % Change	0.0%	-0.3%	-6.8%	5.8%	0.0%	32.3%	-2.5%	0.0%	-0.6%	-0.3%	-41.7%	1.8%	-323.7%	-0.2%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165.33	\$0.00	\$0.00	\$66.70	\$0.00	\$0.00	\$0.00	\$232.03
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$165.30	\$0.00	\$0.00	\$66.59	\$0.00	\$0.00	\$0.00	\$231.89
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$0.03	\$0.00	\$0.00	-\$0.11	\$0.00	\$0.00	\$0.00	-\$0.14
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-0.2%	0.0%	0.0%	0.0%	-0.1%
<i>Total Seg Fees</i>														
2010-11 Total	\$0.00	\$241.62	\$14.49	\$94.94	\$0.00	\$71.98	\$282.66	\$0.00	\$135.08	\$345.42	\$6.43	\$114.13	\$7.25	\$1,314.00
2011-12 Total	\$0.00	\$240.80	\$13.51	\$100.45	\$0.00	\$95.20	\$279.67	\$0.00	\$134.23	\$344.37	\$3.75	\$116.24	-\$16.22	\$1,312.00
Total \$ Change	\$0.00	-\$0.82	-\$0.98	\$5.51	\$0.00	\$23.22	-\$2.99	\$0.00	-\$0.85	-\$1.05	-\$2.68	\$2.11	-\$23.47	-\$2.00
Total % Change	0.0%	-0.3%	-6.8%	5.8%	0.0%	32.3%	-1.1%	0.0%	-0.6%	-0.3%	-41.7%	1.8%	-323.7%	-0.2%

UW-LaCrosse	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$24.74	\$67.26	\$8.90	\$45.62	\$0.00	\$156.63	\$38.67	\$37.02	\$0.00	\$153.44	\$0.00	\$278.40	\$10.00	\$820.68
2011-12 Operations	\$21.01	\$73.24	\$6.61	\$60.53	\$0.00	\$161.80	\$38.19	\$37.29	\$0.00	\$197.05	\$0.00	\$247.98	\$9.32	\$853.02
Oper. \$ Change	(\$3.73)	\$5.98	(\$2.29)	\$14.91	\$0.00	\$5.17	(\$0.48)	\$0.27	\$0.00	\$43.61	\$0.00	(\$30.42)	(\$0.68)	\$32.34
Oper. % Change	-15.1%	8.9%	-25.7%	32.7%	0.0%	3.3%	-1.2%	0.0%	0.0%	28.4%	0.0%	-10.9%	0.0%	3.9%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$2.00	\$0.00	\$20.52	\$0.00	\$0.00	\$0.00	\$75.06	\$0.00	\$0.00	\$0.00	\$97.58
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$2.00	\$0.00	\$20.52	\$0.00	\$0.00	\$0.00	\$75.06	\$0.00	\$0.00	\$0.00	\$97.58
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$24.74	\$67.26	\$8.90	\$47.62	\$0.00	\$177.15	\$38.67	\$37.02	\$0.00	\$228.50	\$0.00	\$278.40	\$10.00	\$918.26
2011-12 Total	\$21.01	\$73.24	\$6.61	\$62.53	\$0.00	\$182.32	\$38.19	\$37.29	\$0.00	\$272.11	\$0.00	\$247.98	\$9.32	\$950.60
Total \$ Change	-\$3.73	\$5.98	-\$2.29	\$14.91	\$0.00	\$5.17	-\$0.48	\$0.27	\$0.00	\$43.61	\$0.00	-\$30.42	-\$0.68	\$32.34
Total % Change	-15.1%	8.9%	-25.7%	31.3%	0.0%	2.9%	-1.2%	0.0%	0.0%	19.1%	0.0%	-10.9%	0.0%	3.5%
UW-Oshkosh	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$13.12	\$60.27	\$16.00	\$90.22	\$0.00	\$110.55	\$15.98	\$22.57	\$0.00	\$251.02	\$11.89	\$119.51	\$0.00	\$711.13
2011-12 Operations	\$13.19	\$59.01	\$19.00	\$90.89	\$0.00	\$110.55	\$9.77	\$23.77	\$0.00	\$254.01	\$9.71	\$125.65	\$0.00	\$715.55
Oper. \$ Change	\$0.07	(\$1.26)	\$3.00	\$0.67	\$0.00	\$0.00	(\$6.21)	\$1.20	\$0.00	\$2.99	(\$2.18)	\$6.14	\$0.00	\$4.42
Oper. % Change	0.5%	-2.1%	18.8%	0.7%	0.0%	0.0%	-38.9%	5.3%	0.0%	1.2%	-18.3%	5.1%	0.0%	0.6%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$173.08	\$0.00	\$0.00	\$0.00	\$20.79	\$0.00	\$0.00	\$0.00	\$193.87
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$168.66	\$0.00	\$0.00	\$0.00	\$20.79	\$0.00	\$0.00	\$0.00	\$189.45
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$4.42	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	-\$4.42
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	-2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-2.3%
<i>Total Seg Fees</i>														
2010-11 Total	\$13.12	\$60.27	\$16.00	\$90.22	\$0.00	\$283.63	\$15.98	\$22.57	\$0.00	\$271.81	\$11.89	\$119.51	\$0.00	\$905.00
2011-12 Total	\$13.19	\$59.01	\$19.00	\$90.89	\$0.00	\$279.21	\$9.77	\$23.77	\$0.00	\$274.80	\$9.71	\$125.65	\$0.00	\$905.00
Total \$ Change	\$0.07	-\$1.26	\$3.00	\$0.67	\$0.00	-\$4.42	-\$6.21	\$1.20	\$0.00	\$2.99	-\$2.18	\$6.14	\$0.00	\$0.00
Total % Change	0.5%	-2.1%	18.8%	0.7%	0.0%	-1.6%	-38.9%	5.3%	0.0%	1.1%	-18.3%	5.1%	0.0%	0.0%

UW-Parkside	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$22.59	\$85.50	\$6.57	\$144.07	\$0.00	\$23.46	\$13.96	\$0.00	\$2.91	\$144.09	\$0.00	\$86.18	\$35.83	\$565.16
2011-12 Operations	\$21.39	\$89.12	\$5.79	\$134.13	\$0.00	\$20.59	\$13.59	\$0.00	\$6.62	\$140.12	\$0.00	\$84.44	\$33.16	\$548.95
Oper. \$ Change	(\$1.20)	\$3.62	(\$0.78)	(\$9.94)	\$0.00	(\$2.87)	(\$0.37)	\$0.00	\$3.71	(\$3.97)	\$0.00	(\$1.74)	(\$2.67)	(\$16.21)
Oper. % Change	-5.3%	4.2%	-11.9%	-6.9%	0.0%	-12.2%	-2.7%	0.0%	127.5%	-2.8%	0.0%	-2.0%	-7.5%	-2.9%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$394.84	\$0.00	\$0.00	\$0.00	\$394.84
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$36.00	\$0.00	\$0.00	\$0.00	\$375.05	\$0.00	\$0.00	\$0.00	\$411.05
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$36.00	\$0.00	\$0.00	\$0.00	-\$19.79	\$0.00	\$0.00	\$0.00	\$16.21
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-5.0%	0.0%	0.0%	0.0%	4.1%
<i>Total Seg Fees</i>														
2010-11 Total	\$22.59	\$85.50	\$6.57	\$144.07	\$0.00	\$23.46	\$13.96	\$0.00	\$2.91	\$538.93	\$0.00	\$86.18	\$35.83	\$960.00
2011-12 Total	\$21.39	\$89.12	\$5.79	\$134.13	\$0.00	\$56.59	\$13.59	\$0.00	\$6.62	\$515.17	\$0.00	\$84.44	\$33.16	\$960.00
Total \$ Change	-\$1.20	\$3.62	-\$0.78	-\$9.94	\$0.00	\$33.13	-\$0.37	\$0.00	\$3.71	-\$23.76	\$0.00	-\$1.74	-\$2.67	\$0.00
Total % Change	-5.3%	4.2%	-11.9%	-6.9%	0.0%	141.2%	-2.7%	0.0%	127.5%	-4.4%	0.0%	-2.0%	-7.5%	0.0%
UW-Platteville	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$10.00	\$83.00	\$18.00	\$98.00	\$15.00	\$50.00	\$0.00	\$25.00	\$0.00	\$220.00	\$0.00	\$98.00	\$8.00	\$625.00
2011-12 Operations	\$10.00	\$83.00	\$18.00	\$100.00	\$20.00	\$50.00	\$0.00	\$25.00	\$0.00	\$228.00	\$0.00	\$106.00	\$8.00	\$648.00
Oper. \$ Change	\$0.00	\$0.00	\$0.00	\$2.00	\$5.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8.00	\$0.00	\$8.00	\$0.00	\$23.00
Oper. % Change	0.0%	0.0%	0.0%	2.0%	33.3%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%	8.2%	0.0%	3.7%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79.00	\$0.00	\$30.00	\$0.00	\$130.00	\$0.00	\$0.00	\$0.00	\$239.00
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79.00	\$0.00	\$30.00	\$0.00	\$130.00	\$0.00	\$0.00	\$0.00	\$239.00
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$10.00	\$83.00	\$18.00	\$98.00	\$15.00	\$129.00	\$0.00	\$55.00	\$0.00	\$350.00	\$0.00	\$98.00	\$8.00	\$864.00
2011-12 Total	\$10.00	\$83.00	\$18.00	\$100.00	\$20.00	\$129.00	\$0.00	\$55.00	\$0.00	\$358.00	\$0.00	\$106.00	\$8.00	\$887.00
Total \$ Change	\$0.00	\$0.00	\$0.00	\$2.00	\$5.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8.00	\$0.00	\$8.00	\$0.00	\$23.00
Total % Change	0.0%	0.0%	0.0%	2.0%	33.3%	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%	8.2%	0.0%	2.7%

UW-Stevens Point	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$7.56	\$79.95	\$11.00	\$95.25	\$0.00	\$0.00	\$22.42	\$0.00	\$0.00	\$265.60	\$20.90	\$267.00	\$41.52	\$811.20
2011-12 Operations	\$8.39	\$74.05	\$11.00	\$60.44	\$0.00	\$0.00	\$49.55	\$0.00	\$0.00	\$265.60	\$24.62	\$257.00	\$50.55	\$801.20
Oper. \$ Change	\$0.83	(\$5.90)	\$0.00	(\$34.81)	\$0.00	\$0.00	\$27.13	\$0.00	\$0.00	\$0.00	\$3.72	(\$10.00)	\$9.03	(\$10.00)
Oper. % Change	11.0%	-7.4%	0.0%	-36.5%	0.0%	0.0%	121.0%	0.0%	0.0%	0.0%	17.8%	-3.7%	21.7%	-1.2%
<i>Major Projects</i>														
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$239.00	\$0.00	\$0.00	\$0.00	\$239.00
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$239.00	\$0.00	\$0.00	\$0.00	\$239.00
MP \$ Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$7.56	\$79.95	\$11.00	\$95.25	\$0.00	\$0.00	\$22.42	\$0.00	\$0.00	\$504.60	\$20.90	\$267.00	\$41.52	\$1,050.20
2011-12 Total	\$8.39	\$74.05	\$11.00	\$60.44	\$0.00	\$0.00	\$49.55	\$0.00	\$0.00	\$504.60	\$24.62	\$257.00	\$50.55	\$1,040.20
Total \$ Change	\$0.83	-\$5.90	\$0.00	-\$34.81	\$0.00	\$0.00	\$27.13	\$0.00	\$0.00	\$0.00	\$3.72	-\$10.00	\$9.03	-\$10.00
Total % Change	11.0%	-7.4%	0.0%	-36.5%	0.0%	0.0%	121.0%	0.0%	0.0%	0.0%	17.8%	-3.7%	21.7%	-1.0%
UW-Superior	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$167.51	\$18.00	\$136.49	\$0.00	\$65.20	\$37.82	\$41.45	\$0.00	\$181.00	\$0.00	\$101.55	\$2.50	\$751.52
2011-12 Operations	\$0.00	\$176.02	\$18.00	\$142.32	\$0.00	\$67.86	\$39.14	\$43.60	\$0.00	\$187.00	\$0.00	\$104.60	\$2.50	\$781.04
Oper. \$ Change	\$0.00	\$8.51	\$0.00	\$5.83	\$0.00	\$2.66	\$1.32	\$2.15	\$0.00	\$6.00	\$0.00	\$3.05	\$0.00	\$29.52
Oper. % Change	0.0%	5.1%	0.0%	4.3%	0.0%	4.1%	3.5%	5.2%	0.0%	3.3%	0.0%	3.0%	0.0%	3.9%
<i>Major Projects</i>														
Oper. % Change	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00	\$0.00	\$528.00	\$0.00	\$0.00	\$0.00	\$548.00
2010-11 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20.00	\$0.00	\$528.00	\$0.00	\$0.00	\$0.00	\$548.00
2011-12 Major Projects	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MP % Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<i>Total Seg Fees</i>														
2010-11 Total	\$0.00	\$167.51	\$18.00	\$136.49	\$0.00	\$65.20	\$37.82	\$61.45	\$0.00	\$709.00	\$0.00	\$101.55	\$2.50	\$1,299.52
2011-12 Total	\$0.00	\$176.02	\$18.00	\$142.32	\$0.00	\$67.86	\$39.14	\$63.60	\$0.00	\$715.00	\$0.00	\$104.60	\$2.50	\$1,329.04
Total \$ Change	\$0.00	\$8.51	\$0.00	\$5.83	\$0.00	\$2.66	\$1.32	\$2.15	\$0.00	\$6.00	\$0.00	\$3.05	\$0.00	\$29.52
Total % Change	0.0%	5.1%	0.0%	4.3%	0.0%	4.1%	3.5%	3.5%	0.0%	0.8%	0.0%	3.0%	0.0%	2.3%

UW-Baraboo	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$127.74	\$18.28	\$180.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30.00	\$35.74	\$392.32
2011-12 Operations	\$0.00	\$125.28	\$17.92	\$196.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17.50	\$46.16	\$403.12
Oper. \$ Change	\$0.00	(\$2.46)	(\$0.36)	\$15.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$12.50)	\$10.42	\$10.80
Oper. % Change	0.0%	-1.9%	-2.0%	8.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-41.7%	29.2%	2.8%
UW-Barron	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$4.10	\$108.00	\$19.00	\$120.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$32.50	\$0.00	\$27.00	\$18.90	\$330.20
2011-12 Operations	\$4.10	\$116.00	\$18.00	\$115.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34.00	\$0.00	\$58.00	\$18.00	\$363.30
Oper. \$ Change	\$0.00	\$8.00	(\$1.00)	(\$5.50)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1.50	\$0.00	\$31.00	(\$0.90)	\$33.10
Oper. % Change	0.0%	7.4%	-5.3%	-4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	4.6%	0.0%	114.8%	-4.8%	10.0%
UW-Fond du Lac	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$142.70	\$17.64	\$124.94	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9.16	\$0.00	\$35.24	\$7.70	\$337.38
2011-12 Operations	\$0.00	\$136.14	\$17.14	\$130.12	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26.48	\$0.00	\$34.12	\$7.48	\$351.48
Oper. \$ Change	\$0.00	(\$6.56)	(\$0.50)	\$5.18	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17.32	\$0.00	(\$1.12)	(\$0.22)	\$14.10
Oper. % Change	0.0%	-4.6%	-2.8%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	189.1%	0.0%	-3.2%	-2.9%	4.2%
UW-Fox Valley	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$3.06	\$49.60	\$8.72	\$158.30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18.82	\$25.30	\$263.80
2011-12 Operations	\$0.00	\$45.28	\$7.86	\$136.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$52.72	\$30.26	\$272.26
Oper. \$ Change	(\$3.06)	(\$4.32)	(\$0.86)	(\$22.16)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$33.90	\$4.96	\$8.46
Oper. % Change	-100.0%	-8.7%	-9.9%	-14.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	19.6%	3.2%

UW-Manitowoc	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$8.00	\$150.00	\$9.14	\$116.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22.00	\$8.00	\$313.72
2011-12 Operations	\$9.42	\$141.00	\$13.74	\$114.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15.78	\$21.00	\$315.40
Oper. \$ Change	\$1.42	(\$9.00)	\$4.60	(\$2.12)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$6.22)	\$13.00	\$1.68
Oper. % Change	17.8%	-6.0%	50.3%	-1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-28.3%	100.0%	0.5%
UW-Marathon	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$110.16	\$1.92	\$132.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15.54	\$16.06	\$275.78
2011-12 Operations	\$9.30	\$115.56	\$7.54	\$131.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$46.62	\$27.08	\$337.80
Oper. \$ Change	\$9.30	\$5.40	\$5.62	(\$0.40)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$31.08	\$11.02	\$62.02
Oper. % Change	0.0%	4.9%	292.7%	-0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	200.0%	68.6%	22.5%
UW-Marinette	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$145.12	\$8.98	\$48.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$29.64	\$0.00	\$27.44	\$31.98	\$292.00
2011-12 Operations	\$0.00	\$149.18	\$8.86	\$57.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$29.66	\$0.00	\$67.04	\$32.92	\$345.24
Oper. \$ Change	\$0.00	\$4.06	(\$0.12)	\$8.74	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.02	\$0.00	\$39.60	\$0.94	\$53.24
Oper. % Change	0.0%	2.8%	-1.3%	17.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	144.3%	2.9%	18.2%
UW-Marshfield	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$4.66	\$161.62	\$4.88	\$107.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$47.68	\$17.56	\$343.42
2011-12 Operations	\$6.66	\$153.00	\$7.34	\$102.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$55.56	\$17.78	\$342.90
Oper. \$ Change	\$2.00	(\$8.62)	\$2.46	(\$4.46)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7.88	\$0.22	(\$0.52)
Oper. % Change	42.9%	-5.3%	50.4%	-4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	16.5%	1.3%	-0.2%

UW-Richland	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$2.00	\$131.68	\$18.20	\$77.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$74.00	\$0.00	\$31.00	\$14.20	\$348.58
2011-12 Operations	\$2.00	\$138.88	\$17.60	\$68.82	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$74.00	\$0.00	\$50.30	\$14.20	\$365.80
Oper. \$ Change	\$0.00	\$7.20	(\$0.60)	(\$8.68)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19.30	\$0.00	\$17.22
Oper. % Change	0.0%	5.5%	-3.3%	-11.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	62.3%	0.0%	4.9%
UW-Rock County	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$7.26	\$93.92	\$17.28	\$143.72	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12.62	\$31.96	\$306.76
2011-12 Operations	\$7.04	\$95.12	\$17.14	\$146.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$47.88	\$32.34	\$346.22
Oper. \$ Change	(\$0.22)	\$1.20	(\$0.14)	\$2.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35.26	\$0.38	\$39.46
Oper. % Change	-3.0%	1.3%	-0.8%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	279.4%	1.2%	12.9%
UW-Sheboygan	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$117.76	\$9.62	\$156.68	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$24.36	\$0.00	\$308.42
2011-12 Operations	\$0.00	\$107.80	\$9.00	\$138.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$55.76	\$0.00	\$310.94
Oper. \$ Change	\$0.00	(\$9.96)	(\$0.62)	(\$18.30)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$31.40	\$0.00	\$2.52
Oper. % Change	0.0%	-8.5%	-6.4%	-11.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	128.9%	0.0%	0.8%
UW-Washington	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$0.00	\$107.00	\$14.58	\$140.38	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$58.24	\$6.82	\$327.02
2011-12 Operations	\$0.00	\$106.52	\$15.24	\$144.08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$54.84	\$5.76	\$326.44
Oper. \$ Change	\$0.00	(\$0.48)	\$0.66	\$3.70	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$3.40)	(\$1.06)	(\$0.58)
Oper. % Change	0.0%	-0.4%	4.5%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	-5.8%	-15.5%	-0.2%
UW-Waukesha	<u>Child Care</u>	<u>Inter. Athletics</u>	<u>Mun. Services</u>	<u>Org. Activities</u>	<u>Parking</u>	<u>Rec Center</u>	<u>Rec Sports</u>	<u>Stad/ Arena</u>	<u>Student Life</u>	<u>Union/ Center</u>	<u>Transit/ Bus</u>	<u>Univ. Health</u>	<u>Other</u>	<u>Total</u>
<i>Operations</i>														
2010-11 Operations	\$1.04	\$71.44	\$7.68	\$168.64	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$35.44	\$19.52	\$303.76
2011-12 Operations	\$0.98	\$67.60	\$7.34	\$177.22	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45.94	\$18.52	\$317.60
Oper. \$ Change	(\$0.06)	(\$3.84)	(\$0.34)	\$8.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$10.50	(\$1.00)	\$13.84
Oper. % Change	-5.8%	-5.4%	-4.4%	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	29.6%	-5.1%	4.6%

TABLE C-4

UW SYSTEM AUXILIARY OPERATIONS 2011-12 ACADEMIC YEAR TEXTBOOK RENTAL RATES

<u>Institutions</u>	<u>2010-11 Rate</u>	<u>2011-12 Rate</u>	<u>Increase</u>	<u>Percent Change</u>
Eau Claire	\$185.40	\$191.00	\$5.60	3.0%
La Crosse	\$183.42	\$188.92	\$5.50	3.0%
Platteville	\$142.00	\$142.00	\$0.00	0.0%
River Falls	\$143.30	\$143.30	\$0.00	0.0%
Stevens Point	\$135.60	\$135.60	\$0.00	0.0%
Stout (Based on 30 credits)	\$166.20	\$171.30	\$5.10	3.1%
Whitewater	\$148.80	\$153.12	\$4.32	2.9%
<u>UW Colleges</u>				
Baraboo (new in 2011-12)	NA	\$247.58	NA	NA
Barron	\$150.00	\$154.00	\$4.00	2.7%
Manitowoc (new in 2011-12)	NA	\$232.04	NA	NA
Richland	\$138.52	\$145.42	\$6.90	5.0%

**EXPLANATIONS OF INCREASES IN 2011-12
TEXT RENTAL RATES THAT ARE GREATER THAN 3.0 PERCENT**

Institutions

Stout: the increase will be used to offset a rise in the number of text purchases required to support curriculum in a number of new courses.

Richland: the increase will be used to support additional staffing hours for the textbook manager, and to offset the use of reserves in the operation in FY11.

TABLE C-5

UW SYSTEM AUXILIARY OPERATIONS 2011-12 ACADEMIC YEAR RESIDENCE HALLS AND MEAL PLAN INCREASES*											
	Residence Halls (1)			Meal Plans (1)				Total			
	2010-11 Rate	2011-12 Rate	Increase	2010-11 Rate	2011-12 Rate	Increase	Type	2010-11 Rate	2011-12 Rate	Increase	Percent Change
Madison	\$4,772	\$4,968	\$196	\$2,663	\$2,756	\$93	Total Board	\$7,435	\$7,724	\$289	3.9%
Milwaukee (2)	\$4,350	\$4,690	\$340	\$3,234	\$3,492	\$258	Standard Plan	\$7,584	\$8,182	\$598	7.9%
Eau Claire	\$2,920	\$3,040	\$120	\$2,850	\$2,907	\$57	All-Access	\$5,770	\$5,947	\$177	3.1%
Green Bay (3)	\$3,700	\$3,800	\$100	\$1,750	\$1,900	\$150	Ala Carte	\$5,450	\$5,700	\$250	4.6%
La Crosse	\$3,240	\$3,468	\$228	\$2,390	\$2,462	\$72	19 Meal Plan	\$5,630	\$5,930	\$300	5.3%
Oshkosh	\$3,552	\$3,680	\$128	\$2,424	\$2,448	\$24	15 Meals/Week	\$5,976	\$6,128	\$152	2.5%
Parkside	\$3,914	\$4,032	\$118	\$2,060	\$2,160	\$100	Ala Carte-1	\$5,974	\$6,192	\$218	3.6%
Platteville	\$3,106	\$3,261	\$155	\$2,700	\$2,781	\$81	175 Meals/Sem	\$5,806	\$6,042	\$236	4.1%
River Falls	\$3,400	\$3,570	\$170	\$2,130	\$2,145	\$15	14 Meal Plan	\$5,530	\$5,715	\$185	3.3%
Stevens Point	\$3,438	\$3,552	\$114	\$2,322	\$2,450	\$128	200 Meals	\$5,760	\$6,002	\$242	4.2%
Stout	\$3,300	\$3,450	\$150	\$2,260	\$2,394	\$134	Plan 3	\$5,560	\$5,844	\$284	5.1%
Superior	\$3,050	\$3,140	\$90	\$2,280	\$2,280	\$0	Black and Gold	\$5,330	\$5,420	\$90	1.7%
Whitewater	\$3,232	\$3,360	\$128	\$2,120	\$2,194	\$74	14 Meal Plan	\$5,352	\$5,554	\$202	3.8%
System Avg:	\$3,536	\$3,693	\$157	\$2,399	\$2,490	\$91		\$5,935	\$6,183	\$248	4.2%
Colleges (Marathon County)	\$2,725	\$2,780	\$55	\$1,491	\$1,493	\$2	UW-14	\$4,216	\$4,273	\$57	1.4%

- Notes:
- (1) Residence Hall rate is for most popular double room and meal plan for most institutions. Madison meal plan includes a membership fee and average spending per student.
 - (2) Included in the rates above is a student approved activity fee of \$40, which is paid by all residents living in the Sandburg Towers.
 - (3) Green Bay's most popular room plan is a four-student apartment rate (see the apartment schedule).
 - (4) For other Residence Hall and Meal Plan rates, please see table C-6.

*Divide by 2 for semester rate.

**EXPLANATIONS OF INCREASES IN 2011-12
RESIDENCE HALLS AND MEAL PLAN RATES
TOP FIVE INSTITUTIONS ABOVE THE 3.0 PERCENT THRESHOLD**

•**UW-Milwaukee (7.9%):**

Room rates will increase by \$340 due to additional staffing related to resident supervision, safety, housekeeping/maintenance, and doubling the shuttle service program due to increased occupancy.

Meal plan rates will increase by \$258 due to increases in food prices and operating costs, expanding operations to serve the Northwest Quadrant, increases in utilities, additional overhead for items such as common systems costs and continued support for campus initiatives.

•**UW-La Crosse (5.3%):**

Room rates will increase by \$228 due to debt service increases. Debt service is increasing for the new Eagle Suite, which will open in the Fall of 2011.

Meal plan rates will increase by \$72 due to maintenance projects. Whitney Hall will be undergoing a remodeling of both its retaining wall and bridge.

•**UW-Stout (5.1%):**

Room rates will increase by \$150 due to debt service increases and facilities maintenance. Debt service is increasing for the July of 2010 completed Hovlid Hall renovation. Required maintenance projects include converting all of the campus residence halls to wireless internet.

Meal plan rates will increase by \$134 due to debt service increases and to recoup lost revenues. Debt service is increasing for the Hovlid Hall dining facility. The campus is anticipating lost revenues from the closing of the student center, which has resulted in more difficulty spreading overhead costs.

•**UW-Green Bay (4.6%):**

Room rates will increase by \$100 due to an increase in operating expenses and capital projects including electrical upgrades, flooring replacement, and adding wireless connections in the apartments.

Meal plan rates will increase by \$150 due to increased costs of operating and food.

•**UW-Stevens Point (4.2%):**

Room rates will increase by \$114 due to debt service obligations which are projected to increase by \$1.5 million for the new suite style residence hall scheduled to open in Fall 2011.

Meal plan rates will increase by \$128 due to increased operating and food costs based on actual experience and on placing more emphasis on gluten-free, locally grown, vegan, sushi and better-for-you menus.

TABLE C-6
UW SYSTEM AUXILIARY OPERATIONS
2011-12 ACADEMIC YEAR
OTHER RESIDENCE HALLS AND MEAL PLAN RATES*

<u>Single Room Rates</u>		<u>Other Room Rates</u>		<u>Other Board Plans</u>	
Madison	\$5,727	Smith Hall Doubles	\$5,879	Base meal rate is \$0 and students may deposit any amount for purchase of food	
		Ogg Doubles	\$5,879		
		Friedrick Center	\$5,697		
		Merit Hall	\$5,697		
Milwaukee	\$5,490	Double	\$4,690	Premium	\$4,102
		Triple	\$4,140	Standard	\$3,492
	*Included is a student approved activity fee of \$40, which is paid by all residents living in the Sandburg Towers.			Value	\$2,880
				Commons Fee - East Tower	\$1,440
Eau Claire	\$4,390	Double	\$3,040	Dining Deluxe	\$2,958
				All Access Plan	\$2,907
				Declining Balance Plan	\$2,805
Green Bay - See Apartment Rates		None		A la Carte	\$1,900
La Crosse	\$4,468	Reuter Apartment	\$5,210	14 Meal	\$2,431
		Eagle Suite	\$4,400	10 Meal	\$2,400
				On-Campus Block Plan	\$1,250
				Off-Campus Block Plan	\$615
Oshkosh	\$5,092			250 meal block	\$3,272
				200 meal block	\$2,828
				Titan Dollar	\$2,656
				21 meals/week	\$2,596
				150 meal block	\$2,242
				Upper class 100 meal block	\$1,314
				50 meal block (commuter)	\$666
				25 meal block (commuter)	\$344
Parkside	\$4,584	Single (Suites at Parkside)	\$5,164	Plan 4-Parkside Plan	\$2,840
		Single (Ranger Hall)	\$4,694	Plan 3-Green & Black Plan	\$2,600
		Double (Suites at Parkside)	\$4,432	Plan 2-Ranger Plan	\$2,394
		Double (University Apartments)	\$3,918	Commuter/Staff Plan 3	\$350
		Small Double (University Apartments)	\$3,500	Commuter/Staff Plan 2	\$250
				Commuter/Staff Plan 1	\$150
Platteville	\$4,070	Southwest Hall	\$4,636	200 Meals/sem + \$100/sem	\$3,012
				19 Meals/Week	\$2,804
				14 Meals/week +\$50/sem	\$2,742
				150 Meals/sem +\$100/sem	\$2,610
				110 Meals/sem +\$125 /sem	\$1,854
				90 Meals/sem +\$100/sem	\$1,551
				75 Meals/sem +\$100/sem	\$1,252
				50 Meals/sem +\$75/sem	\$878
River Falls	\$4,570	Suite	\$4,570	120 Block Plan	\$2,250
				19 Meal Plan	\$2,189
				60 Block Plan	\$780
Stevens Point	\$4,896	Double	\$3,552	250 Meals	\$2,550
				200 Meals	\$2,450
				150 Meals	\$2,340
Stout	\$4,450	Quadruple	\$4,850	Plan 4	\$2,534
		Single-Remodeled	\$4,650	Plan 2	\$2,254
		Double-Remodeled	\$3,650	Plan 1	\$2,114
Superior	\$4,340	Double	\$3,140	Superior Plan	\$2,680
		Triple	\$3,140	Black & Gold Plan	\$2,280
Whitewater	\$4,576	Suite	\$4,992	Mega Point	\$3,480
		Large Single	\$4,152	Redemption Value 1	\$2,645
		Small Double	\$3,885	Full Point	\$2,380
		Double	\$3,360	24 Meal	\$2,293
		Triple	\$2,912	19 Meal	\$2,243
				14 Meal	\$2,194
				10 Meal	\$2,154
				Redemption Value 2	\$1,666
Colleges		Double-NTC	\$2,892	Off Campus Block	\$155
				NTC-19	\$1,588
				UW 19	\$1,546
				NTC-14	\$1,534
				NTC-10	\$1,462
				UW-10	\$1,423

TABLE C-7

UW SYSTEM AUXILIARY OPERATIONS 2011-12 ACADEMIC YEAR MONTHLY APARTMENT RATES

	<u>2010-11</u> <u>Rate</u>	<u>2011-12</u> <u>Rate</u>	<u>Increase</u>	<u>Percent</u> <u>Change</u>
<u>Student Apartments</u>				
<u>Madison (Eagle Heights)</u>				
One Bedroom	\$670	\$680	\$10	1.5%
Two Bedroom	\$745	\$755	\$10	1.3%
Three Bedroom	\$875	\$885	\$10	1.1%
Small Three Bedroom	\$875	\$885	\$10	1.1%
Large Two Bedroom	\$850	\$860	\$10	1.2%
Large Three Bedroom	\$975	\$985	\$10	1.0%
Three Bedroom Townhouse	\$1,005	\$1,015	\$10	1.0%
<u>Madison (Harvey Street) (1)</u>				
One Bedroom	\$605	\$615	\$10	1.7%
Two Bedroom	\$780	\$790	\$10	1.3%
<u>Milwaukee (Kenilworth) (2)</u>				
One Bedroom Standard	\$975	\$1,020	\$45	4.6%
One Bedroom Upgrade	\$1,010	\$1,060	\$50	5.0%
Two Bedroom Standard	\$620	\$650	\$30	4.8%
Two Bedroom Upgrade	\$650	\$680	\$30	4.6%
Three Bedroom Standard	\$540	\$565	\$25	4.6%
Three Bedroom Upgrade	\$600	\$628	\$28	4.7%
<u>Green Bay</u>				
One Bedroom/One Student	\$433	\$433	\$0	0.0%
One Bedroom/ Two Students	\$433	\$433	\$0	0.0%
Two Bedrooms/Four Students	\$411	\$422	\$11	2.7%
<u>Faculty Apartments</u>				
<u>Madison</u>				
One Bedroom	\$785	\$795	\$10	1.3%
Two Bedroom	\$925	\$935	\$10	1.1%
Three Bedroom	\$1,005	\$1,015	\$10	1.0%

(1) Lease period June 1, 2011 to May 31, 2012

(2) Kenilworth rates are per individual contract.

**EXPLANATIONS OF INCREASES IN 2011-12
APARTMENT RATES THAT ARE GREATER THAN 3.0 PERCENT**

Institutions

Milwaukee: Changes are due to increases in lease payments and fluctuations in occupancy rates.

TABLE C-8
UNIVERSITY OF WISCONSIN SYSTEM
2011-12 AUXILIARY OPERATIONS BUDGET SUMMARY ¹

Table below shows the change in the source of revenue supporting the 2011-12 auxiliary operations (Source of Funds), and how the revenue will be expended (Expenditures)

<u>Source of Funds</u>		<u>2010-11</u>	<u>2011-12</u>	<u>Change</u>
Receipts				
Segregated University Fee	\$	147,929,547	\$ 157,240,418	6.3%
Room and Board		221,822,439	238,990,918	7.7%
Other Receipts		323,672,704	339,159,025	4.8%
Interest Receipts		<u>1,407,838</u>	<u>953,559</u>	<u>-32.3%</u>
Total Receipts	\$	694,832,528	\$ 736,343,921	6.0%
Operating Contributions from Reserves ²		<u>(2,562,056)</u>	<u>3,751,868</u>	<u>-246.4%</u>
Total	\$	692,270,472	\$ 740,095,789	6.9%
<u>Expenditures</u>				
Operations ³				
Salaries and Wages	\$	190,626,934	\$ 206,081,397	8.1%
Fringe Benefits		70,260,213	75,669,092	7.7%
Supplies & Expenses		402,465,734	403,613,521	0.3%
Sales Credits		(96,732,196)	(102,742,458)	6.2%
Aids to Individuals/Special Purpose		13,928,606	19,113,699	37.2%
Capital		<u>36,645,843</u>	<u>41,991,380</u>	<u>14.6%</u>
Sub-total	\$	617,195,134	\$ 643,726,631	4.3%
Debt Service		<u>75,075,338</u>	<u>96,369,158</u>	<u>28.4%</u>
Total	\$	692,270,472	\$ 740,095,789	6.9%

¹ Includes funds previously budgeted as Fund 123 - Debt Service, Fund 128 - Auxiliaries, Fund 129 - Stores, Fund 528 - Athletic Auxiliaries, and Fund 530 - Nonincome Sports. Does not include Physical Plant Service Departments (Fund 120) of \$2,105,700

² Operating Contributions from Reserves shows the difference between Total Expenditures and Other Receipts, drawn from Auxiliary Reserve Balances

TABLE C-9
UNIVERSITY OF WISCONSIN SYSTEM
2011-12 ANNUAL BUDGET
AUXILIARY RESOURCES AND EXPENDITURES
BY INSTITUTION

	Revenues					Operating	Total	Expenditures (1)		
	Segregated	Room and	Other (2)	Interest	Subtotal	Contributions	Resources	Debt	Operations	Total
	Fees	Board				From Reserves	Required	Service		
Madison	\$ 42,196,900	\$ 55,260,000	\$ 205,087,300	\$ 401,900	\$ 302,946,100	\$ (4,260,099)	\$ 298,686,001	\$ 42,576,300	\$ 256,109,701	\$ 298,686,001
Milwaukee	25,272,300	19,808,970	41,437,350	18,400	86,537,020	2,373,782	88,910,802	3,987,058	84,923,744	88,910,802
Eau Claire	12,364,615	22,500,930	(2,239,586)	200,000	32,825,959	270,453	33,096,412	2,887,038	30,209,374	33,096,412
Green Bay	6,146,828	3,103,565	9,884,417	16,121	19,150,931	(500,811)	18,650,120	1,118,796	17,531,324	18,650,120
La Crosse	10,392,585	20,555,718	6,978,621	13,517	37,940,441	(462,453)	37,477,988	5,669,426	31,808,562	37,477,988
Oshkosh	8,567,654	20,615,028	15,834,397	15,966	45,033,045	2,472,783	47,505,828	6,119,472	41,386,356	47,505,828
Parkside	4,308,855	5,413,192	3,458,662	11,454	13,192,163	2,638,459	15,830,622	4,659,476	11,171,146	15,830,622
Platteville	5,742,662	15,719,332	7,516,881	23,514	29,002,390	253,667	29,256,057	4,142,938	25,113,119	29,256,057
River Falls	7,628,978	14,001,156	6,148,937	18,983	27,798,054	140,604	27,938,658	3,469,753	24,468,905	27,938,658
Stevens Point	10,099,500	19,041,000	14,751,409	151,500	44,043,409	1,236,236	45,279,645	7,961,160	37,318,485	45,279,645
Stout	8,803,146	16,497,188	6,172,985	14,770	31,488,089	640,767	32,128,856	5,334,321	26,794,535	32,128,856
Superior	3,077,638	3,930,610	3,624,026	8,500	10,640,774	987,562	11,628,336	1,528,193	10,100,143	11,628,336
Whitewater	9,433,019	21,941,229	11,514,989	45,170	42,934,407	(1,800,465)	41,133,942	6,499,305	34,634,637	41,133,942
Colleges	3,205,738	603,000	4,131,364	11,344	7,951,446	(107,252)	7,844,194	-	7,844,194	7,844,194
Extension	-	-	3,835,195	2,420	3,837,615	(424,886)	3,412,729	415,922	2,996,807	3,412,729
SYS/SA	-	-	1,022,078	-	1,022,078	293,521	1,315,599	-	1,315,599	1,315,599
TOTAL	\$ 157,240,418	\$ 238,990,918	\$ 339,159,025	\$ 953,559	\$ 736,343,921	\$ 3,751,868	\$ 740,095,789	\$ 96,369,158	\$ 643,726,631	\$ 740,095,789

(1) Includes Funds previously budgeted as Debt Service-Fund 123, Operations-Fund 128 - Auxiliaries, Fund 129 - Stores, Fund 528 - Athletic Auxiliaries, and Fund 530 - Athletic Nonincome Sports

(2) Includes transfers

D. 2011-12 ANNUAL DISTRIBUTION ADJUSTMENTS

2011-12 UW SYSTEM ANNUAL DISTRIBUTION ADJUSTMENTS

I. DISTRIBUTION ADJUSTMENTS FOR NEW GPR/FEE FUNDING

A. NEW UW SYSTEM DISTRIBUTION ADJUSTMENTS

1. OPERATIONS BUDGET REDUCTION

The biennial budget reduces the University of Wisconsin System's state operations appropriations expenditure authority by \$125,000,000 in 2011-12. The Joint Finance Committee specified that \$2,404,600 of the reduction would be allocated to System Administration. The balance of the reduction (\$122,595,400) would be distributed to UW-Madison, UW-Milwaukee, the Comprehensive institutions, the UW Colleges and UW-Extension based on each institution's share of the UW System's 2010-11 GPR/Fee budget excluding debt service, utilities, financial aid, separately budgeted academic tuition, and Extension credit programs, as required in the final budget. System Administration is also required to reduce its positions by 51.17 FTE. An additional \$125,000 was added to the System Administration reduction when Joint Finance removed a requirement that a plan be developed for a UW Milwaukee authority. The reductions by campus are shown below:

Campus	Reduction
Madison	\$47,199,200
Milwaukee	16,881,400
Eau Claire	6,375,000
Green Bay	3,064,900
La Crosse	5,161,300
Oshkosh	6,142,000
Parkside	2,905,500
Platteville	3,543,000
River Falls	3,555,300
Stevens Point	5,247,100
Stout	4,818,000
Superior	1,900,200
Whitewater	5,394,200
Colleges	4,756,700
Extension	5,651,600
System Administration	2,529,600
Total	\$125,125,000

2011-13 Biennial Budget Guidelines

Institutions will be provided maximum flexibility to manage reductions called for in the biennial budget. The following principles should be taken into consideration in the development of budget reduction plans:

- a. The 2011-13 biennial budget provides the University of Wisconsin System with a block grant on General Program Operations. \$122.6 million will be taken from this appropriation which includes all GPR funds except System Administration, the State Lab of Hygiene, the Veterinary Diagnostic Lab and Debt Service. System Administration will take a \$2.5 million reduction. The other GPR appropriations have been deleted. All funding in the General Program Operations appropriation will be available to help manage the impact of the reductions.
- b. Affordability and access remain priorities for the Board of Regents. Consideration should be given to protecting financial aid funding to ensure access since there are no increases in the 2011-13 biennial budget for the Wisconsin Higher Education Grant (WHEG) program, the Advanced Opportunity Program (AOP), the Lawton Undergraduate Minority Retention Grant, Study Abroad and the Tuition Increase Grant (TIG) program. The federal government is not expected to increase Pell Grant funding.
- c. Campuses should prioritize funding to instruct and serve students as they consider reductions, while recognizing that some impact is unavoidable.
- d. One-time reductions may be considered in the short term to give Chancellors and Provosts time to plan more permanent modifications including changes to program array.
- f. Inclusive Excellence and the Learning Environment continue to be priorities for the Board. The impact of reductions on goals related to these and other Board priorities should be considered during the planning process.
- g. The biennial budget does not provide resources targeted at recruitment and retention of staff. The need to preserve resources to recruit and retain quality faculty and staff should be considered as decisions are made regarding budget reductions.

**2. FRINGE BENEFITS INCLUDING THE GPR REDUCTION
ASSOCIATED WITH EMPLOYEE TAKE HOME PAY REDUCTIONS
(CONTRIBUTIONS FOR HEALTH INSURANCE AND RETIREMENT)**

The budget requires employees to pay half of the retirement contribution (5.8% of salaries for general employees) in addition to increasing their contribution for health insurance to 12.6% of the cost. As a result of these changes, GPR funding to the UW System is reduced by \$47,337,700. These reductions will be allocated to institutions based on their share of related salaries. New funding for cost-to-continue initiatives adds base fringe benefits that will be distributed on the same basis.

3. RESTORATION OF FURLOUGH FUNDS

The budget provides \$37,661,000 GPR/Fees (\$20,476,900 GPR and 17,184,100 Fees) to replace the funds that were removed from the UW-System in the 2009-11 biennium due to the employees being required to take the equivalent of eight furlough days for full-time, full-year staff. These amounts will be restored to the campuses in the same amounts that were removed in 2009-10.

4. 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 2011-12. Total funding for 2011-12 will be allocated based on each institution's proportion of a three-year rolling average headcount of minority/disadvantaged students, with the exception of UW-Madison where the funding remains unchanged from 2010-11 due to an initial direct allocation of resources in the Executive Budget.

5. TUITION INCREASE GRANT (TIG)

The budget does not increase the GPR funding for the Tuition Increase Grant, providing \$6.4 million in 2011-12. This is a decrease of \$1.9 million in total funding for the program as the transfer from UW auxiliary balances that was required in 2010-11 has been eliminated. This program provides grants to students from families with income of less than \$60,000, who do not receive a WHEG award from the Higher Educational Aids Board (HEAB), have unmet financial need and have been continuously enrolled since 2010-11. The funding level is expected to be sufficient to provide grants to all eligible students because some students will have graduated, transferred to another institution, or have otherwise become ineligible for the program.

6. UTILITIES

The budget decreases GPR for utilities in 2011-12 by \$10.5 million. Funding will be allocated to reflect 2010-11 expenditures, resources needed for new space, debt service on energy projects, and operational adjustments for the cogeneration power plant on the UW-Madison campus. The balance of funding for utilities will be held in Systemwide until it is decided how the resources should be distributed under the block grant.

7. STUDENT TECHNOLOGY FEE

The budget provides an additional \$1,471,400 Fees in 2011-12 to reflect changes related to additional tuition revenue generated by the student technology fee to meet student needs for instructional technology and information access. Allocation of the student technology fees is based on a percentage of the 2010-11 academic year and summer session tuition budgets excluding the student technology fee.

<p>APPENDIX A. SUMMARY OF DIFFERENTIAL TUITION PROGRAMS</p>
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UW SYSTEM DIFFERENTIAL TUITION BY CAMPUS JULY 2011

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Madison	School of Business - Undergraduate	Implemented Fall 2007. The differential rate applies to all undergraduate students enrolled in the Bachelor's of Business Administration (BBA) major and Certificate in Business (CIB) program. The differential will be reviewed by the campus and students after the 2011-12 academic year.	BBA tuition increased by \$500 per semester (\$1,000 per year). CIB tuition increased by \$150 per semester (\$300 per year).	None	2014
	School of Engineering – Undergraduate Differential Tuition	The differential applies to all undergraduate students enrolled in the Engineering Major beginning in Fall 2008. The differential increases the number of faculty, expands student services, and funds new programs. The College of Engineering committed to raising funds for need-based financial aid.	The differential is \$700 per semester (\$1,400 per year).	None	2012
	The Madison Initiative for Undergraduates	Approved in May 2009. The differential applies to all undergraduate students. The differential will improve quality by increasing student access to key courses and majors; introducing curricular and pedagogical change; improving vital student services; and enhancing access and affordability. The Initiative will add faculty and instructional support while increasing need-based financial aid. Students from families with an adjusted gross income of \$80,000 or less and with unmet financial need will be held harmless from the differential increase.	The differential will be phased in over four years. For residents, the differential will be \$250 in 2009-10; \$500 in 2010-11; \$750 in 2011-12; and \$1,000 in 2012-13. For non-residents, the differential will be \$750 in 2009-10; \$1,500 in 2010-11; \$2,250 in 2011-12; and \$3,000 in 2012-13.	None beyond 2012-13	2014

DIFFERENTIAL TUITION (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Milwaukee	Peck School of the Arts - Undergraduate	Implemented Fall 2004. Differential rate applies to all undergraduate courses provided by the Peck School of the Arts, with the exception of eight 100-level General Education Requirement courses.	The differential is \$21.20 per credit in 2011-12.	May increase by 3% annually through Fall 2012	2013
	College of Engineering and Applied Science – Undergraduate and Graduate	Implemented Fall 2004. Applies to all undergraduate and graduate courses provided by the college.	The differential is \$20.80 per credit in 2011-12.	May increase by 4% annually through Fall 2012	2013
	Sheldon B. Lubar School of Business Administration – Undergraduate	Implemented Fall 2004. Differential rate applies to all 200- to 600-level courses provided by the School.	The differential is \$20.60 per credit in 2011-12.	May increase by 3% through Fall 2012	2013
	College of Nursing – Undergraduate	Implemented Fall 2004. Applies to all undergraduates enrolled in clinical major courses within the College.	The differential is \$30.60 per credit in 2011-12.	May increase by 3% annually through Fall 2012	2013
	School of Architecture and Urban Planning (SARUP) – Undergraduate and Graduate	Implemented Fall 2006. Supports a desktop computer workstation program with enhanced support services for architecture students.	\$11.55 per credit for all Department of Architecture courses and an additional \$31.45 per credit (\$43 per credit total) for all courses at the 200 through 800 levels.	May increase by 5% annually	2013

DIFFERENTIAL TUITION (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Eau Claire	The Blugold Commitment - Undergraduate	In 2010, UW-Eau Claire expanded their existing differential in support of the Blugold Commitment – a commitment to extraordinary learning, affordable education, and globally prepared graduates from Wisconsin. The differential supports high-impact practices, additional faculty, and financial aid.	For full-time resident and nonresident undergraduate students, the differential will increase from \$163 per year to \$463 per year in 2010-11; \$763 per year in 2011-12; \$1,063 per year in 2012-13; and \$1,363 per year in 2013-14.	None beyond 2013-14	2015
UW-La Crosse	Academic Excellence Initiatives – Undergraduate and Graduate	Implemented Fall 2003 and reviewed in 2010. The differential provides financial support for academic advising, diversity initiatives, undergraduate research, and international education. The differential must be merged with the Growth, Quality, and Access differential in 2013.	In Fall 2010, the differential tuition rate was \$60 per semester (\$120 per year). The rate increases to \$66 per semester (\$132 per year) in Fall 2011. The rate will then be adjusted by 6% annually through Fall 2014.	Increases by 6% annually through Fall 2014. None beyond Fall 2014	2013
	Growth, Quality, and Access - Undergraduate	Approved by the Board of Regents in 2007. The differential does not apply to students enrolled before Fall 2008. The differential is used to hire additional faculty and staff and to purchase instructional supplies and equipment.	The differential is \$543 per semester (\$1,087 per year) in 2011-12.	Increase will be sufficient to cover salary and fringe increases and is not expected to be larger than the percent increase in resident undergraduate tuition.	2013
UW-Oshkosh	Oshkosh Personal Development Compact – Undergraduate	Implemented Fall 2003 to enhance assessment, advising, co-curricular involvement, and emotional wellness. Emphasis is placed on student retention, reduced time to graduation, and increased graduation rates.	The undergraduate tuition differential is \$60 per semester (\$120 per year) in 2011-12.	Differential increases by 3% annually	2012

DIFFERENTIAL TUITION (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Platteville	Regional Enrollment Plan – Undergraduate	Implemented Fall 2005. Offers a differential tuition rate to nonresident, undergraduate students from Illinois and Iowa who enroll in fields that address the workforce needs of both new and established Wisconsin businesses.	Eligible students will be charged the resident tuition rate plus a premium of \$4,000 per year.	After Fall 2010, the premium may increase up to the resident undergraduate tuition rate.	2014
	Academic and Support Services – Undergraduate	Approved by the Board of Regents in April 2008. The differential expands student services (e.g., Writing Center and Tutoring Center), supports additional mental health staff, funds career services staff, and provides financial support to students completing their senior capstone project.	Differential tuition will be 1.9% of the resident undergraduate tuition rate for all undergraduates. In 2011-12, this is \$57 per semester (\$114 per year).	As a percent of tuition, the differential increases with tuition	2014
UW-River Falls	The Falcon Promise - Undergraduate	This institution-wide differential was initially implemented in Fall 2007 and was reviewed in 2011. The Falcon Promise supports enhanced library services, a testing center, tutoring services, undergraduate research and engagement opportunities, learning space upgrades, and the Falcon Scholars financial aid program.	The differential will be phased in over 3 years: \$50 per semester (\$100 per year) in 2011-12, \$65 per semester (\$130 per year) in 2012-13, and \$80 per semester (\$160 per year) in 2013-14.	None beyond 2013-14	2016
UW-Stout	Customized Instruction	Implemented Fall 1999. Provides tuition flexibility to determine and charge market rates for customized programs, certificates, and courses to meet the needs of business and industry. Courses will be typically provided in alternative time frames (i.e., summer, evenings, and/or weekends.)	Market tuition rates will vary by program. For 2009-10, undergraduate rates varied from \$278 to \$400 per credit. Graduate rates varied from \$360 to \$510 per credit.	Variable based on market rates	2015

DIFFERENTIAL TUITION (continued)

Institution	Tuition Program	Description	Pricing	Annual Increase	Next Board Review
UW-Stout (continued)	Access to Learning – Undergraduate and Graduate	Implemented Fall 1999. The differential tuition provides access to active learning programs that promote critical and creative thinking abilities in students. The differential provides expanded access to campus laboratories, cooperative education programs, field trips, and instructional materials.	Both residents and nonresidents pay the same differential tuition amount, which equals 5% of undergraduate and graduate tuition. In 2011-12, this was \$10.55 per credit for undergraduates and \$16.74 per credit for graduates.	As a percent of tuition, the differential increases with tuition	2015
UW-Superior	The Superior Experience - Undergraduate	First approved in 2003. The Superior Experience supports technology for Swenson Hall, Jim Dan Hill Library acquisitions, and Career Services.	All undergraduate students are assessed an additional \$119 per semester (\$237 per year). The differential fee is prorated for part-time students.	None	2015
	Natural Science Per-Credit Differential – Undergraduate	Implemented in Fall 2011. The per-credit differential on Department of Natural Sciences courses will support laboratory equipment, field trips, student assistants, and capstone research projects. The differential will replace all special course fees in the Department of Natural Sciences.	Undergraduate tuition increased by \$12.00 per credit on courses offered in the Department of Natural Sciences.	None	2015
UW-Whitewater	Advising and Integrated Freshman Experience Program – Undergraduate	Implemented Fall 2002 to promote continual student success through a multilevel advising model and an integrated freshman experience program.	Undergraduate tuition increases by an amount equal to 3.5% of the resident undergraduate tuition rate. In 2011-12, this is \$105 per semester (\$209 per year).	As a percent of tuition, the differential increases with tuition	2012

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.1. Education Committee -

July 14, 2011
1820 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin

10:00 a.m. All Regents – 1820 Van Hise Hall

1. 2011-13 Biennial Budget Update
2. Approval of UW System 2011-12 Annual Operating Budget and Tuition
[Resolution 2.]

11:30 a.m. Box Lunch

12:00 p.m. Joint Meeting of the Education Committee and the Business, Finance, & Audit Committee

- a. Report from the Office of Operations Review and Audit: Service Learning in the UW System.

12:30 p.m. Education Committee – 1820 Van Hise Hall

- b. Consent Agenda: Approval of the Minutes of the June 9, 2011, Meeting of the Education Committee.
- c. Presentation: Innovation and Reform in Teacher Preparation in the UW System.
- d. Regent Policy Document Review: RPD 7-1 – Board of Regents Undergraduate Transfer Policy.
[Resolution I.1.d.]
- e. Report of the Senior Vice President:
 1. LEAP/Inclusive Excellence at the Institutions: UW-Superior;
 2. Farewell Remarks from Senior Vice President Martin.

**SERVICE LEARNING IN THE UW SYSTEM
REPORT FROM THE OFFICE OF OPERATIONS REVIEW AND AUDIT**

EXECUTIVE SUMMARY

BACKGROUND

The Office of Operations Review and Audit is responsible for providing objective review and analysis to assure that University of Wisconsin programs, policies, and practices are conducted in accordance with state law and Board of Regents policy. The Office helps ensure that UW System operations are proper, efficient, and effective.

In Spring 2011, the Office of Operations Review and Audit completed a review of the service learning programs at UW institutions. Service learning is a type of experiential learning that integrates community service with academic study. The UW System considers service learning a high-impact practice—an intellectually engaging and effective educational practice that raises the levels of performance, retention, and success for all students, especially those historically underserved by higher education. The Office of Operations Review and Audit reviewed UW institutions' service learning programs to assess safety and risk management efforts.

The Operations Review and Audit report, "Risk and Liability in Service Learning Programs," will be presented at the July 2011 joint meeting of the Education Committee and the Business, Finance, & Audit Committee.

REQUESTED ACTION

For information only; no action is required.

DISCUSSION

The UW System Office of Operations Review and Audit reviewed UW institutions' service learning programs to assess safety and risk management efforts. The review objectives were to: 1) identify UW institutions' support of service learning programs; 2) identify the roles and responsibilities of the different parties involved in service learning programs; 3) assess the safety and risk management measures taken by the UW System and institutions to ensure student safety; and 4) identify best practices for addressing risks associated with service learning programs. The review was designed to provide assurance to the Board of Regents that risk is being managed in this growing area, while also providing information that UW institutions may find useful in establishing or managing service learning programs.

RELATED REGENT POLICIES

None.

Office of Operations Review and Audit



Program Review

Risk and Liability in Service Learning Programs

July 2011

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EXECUTIVE SUMMARY

Service learning is a type of experiential learning that integrates community service with academic study. Service learning differs from volunteering, community service, and internships when it provides a direct linkage between the service being provided and academic learning or theory. Further, service learning is intended to benefit both the recipient of the service and the provider. The University of Wisconsin (UW) System considers service learning a high-impact practice—an intellectually engaging and effective educational practice that raises the levels of performance, retention, and success for all students, especially those historically underserved by higher education.

The level of risk in a service learning placement varies based on a number of factors, including but not limited to the activities or service students will be asked to perform; the knowledge, training, and background of the student; the type of community agency that will be served; the agency's experience in working with volunteers; the age and circumstances of the agency clientele; and the placement location.

Service Learning at UW Institutions

Eight UW institutions—UW-Eau Claire, Madison, Milwaukee, Parkside, Platteville, Stevens Point, Stout, and Superior—have established an office or hired staff responsible for facilitating service learning activities. A faculty member at one of the UW Colleges campuses also provides coordination and assists other UW Colleges faculty engaged in service learning courses. Faculty at other UW institutions may engage in service learning through their courses, but these activities are largely not coordinated or tracked centrally. UW-Eau Claire is the only UW institution that has created a requirement that students engage in service learning. Students at UW-Eau Claire must complete a minimum of 30 hours of approved service learning activity in order to receive a baccalaureate degree.

Staff at UW institutions indicated that service learning opportunities and student participation in service learning courses are increasing. UW System's 2010-11 Growth Agenda Accountability Report notes that 48 percent of seniors at UW System institutions were engaged in a service learning or community-based course project, according to the 2008 National Survey of Student Engagement. This compares to 46 percent of seniors nationally.

Although the roles vary at each institution, faculty, risk management staff, and service learning program staff have responsibility for ensuring the safety of students participating in service learning activities. In addition, partnering community agencies and students also play an important role in addressing safety, risk, and liability issues in service learning programs.

Safety and Risk Management Practices

The National Service Learning Clearinghouse and the University Risk Management and Insurance Association have identified best practices to minimize risks associated with service learning programs. In addition, UW institutions, as well as partnering community agencies, often have risk management practices in place to limit their exposure to potential liability.

Formal assessments of risk and liability may help to ensure that risks are not overlooked. In addition, an early assessment of transportation issues, such as how and when a student will be expected to travel to the work site and the availability of public transportation, can help identify potential problems. Visiting the site where the student will be working can also provide valuable information on potential risks.

Once risks have been assessed, formally documenting the responsibilities of both the institution and the partnering agency can help avoid future misunderstandings. The form of these agreements can vary considerably, ranging from a simple memorandum of understanding that formally recognizes the placement to a detailed legal document addressing such things as each party's liability. UW System Administration has developed standard affiliation agreements—for use at the discretion of institutions under certain circumstances—which address such things as conditions of student participation, training, transportation, confidentiality, supervision, and insurance. End-of-project evaluations are important for ensuring that the terms of the agreement were met and the parties were satisfied with the engagement, as well as identifying information that the institution can use to improve future projects. We include a recommendation that institution staff charged with developing relationships with community agencies work with risk management staff at the institution and UW System Administration to determine the circumstances in which students would receive statutory liability protections.

In addition to communicating with the partnering agency, communicating and setting expectations with students is vital to ensuring a safe service learning experience. An orientation session should provide students with a clear understanding of the work they will be doing, the risks associated with that work, and how they should conduct themselves when they are working in the community. Students should receive orientation and training in such things as safety procedures, potential dangers, confidentiality, mandatory reporting requirements, sexual harassment, use of campus or agency vehicles, and any other relevant risk management policies of the institution and the community agency. Information about service learning risk and liability can also be communicated to students through formal agreements that students are required to sign, as well as syllabi and course catalogs. Ongoing communication with students during the placement and review of student-produced materials can also provide insights into possible safety-related issues.

The reference list at the end of the report includes several resources that institutions may wish to consult when managing risk and liability in service learning programs.

SCOPE

The University of Wisconsin (UW) System Office of Operations Review and Audit reviewed UW institutions' service learning programs to assess safety and risk management efforts. The review objectives were to: 1) identify UW institutions' support of service learning programs; 2) identify the roles and responsibilities of the different parties involved in service learning programs; 3) assess the safety and risk management measures taken by the UW System and institutions to ensure student safety; and 4) identify best practices for addressing risks associated with service learning programs. The intent was to provide assurance to the Board of Regents that risk is being managed in this growing area while also providing information that UW institutions may find useful in establishing or managing service learning programs.

In performing this review, we worked with staff from the UW System Office of Academic Affairs and Office of Safety and Loss Prevention to identify System-wide issues related to service learning. We interviewed UW institution staff and faculty involved in service learning programs to determine how the programs operate and efforts to address student safety and liability concerns. We also interviewed staff from community agencies to obtain their perspective on working with UW institutions to implement service learning projects and address student safety issues.

Service learning is one type of experiential learning, which is a broad term used to describe educational programs that include a component of direct experience within the learning process. More specifically, service learning is a credit-bearing educational experience that integrates meaningful community engagement with guided reflection to enhance students' understanding of course content as well as their sense of civic responsibility while strengthening communities. Other types of experiential learning include internships, externships, practicums, clinical placements, job shadowing, and cooperative education. Because of the separate definition of each program, other forms of experiential learning are not specifically addressed within this report.

Additionally, consistent with the definition of service learning that differentiates it from community service, activities that are not required as part of a formal, academic course are not included in this review unless required by an institution for a degree or graduation. Also, service learning activities that are part of a study abroad or international education program are not specifically addressed in this report.

BACKGROUND

Learn and Serve America, a program of the Corporation for National and Community Service, defines service learning as a type of experiential learning that integrates community service with academic study, utilizing a teaching and learning approach to enrich education, teach civic responsibility, and strengthen communities. Although the term "service learning" has been used to characterize a range of experiential education practices including volunteering, community service, field placements, and internships, service learning differs from these activities when it is intended to equally benefit the provider and the recipient of the service and includes an equal

emphasis on the provision of service and on learning. In particular, service learning emphasizes explicit student reflection on their service activities as a way of developing critical thinking skills and connecting service to the acquisition of knowledge. The federal Community Service Act of 1990, as codified in 42 USC s. 12511, defines service learning as a method:

- “under which students or participants learn and develop through active participation in thoughtfully organized service that is conducted in and meets the needs of a community; is coordinated with an elementary school, secondary school, institution of higher education, or community service program, and with the community; and helps foster civic responsibility; and
- that is integrated into and enhances the academic curriculum of the students, or the educational components of the community service program in which the participants are enrolled, and provides structured time for the students or participants to reflect on the service experience.”

Service Learning Nationally

According to Campus Compact, a national coalition of more than 1,100 colleges and universities that promotes community service, civic engagement, and service learning, the percentage of students participating in these activities at member institutions increased from 31 percent in 2007-08 to 35 percent in 2009-10. Within Wisconsin, 32 institutions—including nine UW institutions—are members of Campus Compact. Learn and Serve America reports that about 25 percent of all higher education institutions have established service learning programs.

Research has identified that service learning can have positive impacts on students, faculty, institutions of higher education, and communities. For example:

- Students may strengthen the link between theoretical and practical learning, improve citizenship skills, develop an appreciation for diversity, and augment career development.
- Faculty may strengthen relationships with students and improve student learning outcomes.
- Institutions may experience increased student retention, improved community relations, and increased student satisfaction with their university experience.
- Community organizations and their clients may receive significant benefits from student service and an improved relationship with institutions of higher education.

The UW System considers service learning a high-impact practice—an intellectually engaging and effective educational practice that raises the levels of performance, retention, and success for all students, especially those historically underserved by higher education. Examples of other high-impact practices include residential learning communities, study abroad opportunities, undergraduate research, and capstone courses and projects. The UW System Office of Academic

Affairs is currently working with several institutions to build infrastructures that will develop and support high impact practices, including service learning.

Service Learning Risk

The UW System is protected for liability arising out of the negligent actions of its employees, agents, and officers through the State of Wisconsin's self-funded liability program administered by the Department of Administration, consistent with s. 895.46(1) and s. 893.82, Wis. Stats. The State of Wisconsin's liability coverage extends to employees for work-related negligent actions which may cause injury or property damage to others when employees are acting within the scope of their duties. According to the UW System Office of General Counsel and the Office of Safety and Loss Prevention, students may be considered agents of the state, and liability coverage would extend to them for certain activities. For example, students participating in a service learning placement at off-campus locations as a required part of their coursework would be covered provided they are acting within the scope of their duties. No coverage is provided to employees or agents acting outside the scope of their duties. Likewise, no coverage is provided for students who are not acting under a requirement imposed by the institution, such as for course credit; they would not be considered agents of the state.

Although liability coverage is important to protect the UW System's institutions, employees, and students from financial losses in the event of some type of negligence or adverse occurrence related to service learning, the ultimate goal is to prevent such occurrences and minimize the risks associated with service learning. The level of risk in a service learning placement varies based on a number of factors including, but not limited to, the activities or service students will be asked to perform; the knowledge, training, and background of the student; the type of community agency that will be served; the agency's experience in working with volunteers; age and circumstances of the agency clientele; and placement location. Although the risks for service learning are similar to those found in other experiential learning placements, each placement type offers unique risk mitigation challenges based on its requirements.

DISCUSSION AND RECOMMENDATIONS

Service learning programs at UW institutions may be administered or supported centrally by dedicated staff or operated in a decentralized manner by faculty members who incorporate service learning into their courses. In either case, participants in service learning activities are subject to certain risks and liability. Institution offices, staff, and faculty engaged in service learning activities should consider a number of practices that could help manage the risks associated with service learning.

SERVICE LEARNING AT UW INSTITUTIONS

As service learning becomes more prevalent in higher education, colleges and universities are investing in organizational structures such as centers or offices for service learning, dedicated staff or faculty positions, or institutional advisory councils that can help sustain and

institutionalize service learning. Eight UW institutions have established an office or hired staff dedicated to service learning. We interviewed service learning administrators, faculty, and community agency representatives at UW-Eau Claire, Madison, Milwaukee, and Superior to determine their roles and responsibilities related to service learning and risk management.

Service Learning Programs and Utilization

All UW institutions offer courses that include a component of service learning in some form, although the full extent of this engagement may be unknown even to the institution as individual faculty members create opportunities specific to their own courses. In addition, eight UW institutions—UW-Eau Claire, Madison, Milwaukee, Parkside, Platteville, Stevens Point, Stout, and Superior—have established an office or hired staff responsible for facilitating service learning activities. Further, a faculty member at one of the UW Colleges campuses provides coordination and assists other UW Colleges faculty engaged in service learning courses.

Despite this level of activity, UW-Eau Claire is the only UW institution that has created a university-wide requirement that students engage in service learning. Students at UW-Eau Claire must complete a minimum of 30 hours of approved service learning activity in order to receive a baccalaureate degree. Students can meet the service learning requirement through academic courses that include a service learning component or through non-credit, non-course activities coordinated by the institution's Center for Service-Learning.

Although no other UW institutions require service learning as a general graduation requirement, staff at two institutions indicated that their institutions may be considering such a requirement. Furthermore, some institutions require specific service learning coursework for particular academic majors or certificates. For example, UW-Milwaukee's College of Letters and Science includes a required service learning component in its Cultures and Communities certificate program.

Staff at UW institutions indicated that service learning opportunities and student participation in service learning courses are increasing at their institutions. The UW System's 2010-11 Growth Agenda Accountability Report notes that 48 percent of seniors at UW System institutions were engaged in a service learning or community-based course project, according to the 2008 National Survey of Student Engagement. This compares to 46 percent of seniors nationally. However, no System-wide information is available regarding participation in service learning courses or opportunities as not all institutions track this information. Several institutions provided summary information regarding service learning on their campus:

- At UW-Eau Claire, where service learning is a requirement for a degree, more than 4,000 students participated in service learning projects in 2008-09.
- At UW-Madison, nearly 1,700 students were enrolled in service learning courses at 125 community sites during the 2009-10 academic year.
- At UW-Milwaukee, nearly 1,600 students were assigned to a service learning placement in 2009-10.

- At UW-Superior, nearly 500 students were placed at more than 30 community sites in 2009-10. Nine academic departments provided 26 service learning courses.

Roles and Responsibilities

There are several types of positions involved in service learning activities at UW System institutions. All can play a role in helping to ensure that students participating in service learning opportunities are safe and that institutional risk and liability is limited. Although the roles vary at each institution, these positions include faculty, UW System Administration and UW institution risk management staff, and service learning program staff. In addition, partnering community agencies and students also play an important role in addressing safety, risk, and liability issues in service learning programs.

Faculty

Faculty members play a significant role in creating safe service learning experiences for students, including:

- establishing partnerships with agencies, students, and service learning administrators;
- encouraging open and ongoing communication with students;
- being aware of potentially unsafe conditions that students may reference in their reflection materials;
- being aware of students' training and comfort with service experiences or clients; and
- selecting community agencies that provide safe learning experiences.

At all UW institutions, faculty members may initiate service learning courses and create partnerships with community agencies directly. This is common, particularly at institutions without a dedicated service learning office or staff where service learning is largely decentralized. At institutions with a more formal infrastructure, faculty may contact the service learning administrator for assistance in identifying community agencies or developing a service learning course. At some institutions, community agencies approach the service learning administrator with a project in mind and are seeking a faculty member and students to work with. None of the UW institutions with more formalized programs require faculty engaged in service learning to work with the service learning center or staff; rather, available services are offered as a resource. Most often, the nature of the service provided during the placement is determined through negotiations between faculty members and agency staff.

At UW-Eau Claire, faculty may be engaged in service learning through two different approaches. As at other UW institutions, faculty involved in teaching courses that include a service learning component are likely developing these opportunities independently. Because of UW-Eau Claire's service learning requirement, these faculty members are responsible for certifying to the registrar that students have fulfilled this requirement at the completion of the course. In addition, faculty may also serve as mentors to students pursuing non-credit, non-course service learning projects, which often involve coordination by the Center for Service-Learning. This type of project, which typically is initiated by either a student or community agency, requires a faculty

mentor to help the student establish learning objectives, monitor the student's service activities, facilitate the student's reflection upon completion of the project, and certify whether the student has successfully completed the project. The nature of the service provided is generally determined by a combination of the faculty, student, and community agency.

Some UW institutions have more formal expectations of faculty involved in service learning as it relates to risk management. For example, at UW-Superior, faculty and instructors using the services of the Center for Academic Service-Learning are expected to use an affiliation agreement with agencies. Faculty and instructors are also required to have students sign a contract that describes expectations of students and provides additional safety information related to transportation. Faculty must administer an end-of-semester service learning survey to their students. The agreements and evaluations are collected and maintained by the Center.

Service Learning Administrators and Staff

Dedicated staff in an office or center for service learning can serve a role in facilitating safe service learning experiences by gathering and distributing information, assembling key stakeholders, and facilitating meetings to address safety issues, policies, and resources. Roles vary at each institution depending on the relative centralization of service learning programming, institution requirements of students and faculty, and available resources. Responsibilities range from serving as a resource for faculty and students to being the central point for service learning activities at the institution. For example:

- UW-Eau Claire's Center for Service-Learning coordinates non-credit, non-course activities that fulfill the institution's baccalaureate degree requirement for 30 hours of service learning activity.
- UW-Madison's Morgridge Center for Public Service coordinates the Badger Volunteer Program, Volunteer Transportation Program, Service Learning Fellows Program, service learning course designation approval process, faculty service learning course development program, and service learning course development granting program.
- UW-Milwaukee's Institute for Service Learning helps coordinate, develop, and support service learning courses.
- UW-Parkside's Center for Community Partnerships provides a variety of programming, outreach, and services related to community and non-profit development and community engagement, including matching faculty involved in service learning courses with community agencies.
- UW-Platteville's Pioneer Academic Center for Community Engagement provides funding, aids in project development with faculty and community partners, coordinates dissemination, conducts evaluation, and provides other services for the Pioneer Engagement Scholars service learning program. The Center offers services and funding to faculty in any course through a grant proposal process.

- UW-Stevens Point's Center for Academic Excellence and Student Engagement is involved in a variety of activities related to teaching and learning, including supporting the development of service learning courses and providing resources for faculty.
- UW-Stout's Coordinator for Community Service and Civic Engagement identifies opportunities for service learning that will be presented to a steering committee of faculty and students charged with creating service learning partnerships.
- UW-Superior's Center for Academic Service-Learning supports faculty with integrating service learning pedagogy into courses, provides orientation and support for students throughout their service experience, and develops partnerships with the community.

Risk Management Staff

According to guidance provided by the University Risk Management and Insurance Association, the role of risk management staff in service learning programs is to work closely with faculty and staff to provide guidance in implementing effective loss prevention policies and procedures that minimize legal and financial risks.

UW System's Office of Safety and Loss Prevention is responsible for providing risk management services for UW System, such as establishing policies to ensure the preservation of assets and minimization of loss, administering the self-funded liability insurance program for UW System, and providing assistance to UW institutions. Additionally, each UW institution has a risk manager or employees whose responsibilities include risk management activities.

Most institutional risk management staff have had limited involvement and interaction with service learning faculty or administrators. Reasons cited by risk management staff include that service learning is fairly decentralized at a number of campuses and they must rely on faculty or administrators to inform them of off-campus activities and that few, if any, injuries, safety issues, or liability exposures related to service learning have occurred. Risk management staff stated that many service learning placement sites such as schools, environmental centers, or social service agencies are not high-risk situations. Other placement locations such as clinics or hospitals are well-versed in taking the necessary precautions when working with student volunteers.

Further, four UW institutions have participated in the pilot enterprise risk management (ERM) initiative, which is intended to support the identification of mission-critical risks, assess how to manage those risks, and align resources with risk management responsibilities. Service learning has not been identified as a risk with either high probability or impact for negative consequences at any of these institutions, which helps explain why risk management staff have not become more involved.

Partnering Community Agencies and Students

The role of community agencies in creating a safe service experience may include:

- establishing partnerships with faculty, students, and service learning administrators;
- establishing clear guidelines and effective training and orientation programs for students;
- participating in committees and discussions related to managing risks; and
- providing adequate supervision and oversight of students.

Nearly all of the community agency staff with whom we spoke agreed that their agency is responsible for supervising students during service learning placements. However, some service learning placements may involve research or meetings at public places, or may be completed on-campus rather than at an agency location. In all placements, but particularly in placements with less direct supervision, students need to be responsible for communicating any experiences or observations that appear to be unsafe or create an uncomfortable environment. Several agencies mentioned that criminal background checks, safety procedures, and extensive orientation and training are required for service learning volunteers because their clientele includes vulnerable populations. Agency representatives described their working relationships and experiences with UW faculty, administrators, and students as positive for both the agency and the students. UW-Superior has formalized this partnership with community agencies by creating a Community Partners Advisory Group to assist the Center for Academic Service-Learning in meeting the needs of local partnering agencies and promoting positive service learning experiences for students.

SAFETY AND RISK MANAGEMENT PRACTICES

The National Service Learning Clearinghouse and the University Risk Management and Insurance Association have identified best practices to minimize risks associated with service learning programs in areas such as risk and liability assessment, agreements with partnering agencies, and communication with students. In addition, UW institutions, as well as partnering community agencies, often have risk management practices in place to limit their exposure to potential liability. Institutions should consider implementation of these practices in the context of their specific service learning placements and the relative risks posed as compared to other institutional risks.

Assessing Potential Risks and Liabilities

By assessing potential risks and liabilities prior to the beginning of a placement, institution staff can provide assurance that these issues are being addressed as much as reasonably possible. As part of a formal assessment, institution staff indicated that focusing on risks associated with the placement site and transportation to the site will help to address a large portion of potential risk associated with service learning.

Formal Risk and Liability Assessment

Although many institutions likely perform some form of informal risk assessment, formalizing this process—such as through a checklist—may help to ensure that risks are not overlooked. An assessment could address numerous issues, including the following:

- What are the agency's policies and procedures to protect staff and volunteers?
- Will students ever work unsupervised with agency clients?
- Are clients likely to be under the influence of drugs or alcohol or present other challenging or high risk behaviors?
- How is confidentiality of students, agency staff, and clients assured?
- Is risk and liability insurance provided by the agency?
- Where is the work site located and how will students travel to get there?
- Does the work being performed or work site itself present any risk to students?

UW institution service learning staff indicated that they consider and address many of these issues prior to initiating a placement. UW-Superior staff stated that student safety at a placement site is important to ensuring that the placement is successful for the students, the agency, and agency clientele. For example, special care is taken by staff in assessing whether placement sites are safe and accessible after dark and when students may be expected to work with certain populations. Likewise, the director of the Center for Academic Service-Learning has met with agency staff to ensure that students would only meet with agency clientele that could be considered higher risk, such as formerly incarcerated individuals, in areas covered by surveillance cameras. One faculty member noted that staff of the Center raised questions about a placement involving meetings with and surveys of teenagers to ensure any contact would be appropriate.

The director of UW-Milwaukee's Institute for Service Learning also indicated that she has worked with faculty to address specific issues related to student interaction with individuals in the criminal justice system, as well as other issues related to confidentiality and gender. UW-Milwaukee staff have also disallowed placements that might require students to go door-to-door or into client homes.

Site Visits

Visiting the community agency or other locations where students will work as part of a service learning placement allows faculty and staff to identify potential risk and liability issues that may not be known simply through conversations with agency staff. For example, a visit to the site could help identify such things as the location of emergency exits and equipment, which doors are regularly locked, exterior lighting if students will be working at night, the location and adequacy of the student's workspace, and accessibility for students with disabilities.

Ideally, institution staff should visit the community agency location and any other off-site locations where students may work both prior to the start of a placement as well as while students are present after the placement begins in order to gain first-hand knowledge of the situations in which students are serving. This would allow staff to assess not only risks in advance of a placement but working conditions as well.

Staff from UW-Superior's Center for Academic Service-Learning conduct site visits prior to the use of new placement sites, and occasionally at the mid-point of a placement. If an agency site has been used repeatedly, additional visits may not be made during each new placement. Staff from the Institute for Service Learning at UW-Milwaukee often visit agencies to verify the

suitability of a placement site prior to posting the opportunity online for students to access. Once a placement has begun, several UW-Milwaukee faculty stated that they visit placement sites while students are present. Faculty at UW-Eau Claire who teach service learning courses also indicated that they routinely conduct visits of placement sites and have regular contact with site supervisors.

Transportation

A related component of a site visit is an assessment of whether the service learning placement will require travel and how a student will get to the location where they will be volunteering. Risk-related questions include:

- How are students expected to travel to and from their service sites?
- During what time of day will students be traveling?
- Is public transportation available and accessible?
- Are students familiar with the area to which they will be traveling?
- Are students expected to travel with agency staff or clients as part of their responsibilities?

Institutions should determine the risks of using public transportation or walking, and when possible, take steps to minimize risks such as encouraging students to travel in pairs or carpool. When using vehicles that are university-owned or -operated, or agency-owned or -operated, steps can be taken to minimize risks by screening all drivers, following safety precautions, developing and implementing training for all drivers, ensuring all vehicles are safe through use of appropriate maintenance schedules, and providing policies for passenger behavior.

UW-Madison's Morgridge Center for Public Service coordinates transportation to students participating in service learning activities and other student volunteers through its Volunteer Transportation Program. Free cab rides are provided to students traveling more than one mile from campus and off of a public bus line. The Center maintains an automated web-scheduling program to efficiently manage the volume of users with the contracted cab company. Students must complete mandatory training prior to using the service. At UW-Eau Claire, some agencies pick-up students on campus and transport them to the service sites. For those situations where students are responsible for their own transportation, students are advised not to transport agency clients in their personal vehicles. Access to public transportation and proximity to campus are considered when determining if a community agency would be an appropriate placement site for students attending UW-Superior.

At UW-Milwaukee, students are encouraged to use public transportation for safety reasons, but also so they become more familiar with the city and the circumstances that many agency clients live with on a daily basis. However, the Institute recently surveyed students and found that many students are dissatisfied with public transportation and feel uncomfortable or unsafe having to use it. Institute staff are considering ways to address these concerns including more education for students on how to use the bus system and possibly scheduling bus rider orientation sessions as a means of increasing students' familiarity and comfort level with traveling by bus.

Documentation of Agency Expectations and Outcomes

Formal agreements with partnering agencies that outline the roles, responsibilities, and obligations of each party can help avoid conflict if unforeseen circumstances arise. They also can serve as a tool to ensure that agencies take action to address any outstanding risk or liability issues prior to the commencement of a placement. Conducting an evaluation of the placement can help to ensure that obligations were met and provide valuable lessons for future placements.

Partnership Agreements

Written partnership agreements can serve several purposes, including to ensure that all participants have a shared understanding of the nature and extent of their work together, hold all partners accountable for the roles and responsibilities they have agreed to, and clarify legal obligations and the management of risk. The form of these agreements can vary considerably, ranging from a simple memorandum of understanding that formally recognizes the placement to a detailed legal document.

UW-Milwaukee's Institute for Service Learning recently piloted the use of a partnership agreement that addresses expectations of the student, community agency, faculty, and the Institute. The agreement also identifies learning objectives, a description of activities, and key staff from the partnering agency. The Institute's director hopes to expand the use of this agreement in the near future. However, in the absence of a standard agreement, some faculty members at UW-Milwaukee have developed their own partnership agreements for student placements. One sample agreement addresses student responsibilities during the placement and includes a description of the proposed work and agency responsibilities, including supervision, observation, and evaluation of the student's performance. Other faculty indicated their use of agreements depends on the nature of the placement.

At UW-Eau Claire, the Center for Service-Learning requires community agencies to complete an on-line agreement for each service learning placement. Staff from UW-Madison's Morgridge Center for Public Service stated that faculty are required to enter into a partnership agreement with students and agencies. However, rather than prescribing the use of a standard agreement, the Morgridge Center provides examples of agreements that may be used.

UW-Superior also uses an affiliation agreement for all of its service learning placements. Other issues such as the expectations of the parties involved, intended outcomes, and key staff are discussed by the director of the Center for Academic Service-Learning, agency staff, and the faculty, but not necessarily codified in an agreement. The director of the Center for Academic Service-Learning and faculty are forthright with agency staff regarding student skill levels, and discussions take place prior to placements to ensure that adequate supervision is provided so that students are not working beyond their capabilities.

UW System Administration has developed standard affiliation agreements, which were originally created for more formal clinical placements, that institutions may find useful in certain circumstances. The standard affiliation agreements address such things as:

- the beginning and ending dates of the placement;
- conditions of student participation, such as training and immunizations;
- placement termination procedures;
- requirements of students with regard to following agency policies, securing their own transportation, maintaining confidentiality, and notifying the agency prior to publishing materials generated from their placement; and
- responsibilities of the agency, such as supervising students, completing student reports and evaluation forms, and maintaining professional liability insurance.

These agreements are intended to be used in circumstances in which the institution requires the student to participate in the service learning placement and maintains some level of control over the student's activities; these actions are typically considered to trigger statutory liability coverage for the student as an agent of the state. However, some institutions may be using these or other local agreements that invoke statutory liability coverage for students when none may exist. This may lead to confusion among students, the agency, and the institution, particularly if an incident occurs. Therefore, **we recommend that service learning administrators, faculty, or others involved in establishing relationships with partnering community agencies work with risk management staff at their institution and in the Office of Safety and Loss Prevention to determine the appropriate circumstances in which students are covered under statutory liability protections as agents of the State of Wisconsin.**

The Office of Safety and Loss Prevention, in consultation with the UW System Administration Office of General Counsel, is developing a modified affiliation agreement applicable to the specific requirements of service learning placements. These steps should assist institutions in clarifying the appropriate circumstances in which to formalize relationships and responsibilities with third-party organizations involved in service learning.

Evaluation Plans

Partnership agreements may also include an evaluation plan, including the responsibility of the institution and partnering agency in the evaluation. Evaluations should assess topics such as adequate supervision and training, transportation, reliability of student participants, and suggestions for improving the safety of the service experience.

Although the evaluation plan is not addressed in an agreement, UW-Superior uses evaluation forms to survey agency staff, faculty, and students following the completion of a placement.

- The agency survey asks for a description of the most memorable and least useful parts of the experience and suggestions for enhancing or implementing future service learning projects. The agency survey also asks the agency staff to rate student preparation, agency benefit, accomplishment of goals, and the dependability, reliability, and professionalism of the student participants.
- The faculty survey focuses on an academic assessment of the service learning experience as it relates to the curriculum.

- The student survey asks students to describe the most memorable part of their experience, the least useful part of their experience, and what would have enhanced the experience, as well as provide a self-assessment of the experience's effect on the student.

While institutions may not be able to implement an extensive survey or evaluation process, staff should consider discussing risk and liability issues and what could be done differently in the future at the conclusion of the placement.

Communicating and Setting Expectations with Students

Students play an important role in reducing risk by being aware of potential safety and risk issues and communicating with faculty or other institution staff about any concerns they may have. Institutions can help students in this regard by educating students about potential areas of risk through several mechanisms and establishing open lines of communication with students throughout the placement.

Orientation and Student Agreements

A service learning orientation should provide students with a clear understanding of the work they will be doing, the risks associated with that work, and how they should conduct themselves when they are working in the community. Students should receive orientation and training in such things as safety procedures, potential dangers, confidentiality, mandatory reporting requirements, sexual harassment, use of campus or agency vehicles, and any other relevant risk management policies of the institution and the community agency. Expectations of the students, such as criminal background checks or communicable disease screenings, should be addressed. When possible, institutions should provide a summary handout or handbook with checklists, forms, and emergency contact information. An orientation could be provided by the institution or by the community agency.

Importantly, institutions should communicate to students what their potential liability may be, particularly if students are not covered under statutory liability provisions as agents of the state. For example, if students use their personal vehicles to transport clients and have an automobile accident, they may be liable not only for the damage to their own vehicle but associated costs for the clients as well. Likewise, students may have liability for incidents occurring at the service learning work site, depending on the situation, their role, and the agency's own liability insurance coverage.

At UW-Eau Claire, staff from several community agencies indicated that service learning students are required to participate in agency-sponsored orientation sessions. Topics covered include a review of volunteer job descriptions, review of expectations, limitations placed on volunteers, appropriate and protective behaviors with children, and an introduction to security staff. Agency staff caution students to maintain appropriate emotional boundaries with clients and encourage students to contact their site supervisors with any questions, problems, or concerns. Some of the faculty who teach service learning courses stated that they meet with students individually to discuss risks, liabilities, and expectations during the placements.

Community agency staff who work with UW-Milwaukee students indicated that service learning students are provided with an orientation conducted by agency staff. These orientation sessions include a review of the agency's policy manual and safety procedures, an opportunity to observe the programs into which they will be assigned, and meetings with other agency staff. Students are coached on what issues are appropriate to address with clients, trained on the importance of setting boundaries with clients, and encouraged to be role models. Several faculty stated they address similar issues with students. Although UW-Milwaukee's Institute for Service Learning is not currently involved in providing orientation to students, staff are planning to develop a web-based orientation process that will address safety and liability issues

At UW-Superior, training and orientation provided to students is specific to the placement. Agency staff either meet with students during class or during a student tour of the agency site. Expectations are codified in an agreement that students are required to sign. This student agreement describes expectations related to dependability, confidentiality, mandatory reporting, professional appearance and demeanor, diversity, and evaluation of the service learning experience. This agreement also includes prohibitions against disciplining agency clients, use of drugs or alcohol, other interactions with clients or agency staff, and safety issues. Students are also asked to sign a waiver allowing the Center for Academic Service-Learning to use their identity, likeness, and/or quotes in media related to service learning. The Center director meets with students prior to commencement of the placement to review the items in the student agreement and to advise students that the placement site is an extension of the classroom.

Other Methods of Student Communication

In addition to orientation and student agreements, information about service learning programs and expectations can be communicated through a course syllabus or course catalog. The course syllabus could be used to provide students with information at the beginning of the semester regarding the nature of service learning placements, as well as the roles, responsibilities, and expectations of students in such placements. When possible, institutions should designate courses as including a service learning component in a course catalog so as to reduce misunderstandings about course expectations and requirements.

At UW-Milwaukee and UW-Superior, the course syllabus will generally include information regarding the service placement, roles, responsibilities, and contact information for agency and campus staff. At UW-Eau Claire, courses that satisfy all or a portion of the institution's service learning requirement are identified in an online course catalog, as well as in the institution's Service Learning Guidebook. The Guidebook also outlines the service learning graduation requirement at UW-Eau Claire and describes the procedures for completing the requirement. At UW-Madison and UW-Milwaukee, service learning courses are also identified in registration materials.

Maintaining open, frequent and clear lines of communication with service learning students and other departments within the institution who have contact with those students is important. Faculty and agency staff who work with UW-Milwaukee students indicated that they have ongoing dialogue with Institute staff throughout the semester. They believe that the risk associated with service learning placements is minimized because of this communication. In

addition, timely review of student reflection materials may reveal safety issues, concerns, or other challenges. At UW-Madison, some faculty are assigned undergraduate fellows to assist with agency communications and to review student reflections on the placement experience.

Institutions should also know when each student is scheduled to provide service and be able to verify that the student provided the service at the agency site in the event liability must be determined due to student behavior or injury.

CONCLUSION

UW institutions have in place a variety of measures to address risk management issues associated with service learning. Tools such as formal risk and liability assessments, site visits, partnership agreements with community agencies, end-of-project evaluations, student orientation, and student agreements can all work to reduce the risk and liability associated with service learning programs. To date, it appears these tools have been effective in limiting risk due to the lack of reported incidents at UW institutions.

Institutions that are implementing service learning programs or that want to improve their management of risk should consider reviewing current practices and implementing additional risk management measures where necessary. Additional resources and references to aid in this process are provided in the references section of this report. Institutions implementing risk management measures should be sure to incorporate the perspectives of faculty, service learning administrators, risk management staff, community agencies, and students in order to ensure that a clear understanding exists as to the roles, responsibilities, and expectations of all parties involved.

We have included a recommendation that **service learning administrators, faculty, or others involved in establishing relationships with partnering community agencies work with risk management staff at their institution and in the Office of Safety and Loss Prevention to determine the appropriate circumstances in which students are covered under statutory liability protections as agents of the State of Wisconsin.**

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INNOVATION AND REFORM IN TEACHER PREPARATION IN THE UW SYSTEM

EXECUTIVE SUMMARY

BACKGROUND

In October 2010, the Board of Regents Education Committee identified a number of priority areas on which to focus attention and discussion throughout the 2010-11 academic year, all of which engage with the UW System's core goal of "More Graduates for Wisconsin." In recognition of the extent to which the broad goals of educating more students to succeed in and complete college depends on effective K-12 preparation, several of these priorities relate to the K-12 sector. At the full Board's one-day policy discussion in November 2010, the Regents discussed Wisconsin's adoption of the new Common Core State Standards, which provide comparable expectations across districts and states, and establish clear and consistent goals for what students are expected to learn in grades K-12. The Board's March, 2011, policy discussion addressed "Preparing Quality Teachers for the New Urban Education Reality."

At its July 2011 meeting, the Education Committee will focus on reform efforts in the UW System's teacher education programs.

REQUESTED ACTION

For information only; no action is required.

DISCUSSION

The assertion that "good teaching matters" is not mere rhetoric, as a growing body of research indicates. In fact, there is compelling evidence demonstrating the cumulative effect of teacher quality on student learning. Students who have three effective teachers in a row score higher on standardized tests than their counterparts who do not have sequential access to high quality teachers (Sanders & Rivers, 1996). There is also growing support for the position that there is a causal link between the health of the nation's economy and the quality of its educational system (Cochran-Smith & Power, 2010).

In the context of this and other recent research, there has been renewed attention paid to teacher preparation programs, the effectiveness of practicing teachers, and the direct roles they play in the advancement of educational opportunity. In a 2009 education briefing policy, the National Academy of Education (NAEd), an international body that addresses pressing issues in education, issued a series of educational white papers designed to guide policy and practices aimed at the improvement of teacher quality. While most of the recommendations were designed to improve practices within K-12 schools, many of them have implications for teacher preparation. Among the many recommendations put forward, the NAEd called for: innovations in recruitment into the profession; growth of alternative preparation options; and increased accountability for outcomes.

University of Wisconsin System educational preparation programs prepare over 60% of the educators that are employed in Wisconsin's public school system, and are the largest suppliers of the state's teachers, principals, and other school personnel. The UW System faculty who prepare these teachers, not only in the System's schools of education, but also in colleges of arts, letters and sciences, take this responsibility seriously. The System's teacher preparation programs have worked diligently to advance cutting-edge practice based on research and evidence from around the state and the nation.

The presentations to the Education Committee in the past year have highlighted several innovations in the UW System's teacher preparation programs, including practices designed to address the common core state standards, diversify the teaching profession by recruiting more minorities into UW programs, and increase the numbers and improve the quality of teachers prepared to teach in the state's urban schools. The common threads woven throughout these reform efforts include: responsiveness to current and future needs; design and implementation plans that include active partnerships between UW System faculty and PK-12 practitioners; and an emphasis on accountability for intended outcomes.

For the July meeting of the Education Committee, the reform work of three UW System teacher preparation programs will be featured in a panel discussion: the *Alternative Careers in Teaching* program at UW-Oshkosh; the *Advancing STEM Education* program at UW-Stout; and the *Master's in Applied Leadership in Teaching and Learning* program at UW-Green Bay. The discussion will focus on innovation in alternative pathways to obtaining teaching licensure; recruitment into high-need/low-supply licensure areas; and the kinds of local and regional partnerships needed to strengthen innovation and reform.

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Regent Policy Document 7-1
Board of Regents Undergraduate Transfer Policy

EDUCATION COMMITTEE

Resolution I.1.d.:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the changes to Regent Policy Documents RPD 7-1, "University of Wisconsin System Undergraduate Transfer Policy."

PROPOSED REVISIONS TO THE BOARD OF REGENTS UNDERGRADUATE TRANSFER POLICY

EXECUTIVE SUMMARY

BACKGROUND

The UW System Board of Regents' policies are codified in Regent Policy Documents (RPDs) that have been adopted over time, some dating back to the creation of the UW System. The Board has adopted these policies under the authority granted in Chapter 36, Wis. Stats. The RPDs address a wide array of subjects, including academic policies and programs, contracts, student activities, and trust and investment policies.

In February 2011, the President of the Board of Regents formally announced the beginning of a process to review and update the RPDs. The review process will result in updating and revising current policies, eliminating obsolete ones, or identifying areas in which new policies are needed. Each policy will be analyzed in light of its original purpose, whether that purpose still exists, and the likely effects of any revisions. Of paramount importance in considering changes to each RPD is the promotion of administrative flexibility and efficiency.

At its June 2011 meeting, the Education Committee endorsed revisions to the UW System's Undergraduate Transfer Policy, contained in Academic Information Series 6.0 and 6.2. The ACIS documents provide policy, procedures, and guidelines to all UW institutions in the consideration of students who transfer as undergraduates to UW institutions. At its July meeting, the Education Committee will address changes to RPD 7-1, the Regent policy on undergraduate transfer, based on the revised policies in the ACIS documents.

REQUESTED ACTION

Approval of Resolution I.1.d., approving the revisions to the UW System's Undergraduate Transfer Policy.

DISCUSSION

Background and Scope

The Board of Regents policy on undergraduate transfer has historically been identical to ACIS 6.0, the UW System policy. In the context of the broad review of Regent policy referred to above, revisions are proposed that will distinguish the Board's policy on undergraduate transfer from the System Administration policy. The key distinction is that the Regent Policy Document represents the enduring policy statement and principles for transfer, as compared to the System policy, which articulates the guidelines, procedures, and administrative practice for how the Regent policy will be implemented at all UW institutions. Historically, and moving forward, all UW institutions have followed and are expected to follow the policy and guidelines articulated in the ACIS documents, applicable to all students who transfer as undergraduates to

UW institutions. The revised Regent policy will clearly direct individuals to the UW System ACIS policies for full understanding of procedural and implementation expectations.

Need for Review and Process

RPD 7-1 had not been reviewed or revised in over five years. In Summer 2010, Senior Vice President Rebecca Martin convened the Transfer Policy Review Committee, composed of Transfer Coordinators and UW System Administration staff. Senior Vice President Martin charged the committee to review the UW System's existing policies (contained at that time in ACIS 6.0, 6.1, and 6.2) and make recommendations that would: update them to better reflect UW System initiatives and the current transfer environment; result in needed policy changes; and improve the clarity and organization of the documents. One expectation for the Review Committee was to revise the transfer policy so that it better aligned with the UW System's *More Graduates for Wisconsin* initiative and other Growth Agenda goals designed to increase opportunities for baccalaureate education. The proposed revisions were discussed and reviewed by transfer coordinators, Admissions Directors, and Registrars. In addition, they were shared with Provosts at all UW institutions for general university-wide consideration.

When the Board of Regents endorsed the revised ACIS policies in June 2011, the Regents agreed that they would soon act on revisions to the Board's policy in RPD 7-1, with the understanding that the revised RPD 7-1 would differ from ACIS 6.0 and 6.2, while upholding the ACIS principles and guidelines and directing UW institutions to follow them. In doing so, the Board recognized that its role was to establish the enduring policy statement, while giving UW institutions the authority to implement it and the UW System Office of Academic Affairs the oversight to coordinate transfer systemwide.

Summary and Explanation of Policy Revisions

Like ACIS 6.0, the proposed revisions to RPD 7-1 articulate the following enduring principles:

The University of Wisconsin System (UW System) welcomes transfer students from accredited colleges and universities both within and outside Wisconsin. The Board of Regents endorses a student-centered transfer process which fosters educational attainment, accommodates student mobility, and provides equitable treatment of transfer and continuing students. At the same time, the Board of Regents recognizes that the transfer policy must also consider legitimate differences among educational institutions and their missions and academic programs, and acknowledge institutional autonomy and program integrity.

The Regent policy then directs people to ACIS 6.0 and 6.2, providing the guidelines, principles and administrative practices for implementation by UW institutions. ACIs 6.0 and 6.2 cover: Admission of Transfer Students; Transfer Credit Principles aligned with national standards; Principles of Accommodation for transfer students and the transfer of coursework; Credit for Prior Learning; Institutional Responsibilities Regarding Transfer Information; and Guidelines for

Articulation Agreements between UW Institutions and Wisconsin Technical College System districts.

The revised RPD also requires periodic review and updating of both the Regent and the UW System transfer policies.

Recommended Modification

The recommended modification is to update and distinguish the Regent policy from the UW System undergraduate transfer policy, resulting in the creation of a new RPD 7-1 separate from ACIS 6.0.

Effects of Changes

In recommending approval of the proposed revisions to RPD 7-1, the UW System Office of Academic Affairs is following the lead of the Transfer Policy Review Committee in its changes to the implementation policy contained in ACIS. The Office of Academic Affairs believes that the proposed revisions RPD 7-1, like those made to ACIS 6.0 and 6.2, will fulfill their intended purposes to: make undergraduate transfer in the UW System as student-centered a process as possible by fostering educational attainment, accommodating student mobility, and providing for the equitable treatment of transfer and continuing students, while at the same time respecting institutional autonomy and the differences among educational institutions, their missions and academic programs. Like the revised ACIS documents, the proposed revisions to RPD 7-1 seek to facilitate ease of transfer to students while also maintaining the quality and institutional autonomy of UW institutions.

As with the Board's previous policy on transfer, the Office of Academic Affairs continues to be charged with coordinating systemwide transfer policy and procedures, and with implementing and ensuring institutional compliance with ACIS 6.0 and 6.2. Substantive changes to ACIS 6.0 and 6.2 are to be brought to the Board of Regents for its review.

RELEVANT POLICIES

Regent Policy Document 7-3: the University of Wisconsin System Freshman Admissions Policy

Regent Policy Document 4-16: Criteria for Approval of Wisconsin Technical College System Collegiate Transfer Programs.

Academic Information Series 6.0, University of Wisconsin System Undergraduate Transfer Policy (revised June 2011)

Academic Information Series 6.2, University of Wisconsin System Guidelines for Articulation Agreements between UW System Institutions and WTCS Districts, (revised June 2011)

Recommended for Replacement:

Regent Policy Documents

SECTION 7: ADMISSIONS POLICY

7-1 UNIVERSITY OF WISCONSIN SYSTEM UNDERGRADUATE TRANSFER POLICY

(Formerly 84-3)

This policy is commonly referred to as the Academic Information Series (ACIS) 6.0 Transfer policy

INTRODUCTION

Mobility is a common human phenomenon. This is particularly true for students in higher education. For several reasons - a change in major, a family move, the economic or familial necessity of attending college close to home -- students are frequently faced with the need to obtain their collegiate education from two or more institutions.

In response to such needs, the University of Wisconsin System (UW System) welcomes transfer students from other accredited colleges and universities and from other University of Wisconsin Institutions. A conscientious effort has been made to create a student oriented transfer process. The foremost goal is a policy that provides a strong focus toward serving students and strives to treat transfer and continuing students in the same way on program issues (e.g., degree requirements, program changes and registration).

The challenge in this UW System Undergraduate Transfer Policy is to reach an appropriate balance among varied and sometimes competing goals. These goals include: (a) facilitating student mobility; (b) recognizing the distinct mission of each University of Wisconsin Institution and the faculty role in the development of the missions; (c) providing information to students on course equivalencies and program requirements throughout the UW System; and (d) balancing the UW System concerns with institutional autonomy and program integrity.

I. PRINCIPLES OF ACCOMMODATION FOR TRANSFER

STUDENTS

The UW System endorses the "Joint Statement on Transfer and Award of Academic Credit" developed in 1978 by the American Association of Collegiate Registrars and Admissions Officers, the American Council on Education/Commission on Educational Credit, and the Council on Postsecondary Accreditation, which states in part that "transfer of credit is a concept that now involves transfer between dissimilar institutions and curricula and recognition of extra-

institutional learning, as well as transfer between institutions and curricula of similar characteristics."

Further, the "Joint Statement" addresses distinctions in the purpose of credit acceptance as follows: "At some institutions there may be differences between the acceptance of credit for admission purposes and the applicability of credit for degree purposes. A receiving institution may accept previous work, place a credit value on it, and enter it on the transcript. However, that previous work, because of its nature and not its inherent quality, may be determined to have no applicability to a specific degree to be pursued by the student. Institutions have a responsibility to make this distinction and its implications clear to students before they decide to enroll. This should be a matter of full disclosure, with the best interests of the student in mind. Institutions also should make every reasonable effort to reduce the gap between credits accepted and credits applied toward an educational credential."

A. University of Wisconsin Institutions should accept in transfer as much credit as is pertinent to the student's new curriculum and the institution's graduation requirements. In accepting credits from accredited colleges and universities, maximum recognition of courses satisfactorily completed shall be given to transfer students in satisfying requirements at the receiving institution.

The "Principles of Accommodation" shall be implemented by recognizing general education/liberal arts requirements in terms of broad academic areas (social sciences, humanities, natural sciences, etc.) as well as specific courses.

University of Wisconsin Institutions may award transfer credit for courses for which they do not have a comparable department or curricular area or for which they may not have a direct course equivalent. Where appropriate, these credits should apply toward satisfying general education and other degree requirements.

When applying a course toward general education breadth requirements, the receiving institution would generally apply it in the same category as similar courses at that institution. However, if the course fulfills a different category at the sending institution and the student requests that the original designation be applied, the request should be approved where appropriate under these principles of accommodation.

B. The following additional principles of accommodation apply to students transferring within the UW System:

1. A course designated as fulfilling a general education breadth requirement at one University of Wisconsin Institution should transfer as general education at the receiving University of Wisconsin Institution. This principle should apply whether or not the receiving institution has a direct course equivalent that satisfies general education.

2. A course designated ethnic studies at one University of Wisconsin Institution should be applied toward the ethnic studies requirement at the receiving University of Wisconsin Institution.

C. University of Wisconsin Institutions should apply academic policies and procedures to continuing and UW System transfer students in a similar manner. In applying this principle, the following examples may be helpful

1. University of Wisconsin Institutions should permit courses completed by UW System transfer students to transfer in accordance with the course equivalency in effect when the courses were taken and when doing so is beneficial to the students.
2. In determining whether to award upper level credit for courses completed by UW System transfer students, institutions should apply the same practice used for their own freshmen and sophomores.
3. University of Wisconsin Institutions that permit continuing students to graduate using the catalog requirements in effect at the time of their matriculation, should employ the same policy for UW System transfers using their date of matriculation at a University of Wisconsin Institution.
4. University of Wisconsin Institutions should apply the same criteria for admission to a major or program or for applying a course toward a degree for both UW System transfer students admitted to the institution (see Section II.E.) and continuing students.
5. University of Wisconsin Institutions should permit UW System transfer students admitted to the institution to register with similar priority as continuing students.

D. If all other conditions for admission are met, credits shall be transferred to the new institution subject to the guidelines elsewhere in this policy and provided that the grades earned in courses at the previous institution are recognized as passing grades at the new institution. However, each institution will determine if, and how, credits will be applied toward a degree.

If a student should subsequently transfer to another academic program or another University of Wisconsin Institution, all credits will again be evaluated to determine if, and how, they will be applied toward a degree. Student course grades may be used as a factor to determine if, and how, transfer credit is applied, but the same principles should be applied to both transfer and continuing students.

E. When a student transfers within the UW System, the record of all successfully completed undergraduate credit courses taken by the student at University of Wisconsin Institutions previously attended should be placed on the transcript. The credits should be evaluated to determine which will apply to major requirements, general education breadth requirements, competency requirements, or the graduation requirements of the specific program in which the student is enrolled. Credits that are not applicable to the requirements of the specific program should be noted on an official institution document.

F. Students seeking transfer of credit after attending one or more accredited institutions of higher education, who are found to be admissible, and who completed the admission process, shall be given an evaluation of credits prior to enrollment.

Degree requirements for full-time and part-time transfer students from University of Wisconsin Institutions shall be determined by the same institutional policy used to determine degree requirements for continuing students. Students should be informed in writing of the opportunity and procedures for appealing any course transfer determination.

G. The Transfer Information System (TIS) is a UW System source for official institutional undergraduate course and program information. Institutions will provide information and data necessary to establish TIS and keep it current and accurate.

H. Schools, colleges, and departments should provide timely information to other University of Wisconsin Institutions about all new programs and curricular changes. The institution initiating curricular action should consider the effects of program development or modification on potential transfer students.

I. Transfer policies of specific colleges or schools shall be explicitly stated in catalogs and bulletins. Students applying for transfer should be made aware of the UW System transfer policy at the outset through appropriate brochures, pamphlets or bulletins. Changes in admission and/or program requirements should be announced and well publicized prior to implementation via brochures, pamphlets, bulletins, catalogs and TIS.

J. The UW System Office of Academic Affairs will coordinate transfer policy and procedures within the UW System. Questions about interpretation of transfer policy and procedures should be referred to that office.

II MINIMUM GENERAL ADMISSION REQUIREMENTS FOR TRANSFER STUDENTS

A. Normally students with an overall 'C' (2.00 grade point average on a 4.00 scale) average at their previous institution(s) shall be admissible. In fulfilling the institutional mission, it may be necessary for a school, college or department to set standards for entry to their programs that exceed the institution's minimum transfer GPA requirements. Such standards for entry shall apply equally to transfer and continuing students.

B. Institutions may admit students with less than an overall 'C' average at their previous institution(s) if they would originally have been admissible as a freshman and/or if they would be eligible to continue had they achieved their existing academic record at the new institution.

C. Admission requirements for non-resident transfer students will be the same as those for other transfer students except that an institution may adopt special requirements for international student applicants. If the number of qualified non-resident transfer students exceeds the ability of the institution to accommodate them, or if the institution needs to ensure that priority is granted to students transferring from University of Wisconsin Institutions as specified in II. E. below, the

institution shall determine the criteria for selection from among qualified applicants. (Note: For purposes of this policy, Minnesota students eligible for reciprocity are considered to be Wisconsin residents.)

D. Transfer students who do not qualify under the provisions above may appeal through the appropriate institutional appeal procedures. Institutions should publish appeal procedures in the catalog or another official institution publication.

E. During periods of enrollment management, the number of transfer students admitted may be controlled. In such cases, institutional policy will determine the criteria by which limitations of access shall be applied, but preference for admission of transfer students shall be given to students transferring from the University of Wisconsin Colleges and other University of Wisconsin Institutions where the student's desired major or program is not offered, subject to the limits of an institution's enrollment target.

III. TRANSFER OF A UNIVERSITY OF WISCONSIN INSTITUTION ASSOCIATE DEGREE

For purposes of facilitating transfer between University of Wisconsin Institutions, Associate Degrees awarded by University of Wisconsin Institutions should include the minimum general education breadth requirements defined by the UW System Board of Regents.

The University of Wisconsin baccalaureate-granting institutions shall consider transfer students holding such an Associate Degree to have satisfied the university-wide general education breadth requirements of the receiving institution. The University of Wisconsin baccalaureate-granting institutions shall also consider transfer students holding such an Associate Degree to have satisfied the college or school general education breadth requirements of the receiving institution. Colleges and schools may require transfer students to complete additional general education credits beyond the university-wide total if required of continuing students.

The following may not necessarily be satisfied by the Associate Degree:

A. Competency requirements or levels of proficiency in English composition, speech, foreign language, and math established by the receiving institution for continuing students;

B. Upper division general education courses normally required of continuing junior and senior students;

C. General education courses that are prerequisites integral to a particular program or major and are required of continuing students (e.g., micro- and macro-economics for business majors);

D. Requirements mandated by external professional accrediting associations or program approving agencies (e.g., Department of Public Instruction, American Assembly of Collegiate Schools of Business, National League for Nursing).

Students who transfer with an Associate Degree awarded by a University of Wisconsin Institution that includes an ethnic studies (cultural diversity) component will be considered to have satisfied the ethnic studies requirement at any other University of Wisconsin Institution.

Transfer credits will be evaluated by the receiving institution on a course-by-course basis for purposes other than determining satisfaction of general education breadth requirements.

IV. RECOGNITION OF INSTITUTIONS AND PROGRAMS

The UW System bases its general policy on the acceptance of credit from another institution on that institution's mission, quality of programs, its accreditation status, and its recognition by the American Council on Education (ACE).

A. Institutional Accreditation

Credit earned in institutions of higher education that are accredited is transferable if applicable to the student's degree program at the new institution. If the institution offers both liberal arts collegiate transfer and occupational courses, the full transfer applies only to the liberal arts collegiate transfer courses.

B. Programmatic Accreditation

For schools accredited by a programmatic accrediting association, credit may be granted in the specialty of accreditation (art, music, etc.), if recommended by the appropriate academic department or equivalent.

C. Non-Accredited

Credit earned in institutions of higher education that are not accredited is not acceptable for transfer except as outlined below. Students who have taken courses at non-accredited schools may seek credit by examination in courses where continuing students have the right to earn credit by examination. Credit earned in an institution which is a "Recognized Candidate" for accreditation is transferable if applicable to the student's degree program at the new institution.

D. International Students

Credit may be granted for postsecondary work if the institution is listed in the "International Handbook of Universities" or in the "Commonwealth Universities Yearbook." Credit may be granted for postsecondary work from institutions not listed in these publications upon departmental evaluation of program syllabi.

E. Credit by Examination

Each University of Wisconsin Institution should provide transfer students the same opportunities as continuing students to demonstrate their competence through the use of internally and/or externally developed tests, portfolio assessment procedures and/or other competency based

alternatives. These options will allow any student the opportunity to gain credit by demonstrating competency.

Each institution will retain the prerogative to establish proficiency score levels, courses for which credit by examination is deemed appropriate, limitations of credit allowed, policies regarding testing fees, and other related policies that are consistent with the characteristics, ability and achievement of the particular student body at the institution.

Credit earned by examination should be clearly indicated on the student transcript. Students who are given credit on the basis of institutional examinations or assessments should be informed that in the event of transfer, they can expect the receiving institution to reevaluate if, and how, such credit will be applied to the degree.

F. Non-collegiate Educational Experiences/Credit for Prior Learning

University of Wisconsin Institutions may grant credit on the basis of recommendations made by the guides to non-collegiate educational experiences published by the American Council on Education's (ACE) Office on Educational Credit and Credentials, (e.g., the "Guide to the Evaluation of Educational Experiences in the Armed Services" and "A Guide to Educational Credits for Training Programs").

All non-collegiate education courses/credits accepted by the institution must be so designated on the student's transcript. Upon transfer, credits granted for non-collegiate educational experiences at one institution should be evaluated for possible transfer at the receiving University of Wisconsin Institution.

V. TRANSFER OF CREDIT FROM NON-BACCALAUREATE INSTITUTIONS

A. Freshman/Sophomore Colleges and Universities

Students transferring from the University of Wisconsin Colleges and other similar freshman/sophomore institutions to University of Wisconsin baccalaureate granting institutions may generally transfer up to 72 semester credits earned at non-baccalaureate institutions. University of Wisconsin Institutions may accept additional credits toward the degree where appropriate. This does not alter the regulations concerning credits to be earned in residence at an institution.

B. University of Wisconsin-Extension

University level courses completed through the Independent Study program of the University of Wisconsin-Extension will transfer on the same basis as equivalent courses taken at University of Wisconsin Institutions.

C. Wisconsin Technical College System

Credit transfer between the Wisconsin Technical College System (WTCS) and the UW System is based upon the following principles:

1. Students transferring from the three WTCS accredited liberal arts collegiate transfer programs at Madison, Milwaukee and Nicolet Area Technical Colleges to University of Wisconsin baccalaureate granting institutions may generally transfer up to 72 semester credits earned at non-baccalaureate institutions. University of Wisconsin Institutions may accept additional credits toward the degree where appropriate. This does not alter the regulations concerning credits to be earned in residence at an institution.

2. UW System baccalaureate institutions shall consider students who have completed an Associate of Arts or Associate of Science degree from any of the three liberal arts collegiate transfer programs and that is specifically aligned with the UW System Associate Degree to have satisfied the university-wide general education breadth requirements at the receiving institution. The University of Wisconsin baccalaureate-granting institutions also shall consider transfer students holding such an Associate Degree to have satisfied the college or school general education breadth requirements of the receiving institution. Colleges and schools may require transfer students to complete additional general education credits beyond the university-wide total if required of continuing students. The following may not necessarily be satisfied by the WTCS Associate Degree:

(a) Competency requirements or levels of proficiency in English composition, speech, foreign language, and mathematics established by the receiving institution for continuing students;

(b) Upper division general education courses normally required of continuing junior and senior students;

(c) General education courses that are prerequisites integral to a particular program or major and are required of continuing students (e.g., micro- and macro- economics for business majors);

(d) Requirements mandated by external professional accrediting associations or program approving agencies (e.g., Department of Public Instruction, American Assembly of Collegiate Schools of Business, National League for Nursing);

(e) Ethnic studies/cultural diversity requirement transfer credits will be evaluated by the receiving institution on a course-by-course basis for purposes other than determining satisfaction of general education breadth requirements.

3. UW System Institutions may accept in transfer and apply up to 30 credits of general education coursework within the areas of communications, behavioral sciences, social sciences, mathematics, and natural science from WTCS programs leading to an applied associate degree. In cases where UW System Institutions find such coursework not acceptable for transfer, WTCS students should have the same opportunities as continuing students to earn credit by examination as per ACIS 6.0 IV.E.

4. UW System Institutions may accept in transfer and apply on a course-by-course basis, occupational and technical coursework from WTCS programs leading to an applied associate degree.

5. UW System Institutions should work with WTCS districts to identify areas where programs leading to an applied associate degree have direct relationships with Baccalaureate Degree programs. Where program relationships are found to exist, transfer articulation agreements are encouraged. All such credit transfer and articulation agreements should conform to the "Guidelines for Developing Program-to-Program Articulation Agreements" (ACIS 6.2). Copies of original and updated agreements should be sent to the UW System Office of Academic Affairs.

Under these articulations, students in certain WTCS Applied Associate Degree programs who subsequently enroll in a related University of Wisconsin Baccalaureate Degree program may be able to transfer related occupational and technical credits that may not transfer on a course-by-course basis. These credits may transfer to other programs at that institution or to other University of Wisconsin System Institutions only if a similar credit transfer or articulation agreement exists.

GLOSSARY OF TERMS*

Applied Associate Degree

A degree awarded by Wisconsin Technical College System (WTCS) Institutions upon completion of a two year program that combines general education with occupational/technical courses designed to lead directly to employment in a specific field.

Breadth Requirements

A category of general education requirements within a degree program that seeks to instill in students a "breadth" or range of knowledge in several disciplines (e.g. humanities, natural sciences, social sciences).

College/School Requirements

A set of requirements that is determined by a college/school for completion of a degree by students enrolled in that college/school.

Competency Requirements

A category of requirements within a degree program that seeks to establish a minimum level of student proficiency in certain disciplines (e.g., English, math).

Continuing Student

A student who enrolls as a new freshman and continues to attend the same institution (i.e., a student who does not transfer).

General Education Requirements

A category of requirements within a degree program that normally consists of basic competencies and breadth of knowledge.

Liberal Arts Collegiate Transfer

A term defining the WTCS program offered specifically for transfer at MATC-Madison, MATC-Milwaukee, and Nicolet Area Technical College. (Previously referred to as "College Parallel").

Nonresident Student

A student who does not meet the requirements for paying in-state tuition rates as defined by state statute.

Resident Student

A student who meets the requirements for paying in-state tuition rates as defined by state statute.

Transfer Credit

Credit earned at one institution accepted in transfer at another institution.

Transfer Student

A designation given to students who transfer credit from another institution of higher education, other than credits earned during Summer Session or while enrolled in high school, and who have not previously enrolled at the receiving institution.

University-wide Requirements

A set of requirements that must be completed by all undergraduate degree students enrolled at the institution.

University of Wisconsin Institution Associate Degree

A degree awarded by University of Wisconsin Institutions that meets the minimum requirements approved by the University of Wisconsin Board of Regents.

* = Terms included in this glossary are defined for purposes of this policy and may not be consistent with definitions used in other settings.

Academic Information Series 6.0 (ACIS 6.0 revised) – May 7, 2004

UNIVERSITY OF WISCONSIN SYSTEM – UNDERGRADUATE TRANSFER POLICY

This document is a revision of the University of Wisconsin System Undergraduate Transfer Policy replacing the document last revised on December 8, 2000, and all other prior versions. It incorporates numerous provisions called for by the Board of Regents in "Planning the

Future" and the "Statement of Guiding Principles on Student Transfer from the Wisconsin Technical College System to the University of Wisconsin System" of April, 2000. It further incorporates the recommendations of the 1995 UW System Transfer Working Group and the 1997 UW System General Education Transfer Working Group. These provisions establish procedures and guidelines for University of Wisconsin Institutions to facilitate the overall transfer process for all students.

Other Relevant Documents:

Planning the Future (12-86)

Undergraduate Transfer Policy Memorandum (12-82)

ACIS 6.1 (6-98)

ACIS 6.2 (6-98)

UWS Transfer Working Group Final Report (6-95)

UWS General Education Transfer Working Group Final Report (9-97)

Statement of Principles on Student Transfer from WTCS to UWS (4-7-2000)

Board of Regents Resolution # 8107 (4-7-2000)

Board of Regents Resolution #8759 (11-7-2003)

Board of Regents Resolution #8775 (12-5-2003)

History: Res. 3045 adopted 5/11/84; replaces 73-5, 75-1, 76-1; amended by 89-9; amended by Res. 7076 (12/8/95); and by Res. 7718 (6/5/98), amended by Res. 8847 (05/07/04).

Recommended Policy Document

Regent Policy Document 7-1 UNDERGRADUATE TRANSFER POLICY

Scope

The Board of Regents undergraduate transfer policy applies to all UW institutions serving transfer students.

Purpose

The purpose of this policy is to provide guidance to UW institutions regarding the admission and credit evaluation of transfer students from UW institutions, the Wisconsin Technical College System, and other accredited colleges and universities.

Policy Statement

The University of Wisconsin System (UW System) welcomes transfer students from accredited colleges and universities both within and outside Wisconsin. The Board of Regents endorses a student-centered transfer process which fosters educational attainment, accommodates student mobility, and provides equitable treatment of transfer and continuing students. At the same time, the Board of Regents recognizes that the transfer policy must also consider legitimate differences among educational institutions and their missions and academic programs, and acknowledge institutional autonomy and program integrity.

The Board of Regents policy requires UW institutions to follow the principles, guidelines and administrative practices set out in the UW System Undergraduate Transfer Policy, as articulated in Academic Information Series (ACIS) 6.0 and 6.2 (Revised June 2011). The full statement of the UW System's undergraduate transfer policy and principles may be found at:

http://www.wisconsin.edu/acss/acis/ACIS_6.0_revJune11.pdf and
http://www.wisconsin.edu/acss/acis/ACIS_6.2_revJune11.pdf

The Board of Regents endorses the principles and guidelines outlined in ACIS 6.0 and 6.2:

- *Admission of Transfer Students.* Transfer admission will be based on comprehensive, individualized admission review, consistent with the process for freshman admission.
- *Transfer Credit Principles.* In awarding transfer credit, UW institutions will consider the quality and comparability of the transfer student's coursework, and the applicability of that work to the receiving institution's degree requirements. These principles align with the *Joint Statement on the Transfer and Award of Credit* developed by the American Association of Collegiate Registrars and Admissions Officers (AACRAO), the American Council on Education (ACE), and the Council for Higher Education Accreditation (CHEA).

- *Principles of Accommodation.* The transfer process should be designed to foster educational attainment, and provide equitable treatment of transfer and continuing students. These principles apply to all transfer students with coursework from within the UW System, from the Wisconsin Technical College System (WTCS), or from other accredited institutions.
- *Credit for Prior Learning.* UW institutions should provide transfer students the same opportunities as continuing students to demonstrate their competence through the use of internally and/or externally developed tests, portfolio assessment procedures, and/or other competency-based alternatives.
- *Institutional Responsibilities Regarding Transfer Information.* UW institutions should provide current and accurate transfer information via the Transfer Information System (TIS) and institutional printed and electronic resources.
- *Articulation Agreements between UW Institutions and WTCS Districts.* UW institutions should structure articulation agreements in order to provide students with full and complete information about how courses will transfer and what courses/credits remain to be completed.

In order to maintain the UW System's commitment to transfer students, both the Board of Regents and the UW System policies on undergraduate transfer should be reviewed periodically and updated, as needed.

Oversight, Roles & Responsibilities

The UW System Office of Academic Affairs is charged with coordinating systemwide transfer policy and procedures, and with implementing and ensuring institutional compliance with ACIS 6.0 and 6.2, as revised in June 2011. Substantive changes to ACIS 6.0 and 6.2 are to be brought to the Board of Regents for its review.

Related RPDs and Applicable Policies

Regent Policy Document 7-3: the University of Wisconsin System Freshman Admissions Policy

Regent Policy Document 4-16: Criteria for Approval of Wisconsin Technical College System Collegiate Transfer Programs

Academic Information Series 6.0, University of Wisconsin System Undergraduate Transfer Policy (revised June 2011)

Academic Information Series 6.2, University of Wisconsin System Guidelines for Articulation Agreements between UW System Institutions and WTCS Districts, (revised June 2011)

History

Resolution 3045 adopted 5/11/84; replaces 73-5, 75-1, 76-1; amended by 89-9; amended by resolution 7076 (12/8/95); and by resolution 7718 (6/5/98); amended by resolution 8847 (5/7/04).

DRAFT

Revised 7/11/2011

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business, Finance, and Audit Committee

Thursday, July 14, 2011
1820 Van Hise Hall
Madison, Wisconsin

10:00 a.m. All Regents – 1820 Van Hise Hall

1. 2011-13 Biennial Budget Update
2. Approval of UW System 2011-12 Annual Operating Budget and Tuition and Fee Schedules
[Resolution 2.]

11:30 a.m. Box Lunch

12:00 p.m. Joint Meeting of the Education Committee and the Business, Finance, and Audit Committee – 1820 Van Hise Hall

- Operations Review and Audit: Program Review of Risk and Liability in Service Learning Programs

12:30 p.m. Business, Finance, and Audit Committee – 1820 Van Hise Hall

- a. Delegation of Unclassified Personnel Flexibilities
[Resolution I.2.a.]
- b. Semi-annual Status Report on Large/Vital Information Technology Projects per Wisconsin Statutes 13.58(5)(b)(3)
- c. United Council Mandatory Refundable Fee Adjustment
[Resolution I.2.c.]

- d. Office of Operations Review and Audit: Quarterly Status Update
- e. Trust Funds
 - 1. Request for Principal Expenditure – Laurabell S. Tullock Bequest
[Resolution I.2.e.1.]
- f. Committee Business
 - 1. Approval of the Minutes of the June 9, 2011 Meeting of the Business, Finance, and Audit Committee
 - 2. UW-Madison Agreement with INC Research
[Resolution I.2.f.2.]
- g. Report of the Senior Vice President
 - 1. Human Resource System Status Update
 - 2. Plans for Delegation Under the 2011-13 Biennial Budget

Delegation of Unclassified Personnel Flexibilities

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents:

- 1) approves the President's request to delegate to the UW System President the Board's authority to approve the Vice Chancellor/Provosts' pay plan and base adjustments, and endorses the President's recommendation that this authority be further delegated to the UW Chancellors;
- 2) approves the President's request to delegate to the UW System President the Board's authority to appoint and set the salary for the UW Colleges Deans, and endorses the President's recommendation that this authority be further delegated to the UW Colleges and UW-Extension Chancellor; and
- 3) endorses the President's delegation of authority to the UW Chancellors to:
 - a) recruit, appoint and set the salary within the Board of Regents' approved salary range for new and interim Vice Chancellor/Provost hires;
 - b) approve the faculty salary when an administrator returns to a faculty position;
 - c) use modified chancellor titles (Vice Chancellor (non-deputy), Assistant Chancellor, etc.) and assign the position to a UW System salary range;
 - d) approve extraordinary salary ranges for unclassified staff;
 - e) approve and establish institution-specific peer institutions for market salary comparisons.

DELEGATION OF UNCLASSIFIED PERSONNEL FLEXIBILITIES

EXECUTIVE SUMMARY

BACKGROUND

The Board of Regents on March 10, 2011 passed a resolution strongly supporting an amendment to 2011 Senate Bill 27 to provide all institutions in the UW System with the management flexibilities proposed for UW-Madison, within the Board of Regents' and System's current governance and statutory framework. It was further resolved that the Board delegate the new flexibilities directly to each UW institution. In this same spirit, the President of the UW System has directed UW System Administration staff to review current policies and practices toward the goal of providing flexibilities that can be delegated under the existing authority of the Board of Regents and the President of the UW System. The Board approved delegations at its April and June meetings as part of this commitment.

REQUESTED ACTION

Approval of Resolution I.2.a.

DISCUSSION

The primary purpose of the Wisconsin Idea Partnership is to advance the Wisconsin Idea by providing the maximum flexibility to all University of Wisconsin System Chancellors to lead their institutions in the most effective and efficient manner possible, for the benefit of their students, faculty, staff, and local communities. The delegated flexibilities proposed in this resolution continue the process to provide the institutions with essential flexibilities.

Unclassified Flexibilities Currently Held by the Board of Regents

Authority to approve the Vice Chancellor/Provosts' pay plan and base adjustments within the Board of Regents approved salary range

Notwithstanding the repeal of *Wis. Stats* s. 20.923(4g) that specifically required the Board of Regents to set the salaries for Vice Chancellor/Provosts, this authority had not been delegated to the UW Chancellors. The UW System President is requesting that the Board of Regents delegate to the UW System President the authority to determine Vice Chancellor/Provosts' pay plan and base adjustments, and approve his recommendation that this authority be further delegated to UW Chancellors. This delegation would have been recommended quite independently of the statutory change. UWS Unclassified Personnel Guideline #4 will be revised to reflect this delegation.

Authority to appoint and set the salary for the UW Colleges Deans:

Wis. Stats. s. 36.09(1)(e) specifies that the Board of Regents approves the appointment of a UW Colleges Dean. This authority has not been delegated to date. The President is now requesting that the Board of Regents delegate to the UW System President the authority to appoint and set the salary for the UW Colleges Deans, and approve his recommendation that this authority be further delegated to the UW Colleges and UW-Extension Chancellor. UWS Unclassified Personnel Guideline #5 s. 5.03(3)(d) will be revised to reflect this delegation.

Unclassified Flexibilities Currently Delegated to the President

Authority to Recruit, Appoint and Set the Salary within the Board of Regents approved salary range for new and interim Vice Chancellor/Provost hires

On October 5, 2001, the Board of Regents passed resolution 8457 delegating to the President the authority to approve the Vice Chancellor/Provost salaries for new hires that fall within the range approved by the Board policy. This delegation eliminated the requirement that the Board approve both the authority to recruit a Vice Chancellor/Provost with a specific salary range as well as approving the specific salary at the time of hire. This delegation also included setting the salary for Interim Vice Chancellor/Provosts. The UW System President is now recommending that the UW Chancellors be delegated the authority to recruit, appoint and set the salary within the Board of Regents approved salary range for new and interim Vice Chancellor/Provost hires. Approval of this delegation requires changes to RPD 6-5 (Executive Salary Structure), which is attached for review. UWS Unclassified Personnel Guidelines #4 s. 4.02(5) and #5 s. 5.03(3) will be revised to reflect these changes in delegation.

Authority to approve the faculty salary when an administrator returns to a faculty position

Regent Resolution 9058 (adopted September 9, 2005) specifically requires that administrators returning to faculty positions should be compensated at a salary rate consistent with other faculty members of the same rank in the department when considering years of service, previous salary as a faculty member, length of time served as an administrator, and other factors normally considered when setting faculty salaries. The resolution also requires the Office of Human Resources and Workforce Diversity to approve such faculty salaries along with appropriate justification prior to the implementation of the salary.

Since the implementation of this resolution, UW institutions have demonstrated compliance with the guidelines established by the Board of Regents. The UW System President is now recommending that the UW Chancellors be delegated the authority to approve the salary of an administrator returning to a faculty position based on the same set of criteria as outlined in Regent Resolution 9058. The UWS Unclassified Personnel Guideline #4 s. 4.02(5) and 4.04(5) will be revised to reflect this delegation.

Authority to use a modified chancellor title (e.g. Vice Chancellor (non-deputy), Assistant Chancellor, etc.) and assign the position to a UW System salary range

Notwithstanding the repeal of *Wis. Stat.* s. 20.923(5) that required the Board of Regents to assign modified chancellor titles (e.g., Vice Chancellor (non-deputy), Assistant Chancellor, etc.) to a

UWS salary range, the UW System will continue this practice. Regent Resolution 8167 (adopted June 9, 2000) delegated to the President the authority to assign these officer positions to salary ranges based on functions performed, scope of responsibility, span of institutional influence, inter-institutional equity and market factors. Additionally, creation of a new position with a modified chancellor title currently requires advanced approval from the President. The President is now recommending that the UW Chancellors be delegated the authority to create modified chancellor positions and assign modified chancellor positions to a UWS salary range. UWS Unclassified Personnel Guideline #5 s. 5.04(a) will be revised to reflect this delegation.

Authority to approve extraordinary salary ranges for unclassified staff

Regent Policy Document (RPD) 20-8 affirms the delegated authority of the UW System President to monitor and maintain the unclassified title and salary structure as amended and to take any and all necessary actions to ensure consistent use of the title and salary structure among the institutions...” The RPD also states the President may extend delegated authority to the Chancellors. Although the unclassified salary range structure is designed to accommodate general market demands for unclassified staff, there are positions that have extreme market conditions that require the approval of an extraordinary salary range (ESR) to address documented recruitment and retention needs. At the present time, institutions submit ESR requests to the Office of Human Resources and Workforce Diversity for review and approval. The President is now recommending that the UW Chancellors be delegated the authority to approve ESRs for documented cases of extreme market condition. UWS Unclassified Personnel Guideline #4 s. 4.04(4) will be revised to reflect this delegation.

Authority to establish institution-specific peer institutions for market salary comparison

On March 30, 1984, the Governor’s Faculty Compensation Study Committee established peer groups that were based on a statistical analysis of several factors. The Committee recommended that, “UW faculty salaries should be maintained at a position which is competitive with peer institutions...” The peer groups established in 1984 continue to be used as a viable means of comparing UWS salaries with other institutions. In addition to using the established peer groups for comparison, institutions have expressed the need to augment the established peer group with institution-specific peer groups. Institution-specific peer groups would be another tool institutions would have to assess salaries in the marketplace. This sentiment was also echoed during the 2010 UW System President’s Competitive University Workforce Commission deliberations.

The UW System President is now recommending that the UW Chancellors be delegated the authority to establish institution-specific peer institutions if a Chancellor believes the established peer group does not completely meet the institution’s needs. The UWS Unclassified Personnel Guideline #4 will be revised to include this delegation.

Approval of this delegation requires changing RPD 6-5 (Executive Salary Structure). A copy of the revised RPD is attached for review.

The delegation of the above mentioned unclassified personnel actions will eliminate the need for approval of these actions either by the Board, the President, or the Office of Human Resources and Workforce Diversity.

The Office of Human Resources and Workforce Diversity will continue its responsibility for monitoring compliance with these delegations where appropriate.

The delegation of these flexibilities would take place immediately upon approval of the Board and reflects the Board's and the System President's continued commitment to provide the institutions with increased flexibilities.

RELATED REGENT POLICIES

Regent Policy Document 6-5
Regent Policy Document 6-6
Regent Policy Document 20-8

Regent Policy Documents
6-5 EXECUTIVE SALARY STRUCTURE
(Formerly 94-4)

Salary Guidelines for University of Wisconsin System Senior Executives

This salary policy is intended to reflect the duties and responsibilities borne by University of Wisconsin senior executive positions, the national market for higher education executives, and local Wisconsin conditions. This policy applies to Chancellors and Provosts or Vice Chancellors for Academic Affairs at the University of Wisconsin Institutions; and the University of Wisconsin System President, Senior Vice Presidents, and Vice Presidents.

I. Establishment of salary ranges for University of Wisconsin System senior executive positions

To reflect the national higher education market, peer salary data will be utilized. The 1984 faculty peer groups will be utilized as the salary peer groups for the Chancellor and Vice Chancellor positions at the University of Wisconsin institutions. *In addition, UW Chancellors have the authority to establish institution-specific peer groups if the established 1984 peer groups do not completely address institutional needs.* For the University of Wisconsin System President, Senior Vice President and Vice President positions the salary peer group will be the following university systems, which are similar in size and composition to the University of Wisconsin System: University of California, California State University System, State University of New York, City University of New York, University of North Carolina System, University of Florida System, University of Maryland System, and the University of Texas System.

Because the cost of living is relatively lower in Wisconsin than many other states, the mid-point of the salary range will be set at 95% of the peer median as an approximation of the regional cost-of-living differential for Wisconsin. The salary range will be 90-110% of the salary range midpoint as defined above.

After review of peer salary survey information, salary ranges shall be adopted for the ensuing fiscal year by resolution of a majority of the full membership of the Board of Regents in open session by roll call vote at a regularly scheduled meeting.

These salary ranges do not guarantee individual salary rates. Individual salaries for University of Wisconsin System senior executives are based on performance.

II. Procedures for Board of Regents approval of salaries of University of Wisconsin System Senior Executives.

For continuing senior executives, salary increases awarded in conformance with the approved pay plan under Wis. Stats. § 230.12(3)(e) are considered and approved by the Board of Regents once a year, at the same time as salary increases are considered for all other University of Wisconsin unclassified employees. At any other time throughout the year, the Board may authorize salary increases to correct a salary inequity or to recognize competitive factors as allowed by law.

For newly hired Chancellors, the Board approves the starting salary at the time of hire. For newly hired Vice Chancellors and Provosts, Senior Vice Presidents and Vice Presidents, the Board delegates to the University of Wisconsin President the authority to set starting salaries within the salary range approved by the authorization to recruit. *The President further delegates to UW Chancellors the authority to approve new and interim Vice Chancellors/Provosts salaries that fall within the range approved by the Board policy.*

The Board delegates to the University of Wisconsin President the authority and discretion to make a base salary adjustment up to a specified level within six to nine months of the date of hire for the other senior executives. Exercise of the base salary increase is at the President's discretion based on the performance of the individual in his/her new position. This discretion provides the opportunity to reward outstanding performance during the initial period of employment.

History: Res. 5357 adopted 11/10/89 (Policy 89-7), rescinded and replaced with Res. 6664 5/94, amended by Res. 8736, 10/10/03.

UW SYSTEM INFORMATION TECHNOLOGY REPORT PROJECT STATUS REPORT

EXECUTIVE SUMMARY

BACKGROUND

2007 Wisconsin Act 20 requires the Board of Regents to provide in March and in September each year a specific and detailed progress report on all large (defined as costing over \$1 million) and high-risk projects to the Joint Committee on Information Policy and Technology. The Board policy on the format of these reports was approved in April 2008 [Resolution I.2.e.5.]. There are three major projects in this report.

REQUESTED ACTION

This report is for information only.

DISCUSSION AND RECOMMENDATIONS

Attached are progress reports on the UW System's three major information technology projects. They include the Legacy Budget project, the Oracle/PeopleSoft Human Resources System, and UW-Platteville's Pioneer Administration Software System (PASS) - Reimplementation. All major projects are on target with respect to schedule, scope, and budget status. As phase 1 of the Legacy Budget Interface project has been deployed, this will be the last report on the project.

RELATED REGENT POLICIES

25-2 Guide to plan and implement management information systems.

Project: Legacy Budget System Project

Background:

The current Annual Budget Development and Position Control/October Payroll Systems are mainframe systems hosted at UW-Madison's Division of Information Technology (DoIT). The UW System has embarked on a multi-year planning and replacement process for the systems. The first phase in this replacement cycle will require rewriting the Budget System interfaces, batch programs, and data conversions to function with the new PeopleSoft-based Human Resource System (HRS). The second phase will involve development of a business case with requirements, project planning, and the implementation of a new budget system solution that does not run on the mainframe. At the end of the second phase the budget systems will be retired from the mainframe.

The Annual Budget Development System is used by all UW institutions, including System Administration to develop both salary and non-salary budgets. All institutions have various shadow budget systems to assist them in this process; these shadow systems range from spreadsheets to institutional mainframe systems. The salary information for budget development is loaded from either a recent payroll or the previous year's budget that institutions use as their starting point for budget development. Institutions then distribute the unclassified merit in the budget system by person, fund, and program, and once approved by the Board of Regents, the merit distribution and funding is then loaded back to the payroll system.

The Position Control/October payroll System is used for statutorily required quarterly reporting to the State on the number of FTE the UW System has by funding source, and is also used in the earned October months to establish the payroll base on which the UW-System can receive funding for pay plan increases from the State. In addition, this information is used for Federal, American Association of University Professor (AAUP), Integrated Postsecondary Education Data System (IPED) and other reporting needs by offices in System Administration and at the campuses.

The current budget systems do not provide the features and functions that address contemporary business demands for integrated financial and budget planning. Preparing for the migration of these systems from the mainframe affords the UW an opportunity to review current business processes and requirements, and make improvements such as providing the ability for institutions to do long range planning and budget forecasting. There is not enough time in the HRS implementation plan to simply acquire a new budget system. Therefore, in the first phase of this project, it is necessary to build an interface between HRS and the legacy budget systems.

The interface between the two budget systems and human resource/payroll functions are numerous and it is imperative that UW incorporate these requirements into the implementation of HRS. Phase two includes development of a business case with requirements, identification of potential solution options, acquiring a new budget system with enhanced functionality, and then the implementation of the new system.

Description – Phase 1: Legacy Budget System Interface to HRS

Phase 1 of the project will focus on the revamping of the Budget System interfaces, batch programs, and data conversions in FY2010 and FY2011.

Phase 1 Schedule: The release schedule of the Budget HRS-Budget System Interface Changes aligned the building, testing, and deployment of HRS: September 2009 – June 2011.

The HRS-Budget System Interface changes were deployed with HRS release 1 in April 2011. As such, this will be the final report on the HRS-Budget System Interface.

Phase 1 Budget: \$3.8 million (FY2010-FY2011)

Source of funds: Common Systems

Phase 2: Planning the replacement of UW's Budget System.

The University will embark on a multi-year planning effort to replace the Budget System. Activities will include analysis of current business processes and requirements, opportunities for redesigning business processes, identification of potential solution options, and cost-benefit analysis of those potential solutions. At this point and until the business case and requirements are fully understood, the cost of purchasing and implementing a new system is unknown.

Expected project schedule and duration: Planning began in FY2010; the duration of phase 2 is unknown.

Expected project budget for phase 2:

A total budget for phase 2 will not be available until the planning phase is complete. The planning budget for FY 2012 is \$209,800.

Source of funds: Common Systems

Phase 1: Legacy Budget System Interface to HRS

(See Appendix 1 for dashboard definitions):

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

Project Status Dashboard: Phase 1: Legacy Budget System Interface to HRS	Green	Yellow	Red
Schedule Status	x		
Scope Status	x		
Budget Status	x		
Other Issues (Staffing, Risks, etc.)	x		

Status of Planning and Documentation to Support Phase 1: Legacy Budget System Interface to HRS

	Status
Governance structure	Established
Project Charter	Completed
Communication Plan	Included with HRS Plan
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Included with HRS Plan

Project: Oracle/PeopleSoft Human Resources System Project (HRS): Phase 2 Implementation

Description:

The Human Resource System (HRS) Project is a complex, multiyear endeavor to implement Oracle/PeopleSoft Version 9.0 Human Capital Management (HCM) software throughout the University of Wisconsin System. Environmental complexity distinguishes this project from other endeavors undertaken in the UW System and from other implementations of Enterprise Resource Planning (ERP) systems such as Oracle/PeopleSoft's HCM solution at other higher education institutions. This complexity emanates from the foundational structure of personnel operations within the UW System, which defines two separate and distinct employee systems – one for classified staff and one for unclassified staff. The classified personnel system is governed by the policies and procedures of Office of State Employee Relations (OSER). The unclassified personnel system (for faculty and academic staff members) is governed by policies and procedures provided by the Board of Regents. Within the classified personnel system there are three types of employee appointments. Within the unclassified personnel system there are seven appointment types. Each of these sub-groups of employee appointments are subject to different applications of policies and procedures of their respective governing bodies. In addition, the UW System relies on a diverse array of funding sources, and unique combinations of funding sources that vary from semester to semester, adding to the overall complexity of implementing any new payroll and benefits system.

The scope of the Human Resource System (HRS) Project encompasses the replacement of the core Human Resource, Benefit, and Payroll business processes for the thirteen four-year universities; the thirteen two-year UW-Colleges campuses; the statewide UW-Extension campuses and the University of Wisconsin System. The impact of this replacement of foundational administrative functionality affects each and every current employee of the University of Wisconsin System, all retirees, and any potential employee of the System.

On September 11, 2009, the Board of Regents approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approve: (a) the System Administration's Project Implementation Plan for the HRS Project and (b) the FY 2010 implementation budget for that project, in each case subject to the negotiation of amendments to the existing HRS system contract with Huron Consulting satisfactory to the Regent President and the System President. It is understood that the Board of Regents will annually review the Project Implementation Plan and that its Business, Finance, and Audit Committee will receive regular reports on the status of the project and the performance of Huron Consulting's contractual obligations, beginning in October 2009, and continuing at every regularly-scheduled two-day Board meeting until implementation is complete.

At the end of June 2010, the major FY 2010 deliverables and milestones planned for this period of time were completed on time and within the approved FY 2010 implementation budget.

On June 10, 2010, the Board of Regents Business, Finance, and Audit Committee approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Human Resource System implementation budget for fiscal year 2011.

At the end of June 2011, the major FY 2011 deliverables and milestones planned for this period of time were completed on time and within the approved FY 2011 implementation budget.

On June 9, 2011, the Board of Regents Business, Finance, and Audit Committee approved the following resolution:

That, upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the Human Resource System implementation budget for fiscal year 2012.

Project Schedule for HRS Implementation:

The HRS Implementation will be constructed and delivered in three overlapping phases or releases. Each release follows a proven approach for implementing PeopleSoft functionality; each release includes steps to build, test, deploy, and support the functionality.

Release 1 constituted the major portion of functionality and the implementation was April, 2011. Release 1 functionality included Human Resources, Base Benefits, limited Benefits Administration, Payroll, Time and Labor, Absence Management, earnings statement review, benefits summary review, Time and Labor employee and manager self-service for some employee groups, base reporting, and the Shared Financial System interface.

Releases 2 and 3 will be deployed during FY 2012 and include the following functionality:

- eBenefits:
eBenefits for new hires is targeted for release between July and September. The online, self-service functionality will enable new employees hired at UW to utilize online, self-service functionality to enroll in benefit plans. The functionality will be available to all benefits eligible employees except those with prior WRS service. Online, self-service functionality will also be introduced to all UW System employees for the fall 2011 open enrollment period.
- Talent Acquisition Management (TAM):
TAM is targeted to go live in the first quarter of 2012 to provide integrated recruiting functionality to campuses. TAM will enable UW and non-UW employees to search, view, and apply for jobs online. TAM will offer UW HR professionals an automated system for generating job postings and managing the recruitment and hiring processes.
- Monthly deployment of reports:
The project will continue to deploy approximately 30 additional reports, along with the pre-requisite data views that support these reports. These reports are timed to support the

business cycles and processes for FY 2012 in the areas of eBenefits, TAM, and end of calendar year processing.

Complete “HRS: Proposed Plan for Implementation” available at:
<http://hrs.uwsa.edu/about/implementationplan.pdf>

Project Budget for HRS:

(As presented to Board of Regents Business, Finance, and Audit Committee, June 9, 2011)

	Planning (FY08 - FY09)	FY10 Actual	FY11 Est. End of Year Actual	FY12 Proposed Budget	Total
HRS Project: Key Areas					
Business Process and Application Configuration	\$ -	\$1,827,993	\$ 2,502,637	\$ 600,355	\$ 4,930,985
Technical Development	\$ -	\$11,486,989	\$ 10,955,768	\$ 1,153,466	\$ 23,596,223
Technical Infrastructure	\$ -	\$1,618,151	\$ 3,790,296	\$ 527,730	\$ 5,936,177
Change Management	\$ -	\$822,281	\$ 1,512,248	\$ 556,440	\$ 2,890,969
Testing	\$ -	\$1,774,216	\$ 6,834,834	\$ 620,120	\$ 9,229,170
Project Management and Administration	\$ -	\$6,149,412	\$ 2,594,332	\$ 653,615	\$ 9,397,359
Non-Labor Costs	\$ -	\$540,000	\$ 1,713,383	\$ 203,081	\$ 2,456,464
Sub Total	\$ -	\$ 24,219,042	\$ 29,903,498	\$ 4,314,807	\$ 58,437,347
Planning	\$ 7,861,091	\$ 4,138,909		\$ -	\$ 12,000,000
Contingency for FY12				\$ 910,621	\$ 910,621
Estimated contingency carry forward	\$ -	\$ -	\$ -	\$ 3,253,175	\$ 3,253,175
HRS Project	\$ 7,861,091	\$ 28,357,951	\$ 29,903,498	\$ 8,478,603	\$ 74,601,143
SFS Interface					
Project	\$ -	\$ 3,526,800	\$ 3,279,418	\$ -	\$ 6,806,218
Contingency	\$ -	\$ -		\$ -	\$ -
SFS Interface	\$ -	\$ 3,526,800	\$ 3,279,418	\$ -	\$ 6,806,218
HRS and SFS Interface Total	\$ 7,861,091	\$ 31,884,751	\$ 33,182,916	\$ 8,478,603	\$ 81,407,361

Source of Funds:

\$19 million (UW System funds set aside for HRS project)

\$12 million (Technology rebate as part of Microsoft class action settlement)

\$50.4 million (UW System reallocation)

Human Resource System (HRS) Project - Phase 2 Implementation Project Dashboard
(See Appendix 1 for dashboard definitions):

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

Project Status Dashboard: HRS Implementation	Green	Yellow	Red
Schedule Status:	x		
Scope Status:	x		
Budget Status:	x		
Other Issues (Staffing, Risks, etc.): Several issues emerged after implementation of HRS release 1 in April, 2011. Issues include system performance, and challenges with new business processes and procedures associated with the entry of absences and time, and off-cycle checks. The team continues to monitor and tune system performance. The team also continues to identify improvements for time and absence processing, as well as process improvements for off-cycle checks.		x	

Status of Planning and Documentation to Support HRS Implementation:

	Status
Governance structure	Established
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Established

Project: Pioneer Administration Software System (PASS) - Reimplementation

Description:

UW-Platteville was one of the first UW institutions to implement the PeopleSoft Student Information System. Like most early adopters of PeopleSoft Student Information Systems, the University was forced to develop manual processes. While the PeopleSoft product has matured, UW-Platteville has been unable to take advantage of all the new capabilities due to staff turnover and a limited bench of PeopleSoft experts on campus.

UW-Platteville Distance Education currently uses a third-party product by Learning Innovations to support the majority of their online student services. Growth in on-line enrollment of 70% is planned for the next five years and the University has determined to bring this service back to the campus.

The reimplementation will incorporate Distance Education into PASS and fully utilize the capabilities of the PeopleSoft Campus Solutions product for the benefit of all students, faculty and staff.

Strategic Business Drivers:

Changing higher education environment: The business environment and fundamental needs of higher education have changed, and the ability of UW-Platteville to adapt to these changes is hindered by the number of manual processes in place today for on-campus and on-line students.

Growth of Student Enrollment: Distance Education has a student enrollment growth objective that demands a much more student-centric service delivery model. At the same time, UW-Platteville's Growth Agenda Goals include an enrollment growth goal for more on-campus undergraduate students. This growth requires administrative systems that are flexible and reduce manual effort within the operational departments.

Opportunities presented by new technology: In the years since the PASS was first implemented, both the functionality and technology of the PeopleSoft Campus Solutions product has dramatically improved.

User support for change: During the project charter activities, interviews with more than 40 users of the PASS indicated there was significant support for change.

Dated technology practices: The current implementation of the PASS is based on dated technology practices based on legacy information management models.

Challenges facing Distance Education: UW-Platteville Distance Education is expected to develop new and innovative academic programs that are attractive to prospective students, corporations and other institutions.

Project Schedule and Budget:

In fall 2010, UW-Platteville conducted, with the assistance of CIBER Consulting, a project assessment and fit/gap analysis to define the opportunities and scope for the re-implementation.

The University selected CIBER as its consulting partner for the re-implementation and has contracted with CIBER via the Services Agreement that UW System has in place for PeopleSoft Campus Solutions Implementations. The project will be funded by UW-Platteville sources and no Common Systems funding will be used.

The re-implementation project began in May 2011 and will be fully deployed by spring 2012. Functionality will be rolled out throughout the project as completed. UW-Platteville has worked with UW System's IT Project Director to ensure compliance with the policies governing High Cost and Vital Projects at UW System and UW institutions.

Project Budget: \$2,120,300

Source of Funds: 100% Campus Sources

Project Dashboard:

(See Appendix 1 for dashboard definitions):

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

Project Status Dashboard:	Green	Yellow	Red
Schedule Status:	X		
Scope Status:	X		
Budget Status:	X		
Other Issues (Staffing, Risks, etc.):	X		

Status of Planning and Documentation:

	Status
Governance structure	In place
Project Charter	In place
Communication Plan	Being finalized
Project Plan	In place
Project Budget	In place
Quality Assurance Plan	In place

Appendix 1: Project Dashboard Definitions:

Project Status Category Descriptions
<p>Schedule Status (refers to target implementation date of phase or project)</p> <p>Green – Indicates that the project or phase will be completed on target or on the planned date.</p> <p>Yellow – Indicates that the project or phase <u>may be falling behind</u> and work needs to be done to determine if the project can recover and still complete on the scheduled date or if adjustments must be made to the schedule date.</p> <p>Red – Indicates that the project or critical tasks <u>have fallen behind</u> schedule and corrective action must be taken to make the scheduled date or the scheduled date must change.</p>
<p>Scope Status</p> <p>Green – We have not changed the scope in any way that will keep the implementation from meeting the objectives planned for the project.</p> <p>Yellow – The scope of the project has increased. Budget and implementation date are impacted by < 10%. Or the scope of the project has decreased but objectives are not substantially impacted.</p> <p>Red – The scope of the project is under review and changes are being requested that will mean the implementation will not meet the project objectives in some substantial way or doing them later will increase cost 10% or more above the original total cost of the project approved by the sponsors.</p>
<p>Budget Status</p> <p>Green – Currently on target with project budget.</p> <p>Yellow – Project is over budget by 10 – 25%.</p> <p>Red – Project is over budget by 25% or more.</p>
<p>Other Issues (Staffing, Risks, etc.)</p> <p>Green – No staffing, Risks, or other issues/concerns exist.</p> <p>Yellow – Staffing concerns/issues exist that need to be monitored and possible adjustments made. Key staff departing. One or more risks or other issues may be surfacing which need to be monitored and contingency plans developed.</p> <p>Red – Staffing concerns/issues exist and will impact project schedule, budget, deliverables, risks, etc. Key staff lost. One or more risks or other issues have surfaced and will have an impact on budget, deliverables, staffing, scope, and/or schedule. Corrective action must be taken or contingency plans executed.</p>

United Council
Mandatory Refundable Fee Adjustment

BUSINESS, FINANCE, AND AUDIT COMMITTEE

That, upon the recommendation of the Executive Director of the United Council of University of Wisconsin Students, the Board of Regents approves the adjustment of the Mandatory Refundable Fee from \$2.00 to \$3.00 per student per academic term beginning in the fall semester of 2011.

UNITED COUNCIL MANDATORY REFUNDABLE FEE ADJUSTMENT

EXECUTIVE SUMMARY

BACKGROUND

United Council of UW Students, Inc. is primarily funded through a Mandatory Refundable Fee (MRF) created by the Board of Regents in 1980 and governed by Regent Policy 30-4. The MRF is not a segregated fee and is assessed separately on student tuition bills. The fee, which was last increased in 2004, is currently \$2.00 per student per academic term on 21 United Council member campuses. Membership in United Council is determined by popular referenda that must be held, at minimum, every two years. The fee plus postage is completely refundable within the first 45 days of each academic term to any student who writes United Council and provides documentation of his or her tuition bill. This past year, member students went through the process of reviewing the MRF and are now forwarding to the Board of Regents their request to increase the fee to \$3.00.

The MRF was originally set at \$.50 per student per semester. It was later increased on several occasions and in 2004 from \$1.35 to the current level of \$2.00.

A stable funding system is essential for maintaining quality educational services and a strong student movement. While United Council has increasingly relied on fundraising to support events like the annual Building Unity Student Empowerment Conference and the Student Vote Campaign, the MRF is the primary funding source for the organization's general operation costs including: office space, staff, membership meetings (Conventions), campus visits, and student leadership development programs.

REQUESTED ACTION

Approval of Resolution I.2.c. The Board of Regents is asked to approve a mandatory refundable fee adjustment of \$1.00 to \$3.00 per student per academic term.

DISCUSSION

Although policy dictates that student involvement required to increase the MRF need only take place over one academic semester, student leaders have been actively involved in discussions to increase the MRF to \$3.00 since late 2009 when the student Presidents and Vice Presidents that make up the Student Representatives group and United Council entered into discussions to review and amend 30-4. Resolutions to approve a constitution for Student Representatives, which included an increase of the United Council MRF to \$3.00, were approved by more than 2/3 of United Council member campuses over the spring 2011 semester, as required by Regent policy. If approved, the new fee level would go into effect for the fall 2011 semester. Campuses are not required to run new referenda; the Board of Regents has the authority to adjust the fee between campus referenda (see Regent Policy 30-4).

The following timeline details the steps taken to gain student approval for this increase:

Feb. 2009: A letter signed by student leaders from 13 of the 14 UW System Institutions and the student President and Vice President of United Council was sent to President Reilly requesting an increase of the MRF to \$3.00.

Jan.-May 2011: More than two thirds of United Council's 21 member campuses' student governments passed a resolution by a majority vote that included an increase of the MRF to \$3.00. Additionally one non-member campus, UW-Stout, voted to support this increase.

June 2011: The United Council Board of Directors approved an MRF Increase of \$1.00. This increase proposal was forwarded to UW System Administration for approval by the Board of Regents with the annual segregated fee budgets.

The MRF was originally set at \$.50 per student per academic term in 1980 and has been adjusted only 5 times in the last 31 years. Because of the amount of time required to adjust the MRF, the fee is only adjusted every four to six years. While this may make the proposed percentage increase seem large, the real dollar impact is only \$1.00 and is completely refundable. Additionally, as the following chart demonstrates, the request is consistent with prior MRF adjustments.

<u>Year</u>	<u>MRF</u>	<u>\$ Change</u>	<u>% Change</u>
1980	\$.50	N/A	N/A
1987	\$.50	N/A	(summer session added)
1991	\$.75	\$.25	50%
1996	\$.95	\$.20	27%
1999	\$1.35	\$.40	42%
2004	\$2.00	\$.65	48%
2011	\$3.00	\$1.00	50%

United Council currently employs 8.5 full time staff members to serve over 150,000 member students across the state. With increases in UW System enrollment and member campuses, it is vital to maintain organizational capacity. The MRF increase will allow us to increase staff size by adding a Shared Governance Director based in Madison and three regional field staff placed around Wisconsin to better serve the students of the UW System. United Council base salary has been set at \$26,809 per year since FY 2005-06. Due to funding constraints, United Council has not been able to increase staff salary to a level near a living wage for five fiscal years. An MRF increase will allow United Council to implement a base pay increase which is important in our ability to be competitive in recruiting and retaining the most qualified applicants for our staff positions. Finally, an MRF increase will cover the additional affiliated personnel costs including benefits such as healthcare, FICA, unemployment compensation, and staff development. Student participation in United Council and statewide student issues is often dictated by the ability to travel and take time off of work. Students with these barriers are often from smaller rural areas in Wisconsin and must travel far. An MRF increase allows for travel grants for students to participate in United Council trainings and events when they otherwise could not due to cost barriers. United Council's Board of Directors, which consists entirely of students, is charged with many responsibilities including weekend work and often, lengthy conference calls. The MRF increase will allow United Council to provide supplementary funds to offset the cost of cell phone plans and allows for more participation in calls and decisions by Board members without the added cost barrier to these student volunteers.

Much like staff salaries, stipends for United Council's student officers have decreased over the past 5 years due to financial constraints. Student officers are currently compensated at the bottom of the scale compared to most comprehensive and research institutions' student leadership in the UW System, although United Council officers represent over 150,000 students statewide. The MRF increase will allow base stipend increases to compensate for their work and attract quality candidates to run for the positions.

Visibility plays a crucial role in better informing a larger portion of the 150,000 student members about what United Council is and what services the organization can provide to students. An increase in the MRF will allow an increase in advertising and marketing funds to create a larger and more realistic approach to statewide education campaigns and general student outreach through campus media including newspapers, radio, and advertising boards.

The last MRF increase was passed by the Board of Regents in February, 2004 under United Council President Jeff Pertl. The original proposal included increased funding for our conferences as well as funding for two new staff positions. With increases in UW System enrollment and United Council member campuses, students across the state have expressed the need for United Council to expand its organizational capacity to better serve the student movement in Wisconsin.

In 2008, United Council began a yearlong strategic planning process to incorporate the changing needs of its membership in the structure and programming of the organization. Since the completion of the strategic planning process, United Council has implemented as much of the changes as possible under our current level of funding. To comprehensively execute the

strategic plan created by student leaders across the state, it is vital the MRF increase as requested.

Table 1 (attached) provides a comparison of United Council's proposed FY11-12 budget under the current \$2 fee and the requested \$3 per session fee.

Also included in the materials is the full justification request prepared by United Council.

RELATED REGENT POLICIES

Regent Policy Document 30-4

Contact Person:

For additional information, contact United Council Executive Director Nicole Juan at 608-263-3422 ext 11 or via email at ed@unitedcouncil.net.

Table 1

United Council of UW Students FY 11-12 Proposed Budget			
<u>Revenue</u>	<u>\$3 MRF Fee</u>	<u>\$2 MRF Fee</u>	<u>Change</u>
Madison	\$263,418.76	175,627.80	\$87,790.96
Milwaukee	\$146,397.86	101,807.71	\$44,590.15
Eau Claire	\$64,535.40	44,895.10	\$19,640.30
Green Bay	\$33,942.70	24,119.70	\$9,823.00
La Crosse	\$47,837.20	32,432.00	\$15,405.20
Oshkosh	\$60,431.25	42,551.76	\$17,879.49
Parkside	\$29,468.05	20,775.55	\$8,692.50
Platteville	\$41,216.60	28,885.60	\$12,331.00
River Falls	\$0.00	0.00	\$0.00
Stevens Point	\$53,823.20	37,610.50	\$16,212.70
Stout	\$0.00	0.00	\$0.00
Superior	\$14,360.00	10,134.40	\$4,225.60
Whitewater	\$0.00	0.00	\$0.00
UW Centers	\$56,557.40	37,603.45	\$18,953.95
MRF Subtotal	\$811,988.42	\$556,443.57	\$255,544.85
Miscellaneous Income	\$0.00	0.00	\$0.00
Dividend Income	\$0.00	0.00	\$0.00
Unrealized Gain(Loss)	\$0.00	0.00	\$0.00
Realized Gain(Loss)	\$0.00	0.00	\$0.00
Interest Income	\$0.00	0.00	\$0.00
Event Sponsorships	\$0.00	0.00	\$0.00
Special Events	\$0.00	0.00	\$0.00
Direct Public Support	\$0.00	0.00	\$0.00
Program Income	\$0.00	0.00	\$0.00
"Other" Revenue Subtotal	\$0.00		\$0.00
Total Revenue	\$811,988.42	\$556,443.57	\$255,544.85
Expenses			
Personnel and Professional Costs			
Executive Director	\$53,687.08	46,020.31	\$7,666.77
Government Relations Director	\$32,000.00	26,809.92	\$5,190.08
Finance & Development Director	\$36,463.71	31,243.85	\$5,219.86
Shared Governance Director	\$29,426.40	0.00	\$29,426.40
Inclusivity Director	\$33,557.08	28,114.46	\$5,442.62
Field Director	\$34,886.16	29,455.52	\$5,430.64
Communications Director	\$33,398.85	27,980.93	\$5,417.92
Field Organizer 1	\$29,426.40	0.00	\$29,426.40
Field Organizer 2	\$29,426.40	0.00	\$29,426.40
Field Organizer 3	\$29,426.40	0.00	\$29,426.40
Advocacy Field Organizer	\$33,557.08	28,114.46	\$5,442.62
Membership Field Organizer	\$32,724.55	27,415.97	\$5,308.58
Office Assistant	\$32,430.31	13,584.72	\$18,845.59
Student President	\$8,100.00	4,050.00	\$4,050.00
Student Vice President	\$8,100.00	4,050.00	\$4,050.00
Student Secretary	\$4,050.00	2,025.00	\$2,025.00
Accountant	\$5,000.00	5,000.00	\$0.00
Attorney	\$1,000.00	1,000.00	\$0.00
Staff Development	\$9,400.00	7,400.00	\$2,000.00
Payroll Processing Fees	\$3,100.00	2,300.00	\$800.00
Cell Phone Reimbursement	\$24,960.00	10,560.00	\$14,400.00
Subtotal	\$504,120.42	\$295,125.14	\$208,995.28
Affiliated Personnel Costs			
Group Health	\$52,324.27	36,224.82	\$16,099.45
Medical Reimbursement	\$6,500.00	4,250.00	\$2,250.00
Workers Compensation	\$1,800.00	1,100.00	\$700.00
FICA	\$34,573.07	20,381.14	\$14,191.93
Unemployment Compensation	\$6,825.00	4,725.00	\$2,100.00
Subtotal	\$102,022.34	\$66,680.96	\$35,341.38

Table 1

Travel Costs			
Campus Visits	\$14,500.00	14,500.00	\$0.00
(N&R) USSA Congress	\$7,375.00	7,375.00	\$0.00
(N&R) USSA LegCon	\$7,250.00	7,250.00	\$0.00
(N&R) USSA Board	\$2,400.00	2,400.00	\$0.00
Convention Travel	\$2,750.00	2,750.00	\$0.00
Board Travel	\$3,000.00	3,000.00	\$0.00
Board Per Diem	\$2,520.00	2,520.00	\$0.00
Per Diems	\$10,000.00	10,000.00	\$0.00
MRF Referenda	\$3,500.00	3,500.00	\$0.00
General Student Travel	\$8,000.00	2,000.00	\$6,000.00
Subtotal	\$61,295.00	\$55,295.00	\$6,000.00
Facility Costs			
Telephone	\$2,000.00	2,000.00	\$0.00
Rent	\$48,559.84	48,559.84	\$0.00
Regional Field Operations	\$1,000.00	0.00	\$1,000.00
Office Insurance	\$525.00	525.00	\$0.00
Subtotal	\$52,084.84	\$51,084.84	\$1,000.00
Marketing Costs			
Merchandise	\$1,000.00	0.00	\$1,000.00
Printing	\$1,000.00	1,000.00	\$0.00
Advertising	\$5,000.00	1,800.00	\$3,200.00
Subtotal	\$7,000.00	\$2,800.00	\$4,200.00
Organizational Support Costs			
Subscriptions	\$2,000.00	2,000.00	\$0.00
Lobby Registration	\$500.00	500.00	\$0.00
USSA	\$18,000.00	18,000.00	\$0.00
Democracy in Action	\$12,000.00	12,000.00	\$0.00
Subtotal	\$32,500.00	\$32,500.00	\$0.00
Supplies and Equipment Costs			
Copier Lease & Maintenance	\$11,200.00	11,200.00	\$0.00
Technology	\$5,000.00	5,000.00	\$0.00
Office Supplies	\$6,000.00	6,000.00	\$0.00
Postage	\$500.00	500.00	\$0.00
Technology Maintenance	\$2,000.00	2,000.00	\$0.00
Subtotal	\$24,700.00	\$24,700.00	\$0.00
Programming Costs			
Building Unity	\$10,000.00	10,000.00	\$0.00
Conventions	\$6,100.00	6,100.00	\$0.00
Other Events	\$5,813.63	5,813.63	\$0.00
Campus Communication	\$1,000.00	1,000.00	\$0.00
Board Retreat & Meetings	\$2,000.00	2,000.00	\$0.00
Alumni Event	\$400.00	400.00	\$0.00
Subtotal	\$25,313.63	\$25,313.63	\$0.00
Miscellaneous Costs			
MRF Refunds	\$244.00	244.00	\$0.00
Investment Fees	\$1,200.00	1,200.00	\$0.00
Bank Charges	\$750.00	750.00	\$0.00
Penalties, Licenses & Fees	\$250.00	250.00	\$0.00
Miscellaneous Expenses	\$500.00	500.00	\$0.00
Subtotal	\$2,944.00	\$2,944.00	\$0.00
Total Expenditures			
	\$811,980.23	\$556,443.57	\$255,536.66
Total Revenue			
	\$811,988.42	\$556,443.57	\$255,544.85
Surplus/Deficit			
	\$8.19	\$0.00	\$8.19



UNITED COUNCIL

of University of Wisconsin Students, Inc.

14 W. Mifflin St. Suite 212 Madison, WI 53703

www.unitedcouncil.net

p. 608 263-3422

f. 608 265-4070

July 1, 2011

Debbie Durcan
Vice President for Finance
University of Wisconsin System
1752 Van Hise Hall
Madison, WI 53706

Dear Vice President Durcan:

Enclosed is information about United Council's current and projected financial status. The materials included are:

- ☐ United Council History
- ☐ Campus Membership 2004-2011
- ☐ United Council Mandatory Refundable Fee History
- ☐ Comparison of Segregated Fee Increases to MRF Level
- ☐ FY 11-12 Proposed Budget Excel; \$2 vs. \$3 MRF
- ☐ FY 11-12 Proposed Budget Narrative; \$3 MRF
- ☐ FY 09-10 Balance Sheet and Profit & Loss Budget vs. Actual
- ☐ FY 10-11 Balance Sheet and Profit & Loss Budget vs. Actual as of June 30, 2011

These items are briefly explained below.

United Council History

This summary of United Council's history describes how instrumental the organization has been in Wisconsin's successful student movement.

Campus Membership 2004-2011

This chart is an illustration of campus membership in United Council over the past eight years.

United Council Mandatory Refundable Fee History

This chronological document outlines the financial history of United Council including the origin of the Mandatory Refundable Fee and the development of Regent Policy concerning the fee over time.

Comparison of Segregated Fee Increases to MRF Level

This table displays campus by campus student segregated fee increases approved by the Board of Regents between 2004 and 2010. This data is compared to the requested MRF adjustment to \$3, which has not been increased since 2004.

FY 11-12 Proposed Budget Excel; \$2 vs. \$3 MRF

This spreadsheet highlights line by line United Council's internal budget comparing current the MRF level to the proposed \$3 MRF level.

FY 11-12 Proposed Budget Narrative; \$3 MRF

This document provides detailed information regarding individual budget line items for the proposed \$3 MRF budget.

FY 09-10 Balance Sheet and Profit & Loss Budget vs. Actual

This is an unaudited year-end compilation prepared by our outside accountant, Grobe and Associates.

Excess revenue from the MRF is currently held in two reserve funds; board designated and undesignated. These funds are intended to support and stabilize United Council in the event of sudden membership changes or a modification of student fees in the legislature or courts. Additionally, since MRF payments are made only three times a year, a substantial reserve must be maintained to fund organization operations through the summer and early fall.

FY 10-11 Balance Sheet and Profit & Loss Budget vs. Actual as of June 30, 2011

These financial documents provide the most up-to-date revenue and expenditures information. Although the United Council fiscal year ends on June 30th there are anticipated outstanding revenue and pre-paid expenses that will be accounted for in the final end of year report.

MRF Increase Process

Although policy dictates that student involvement required to increase the MRF need only take place over one academic semester student leaders have been actively involved in discussions to increase the MRF to \$3 since late 2009 when the student Presidents and Vice Presidents that make up the Student Representatives group and United Council entered into discussions to review and amend 30-4. Resolutions to approve a constitution for Student Representatives,

which included an increase of the United Council MRF to \$3, were approved by more than 2/3 of United Council member campuses over the Spring 2011 semester, as required by regent policy. If approved the new fee level would go into effect for the Fall 2011 semester. Campuses are not required to run new referenda; the Board of Regents has the authority to adjust the fee between campus referenda (see Regent Policy 30-4).

The following timeline details the steps taken to gain student approval for this increase:

Feb. 2009: A letter signed by student leaders from 13 of the 14 UW System Institutions and the student President and Vice President of United Council is sent to President Reilly requesting an increase of the MRF to \$3.

Jan.-May 2011: More than two thirds of United Council's 21 member campuses' student governments pass a resolution by a majority vote that includes an increase of the MRF to \$3. Additionally one non-member campus, UW-Stout, votes to support this increase.

June 2011: The United Council Board of Directors approves an MRF Increase of \$1 per semester. This increase proposal is forwarded to UW System Administration for approval with the annual segregated fee budgets.

The MRF was originally set at \$.50 per student per academic term in 1980 and has been adjusted only 5 times in the last 31 years. Due to the amount of time required to adjust the MRF, the fee is only adjusted every four to six years. While this may make the proposed percentage increase seem large, the real dollar impact is only \$1.00 and is completely refundable. Additionally, as the following chart demonstrates, the request is consistent with prior MRF adjustments.

<u>Year</u>	<u>MRF</u>	<u>\$ Change</u>	<u>% Change</u>
1980	\$.50	N/A	N/A
1987	\$.50	N/A	(summer session added)
1991	\$.75	\$.25	50%
1996	\$.95	\$.20	27%
1999	\$1.35	\$.40	42%
2004	\$2.00	\$.65	48%
2011	\$3.00	\$1.00	50%

The Need for an Increase

Due to the need for increased services, the United Council Board of Directors and campus student governments have approved a \$1.00 increase in the MRF.

The increase in revenue will be used for three main areas: staff capacity, student participation, and organizational visibility. A Brief summary of each follows:

Staff Capacity

United Council currently employs eight full-time staff members and one part-time staff member. These include an Executive Director, Government Relations Director, Finance and Development Director, Inclusivity Director, Field Director, Communications Director, Advocacy Field Organizer, Membership Field Organizer, and part-time Office Assistant. All staff are currently based in Madison and are responsible for the day to day activities of the organization along with making campus visits, organizing United Council conferences, and creating United Council publications. Student leaders throughout UW System have expressed their desire for United Council to provide more on-campus training for leadership development, grassroots organizing support, and campaign support, which would require additional staff members to engage in these duties full-time.

Each staff member of the United Council team is critical and specializes in a particular area of strategy which moves the organization forward. Field Organizers provide an especially unique niche in the organization and in order to meet the demands and needs for students three additional Field Organizers are needed. Field Organizers give face to face trainings; provide direct communication between the organization and students; and develop student leadership skills which equate to the mass mobilization of student participation. Strategic leadership development in addition to recruiting and maintaining a large base of active participants requires added full time staff. In order to truly serve each campus regionally, more staff are urgently needed to travel and give each student leader the attention they deserve. Currently, all staff are placed in Madison, which logistically creates a barrier to fully serving the needs of all campuses. If United Council could continue to get the resources needed to increase our regional staff time, it will have a tremendous impact. United Council could expand the dissemination of resources that will inherently be much more accessible to surrounding campuses and increase the overall amount of student participation.

In order to maintain well functioning office operations with the addition of more staff who will be located across the state, it is necessary to increase the Office Assistant's hours to full-time. Currently this position is allocated to work twenty hours per week, however with increasing student participation in the organization, the increased need for material creation and additional staff travel logistics, the current Office Assistant is already working between twenty to thirty hours per week.

In addition to the organization's need for an increased number of Field Organizers, students have also expressed the need to reinstate a full-time position devoted to shared governance. With Wisconsin's unique system of shared governance, it is important for student leaders to understand and participate in the roles and responsibilities bestowed on them through State Statute 36.09(5). Having a full-time Shared Governance Director will help students to be educated on and utilize shared governance to participate more fully in the UW System as a whole. This will lead to increased quality involvement in decision making processes and solidify the importance of shared work, responsibility and governance by all shareholders.

United Council has not been able to increase base salaries for over five years, which is proving to be detrimental in the recruitment and retention of qualified applicants and staff members. Maintaining consistency of staffing and the institutional memory that comes from longer staff careers becomes difficult while providing management and transition of frequently changing staff members. Since many of United Council's staff members are direct graduates from the UW system, it is imperative that the organization can continue to provide quality compensation for them to be able to support themselves as student loan debt, cost of living, and other expenses have increased dramatically in the last decade.

Finally, an MRF increase will cover the additional affiliated personnel costs including benefits such as healthcare, FICA, unemployment compensation, and staff development.

Student Participation

Student participation in United Council and statewide student issues is often dictated by ability to travel and take time off of work. Students with these barriers are often from smaller rural areas in Wisconsin and must travel far. An MRF increase allows for travel grants for students to participate in United Council trainings and events when they otherwise could not due to cost barriers.

United Council's Board of Directors, which consists entirely of students, is charged with many responsibilities including weekend work and often, lengthy conference calls. The MRF increase will allow United Council to provide supplementary funds to offset the cost of cell phone plans and allows for more participation in calls and decisions by Board members without the added cost barrier to these student volunteers. Cell phone stipends allow for higher expectations of board contact and engagement with other students across the UW System and the work United Council is doing will be more accessible to a larger audience.

Compensation for student officers is based on hours dedicated to United Council business that could or would otherwise be spent working to pay for school and living expenses. It is important that United Council's President, Vice President, and Secretary are compensated for the work that students and staff will be asking them to complete. Much like staff salaries, stipends for United Council's student officers have decreased over the past 5 years due to financial constraints. Student officers are currently compensated at the bottom of the scale compared to most comprehensive and research institutions' student leadership in the UW System, although United Council officers represent over 150,000 students statewide. The MRF increase will allow base stipend increases to compensate for their work and attract quality candidates to run for the positions.

Organizational Visibility

Visibility plays a crucial role in better informing a larger portion of the 150,000 student members what United Council is and what services the organization can provide to students. An increase in the MRF will allow an increase in advertising and marketing funds to create a larger and more realistic approach to statewide education campaigns and

general student outreach through campus media including newspapers, radio and advertizing boards. Increasing this line item will allow us to consistently advertize in on campuses publications for all UW System at least three times per academic year, vastly improving United Council's visibility and outreach on campuses. Merchandising and branding with visibility will create the image necessary to communicate student needs to target decision makers.

An increase in the MRF would also account for costs for the creation of UC materials for large state-wide campaigns, including supplies such as United Council paraphernalia, campaign specific items (t-shirts, posters, etc), and other items for specific tactics. These materials would be created in Madison to be distributed to students on campus, campus chapters or Field Organizers who would be running campaigns.

Conclusion

United Council needs an increase in the MRF to not only maintain the increasing needs of students, but to expand the capacity of the organization as desired by student leaders across the state. The students have approved a \$1 increase for several reasons:

Provide for increased staff capacity by hiring additional staff members, retaining the talent that is currently on staff through base pay increases and professional development.

Provide for increased student participation through increased travel funds, increased compensation for student officers and incentives to offset the cost of keeping the lines of communication open between Board Members and general student membership.

Provide for increased organizational visibility through advertizing and marketing funds which support United Council's educational and outreach programming as well as bolster on-campus media.

Our state led the nation in developing a statewide student association. We exist to represent all students of the University of Wisconsin System and truly advocate for them on issues of higher education as it pertains to value, quality, and the student experience.

Since our humble beginnings, we have grown in the size, capacity, and scope of what we are able to accomplish in our mission and vision. UC provides a niche available nowhere else in the state, and in some ways the country. Since 1960 we have contributed to the direct development of thousands of student leaders through strategic leadership trainings, and facilitating a student voice in our governance process. United Council alumni that have been and are active in state government include: Senators Bob Jauch and Kevin Shibilski; Representatives Shirley Krug, Frank Boyle, Joe Handrick, Jim Kreuser, Bill Lorge and Sheldon Wasserman; and other political leaders such as Jamie Kuhn, David Stacey, Steve Perala, Paul Rusk and Kristi Winters.

We have effectively lobbied for millions in financial aid, student rights to University decisions and the student fee, tuition caps, and a cohesive UW system that is accessible to those looking to

continue their education. We have moved each campus forward through individual partnerships and ensuring that student leaders are informed, active, and professional participants.

Whether it is our continued presence in the higher education system, our impact on each and every campus, our statewide budget campaigns, or our undying devotion to student voter registration, education, and turnout we are not just an organization but a movement that is critical to the success of Wisconsin. Funding which will match our abilities and needs allows us to continue to have such a positive and grand impact. Increasing our funding allows us to truly fulfill the potential of students in the UW System and continue the great partnership we have in Wisconsin.

Please support United Council in our tradition of excellence, and invest in the future of our organization.

Please let me know if you have any questions or are in need of any additional information in order for this request to go before the Board of Regents in July. Thank you for your assistance.

Sincerely,

Nicole Juan
Executive Director

UNITED COUNCIL HISTORY

UC is one of the oldest, largest and most effective state student associations in the country and its current story is full of victories and potential, but its history is just as intriguing. After all, where we come from is just as important as where we are or even where we hope to go.

Student councils were the earliest forms of student groups at institutions of higher education. These bodies were usually concerned with social functions: homecoming; formal teas; dances. Although students had been involved in social movements for decades, it was not until after the Korean War (early 1950s), when veterans returned to school, that a student rights movement was truly initiated. Soon, student councils became student associations and the focus began to transition towards issues of social justice instead of social functions.

In the 1960s, the student movement became increasingly active as demonstrations, riots and takeovers became popular. To aid in the pursuit of their rights and social change, students began to organize on a statewide level. In 1951, with the addition of a liberal arts curriculum, the nine State Teachers Colleges became the Wisconsin State Colleges (WSC). In 1960 five of the nine WSC schools met at the Stevens Point campus as a "united council". This body is where the current United Council of UW Students (UC) began although in a much different format. The original body met quarterly to interact on a social, as well as political, basis.

In the early 1970s, legislation was enacted to create one large, public university system. The Wisconsin State Colleges (renamed the Wisconsin State Universities in 1964) merged with the University of Wisconsin, which consisted of Milwaukee and Madison (both offering doctoral degrees) and their extension campuses (Parkside and Green Bay), plus 10 freshman-sophomore campuses (now known as the UW Colleges) and Extension, to form the University of Wisconsin System. The original UW schools were also welcomed into United Council by the WSC schools.

Legislation and State Statutes governing the merger also provided for student rights and responsibilities within System. In 1974, after much lobbying by United Council students and staff, § 36.09(5) was created, granting students a legal share in the "rights and responsibilities" of institutional governance.

Around the same time, state and system student associations (SSAs) expanded their roles to include activism and representation, as well as a focus on change. United Council was no different in this respect. Through the 1970s and 1980s, UC worked on a variety of social and higher education issues ranging from tuition/financial aid to increased student involvement in System governance, from divestiture of South African investments to maintaining 18 as the legal drinking age.

By September of 1978, UC had been granted 501 (c) (3) tax-exempt status from the IRS, but the organization had also begun to feel a severe financial crunch. At their October 1979 meeting, the membership decided to move ahead and develop an alternative funding method that would help to stabilize the fiscal standings of the organization. A motion was made to ask students on each campus, during their fall senate elections, whether or not they would support paying \$1.00/year for United Council. The question was run on the five campuses that had such elections and passed by an average of a 3-1 margin on all but one campus.

After reviewing the results, UC decided to proceed with the proposal of a mandatory, refundable (upon request) fee to be charged to all students on member campuses. The Board of Regents approved the final version of this plan in 1980.

It is thought that in the late 1970's United Council moved into permanent office space in Madison. Prior to the move, UC had been operated out of the various campuses the student staff attended. It is also thought that around this time professional staff began to be hired, replacing the former system of electing/appointing students to serve in the positions and represent the interests of the organization.

United Council of UW Students (UC) currently represents approximately 150,000 students on 21 of the 26 UW System campuses. UC is still a student-operated organization committed to enhancing the quality of student life and higher education. It has grown to include eight full-time staff members (Executive Director, Finance and Development Director, Government Relations Director, Communications Director, Inclusivity Director, Field Director, two Field Organizers, and a part time Office Assistant) who represent students at the Capitol and UW System, while providing information, assistance, support and training to students in order to help them effect change on their individual campuses and in their lives.

The functions of UC can now be categorized as: advocacy; activism; education; and programming. Staff members advocate for students in regular meetings with legislators, administrators, Regents and other key decision-makers. UC employs three full-time, registered lobbyists (Executive Director, Government Relations Director, and Advocacy Field Organizer) to work with the state legislature and several staff members routinely meet with System administration to make sure that students and their interests are consistently represented (since not all UW students can be in Madison all of the time). Staff members also research a multitude of higher education and social justice issues and often compile that information into fact sheets that are distributed to students for campus use. Education is also provided at the many events UC hosts throughout the year, especially the one large conference held annually (Building Unity Student Empowerment Conference).

For years, UC has worked to organize students across the state on a variety of issues. Every two years, students join together to make sure that their interests are provided for in the state's budget process. UC has also taken to running a coordinated statewide campaign (SWC) each year.

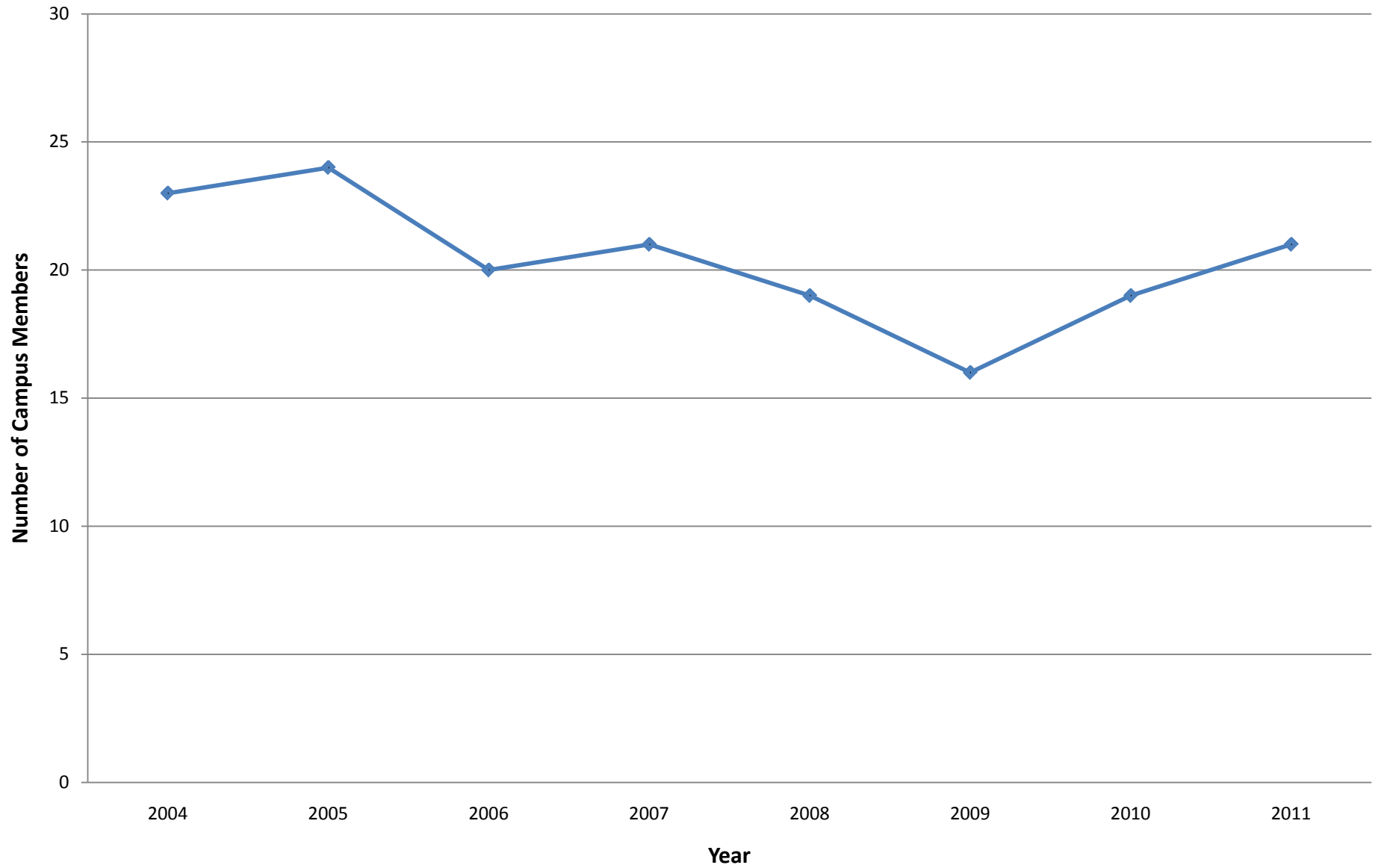
In February 2002, UC adopted a SWC to link financial aid increases to tuition increases. Students from all 24 member campuses (as well as one non-member campus) joined forces to lobby the Legislature and the Governor to include language in the Budget Reform Bill that would provide this link. After hundreds of emails, postcards, letters, faxes and phone calls found their way to the Capitol, the Governor met with UC's lobbyists and a few days later, signed the link into Wisconsin law, along with many other student-friendly budget provisions. This is a textbook example of the power students wield when organized as one, collective body. It is this power that UC tries to harness when running all of its statewide efforts.

There are many other victories United Council has fought for and won over the years. Here are a few examples from recent years:

- Wisconsin's sexual assault statutes to include alcohol as an intoxicant
- Both student seats on the Board of Regents
- Passage of "Michelle's Law" allowing students the ability to retain their health insurance if they have to drop out of full-time enrollment due to illness
- Tuition remission for Wisconsin Veterans
- A UW-Colleges tuition freeze for an unprecedented third year in a row
- Increases in financial aid that effectively freeze tuition for all students from families making less than \$60,000 a year
- Ensuring that students' rights to legal representation in non-academic conduct hearings are upheld
- Increase in financial aid funding by \$20 million in the 09-11 Biennial Budget
- Domestic Partnership Benefits for UW System Employees
- 'Wisconsin Dream Act' allowing certain undocumented students in the state of Wisconsin to attend the UW System at in-state tuition levels
- Rights for UW System faculty and staff to collectively bargain

Higher education remains a powerful avenue for sparking debate and civic engagement in society, and through United Council, the students of Wisconsin ensure access to higher education and its role in provoking thought, discourse, and action.

Campus Membership 2004-2011



UNITED COUNCIL MANDATORY REFUNDABLE FEE HISTORY

1959: The Wisconsin State Colleges merge to become the Wisconsin State University (WSU).

1960: The WSU Student Governments first meet as a united council. Quarterly meetings are held to discuss political issues and hold social events.

1969: Discussion over the lack of continuity from year to year with United Council began, and suggestions were made to hire a full time staff or an advisor.

1971: The legislature authorizes the merger of the University of Wisconsin and the WSU. Green Bay, Madison, Milwaukee and Parkside are invited to join WSU as members of United Council.

1972: The first professional United Council staff is hired. Most staff members at the time were still students; however, they were required to live in Madison.

1974: Chapter 36 passes into law replacing the old chapters 36 (UW) and 37 (WSU) and adding shared governance rights for students under 36.09(5).

1975: Increased services and legal fees for court cases such as UW-Milwaukee SA v. Baum and UW-Oshkosh SA v. Board of Regents necessitated a greater and more stable form of funding.

1979: Complications with the UC budget arise when some campuses continually fail to pay membership dues in a timely manner. Resolutions are put forward to limit the voting rights of campuses failing to pay dues on time. UC efforts to create a more stable funding source begin.

1980: In order to provide UC with a stable funding source, the Board of Regents, on the sole recommendation of UC, create the Mandatory Refundable Fee and referenda policy. The MRF is set at \$0.50 per student per semester. Chief student personnel officers (currently known as chief student affairs officers) express strong opposition to such a fee.

1991: The Board of Regents approves an increase of the MRF to \$0.75 a semester. A requirement that notice be mailed three days prior to any referenda and limits on refunds of the MRF to 45 days after the start of classes are also approved.

1995: The Board of Regents clarifies that student governments are not required to run referenda. Notice prior to a referendum is extended to two weeks. Referenda language is also limited to only what is provided for in Regent policy.

1996: The Board of Regents approves an increase of the MRF to \$0.95 a semester.

1999: The Board of Regents approves an increase of the MRF to \$1.35 a semester and ensures that campuses are no longer assessing a 5% administrative fee to MRF revenue.

2000: UW System Administration (UWSA) creates and fully funds the Student Ambassadors Council, which carries out some of the same work as United Council but under UWSA direction. Members are handpicked by Chancellors and have no association with student governments.

2004: The Board of Regents sets the MRF at \$2.00 per semester per student.

2004-08: 25 of 26 UW System campuses were at some point members of United Council during this time period, an all time high since the inclusion of two-year campuses as full members.

2005: In response to an outcry from student government presidents UW System reorganizes the Student Ambassadors Council into Student Representatives, made up of the student President and Vice President of each campus.

2008: United Council restructures, utilizing the input of students, Regents, staff, administrators and an independent consultant, to better serve the needs and wishes of students.

2009: Membership in United Council reaches a modern low of 15 campuses, which includes the loss of UW-Milwaukee in spring of 2010.

2010 - 2011: In response to full implementation of the new United Council structure and Student Representatives' initiative to merge with United Council, Green Bay, La Crosse, Milwaukee, Oshkosh, Platteville and Superior all rejoin United Council, bringing membership to 21 of 26 campuses and approximately 150,000 of 180,000 total UW System students.

Comparison of Segregated Fee Increases to MRF Level

Campus/Year	2004	2010	% Increase
Madison	\$ 304.00	\$ 525.00	73%
Milwaukee	\$ 346.50	\$ 440.95	27%
Eau Claire	\$ 287.75	\$ 526.45	83%
Green Bay	\$ 577.00	\$ 657.00	14%
La Crosse	\$ 353.10	\$ 459.13	30%
Oshkosh	\$ 251.00	\$ 452.50	80%
Parkside	\$ 324.00	\$ 480.00	48%
Platteville	\$ 336.00	\$ 432.00	29%
River Falls	\$ 315.00	\$ 510.00	62%
Stevens Point	\$ 284.40	\$ 525.10	85%
Stout	\$ 284.12	\$ 394.88	39%
Superior	\$ 326.17	\$ 649.76	99%
Whitewater	\$ 277.82	\$ 415.32	49%
Baraboo	\$ 140.60	\$ 196.16	40%
Barron	\$ 118.85	\$ 165.10	39%
Fond du Lac	\$ 122.80	\$ 168.69	37%
Fox Valley	\$ 110.00	\$ 131.90	20%
Manitowoc	\$ 88.90	\$ 156.86	76%
Marathon	\$ 105.15	\$ 137.89	31%
Marinette	\$ 84.00	\$ 146.00	74%
Marshfield	\$ 110.60	\$ 171.71	55%
Richland	\$ 127.30	\$ 174.29	37%
Rock	\$ 104.90	\$ 153.38	46%
Sheboygan	\$ 124.05	\$ 154.21	24%
Washington	\$ 121.50	\$ 163.51	35%
Waukesha	\$ 109.35	\$ 151.88	39%
Avg. Increase			49%

UC MRF	\$ 4.00	\$ 6.00	50%
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N.B. The most recent data covers only the six year period between 2004-2010; however, the UC MRF will not increase until 2011, adding an additional year of segregated fee increases while the MRF remains frozen.

United Council of UW Students FY 11-12 Proposed Budget

<u>Account Number</u>	<u>Revenue</u>	<u>\$2 MRF Budget</u>	<u>\$3 MRF Budget</u>
4005	Eau Claire	\$44,895.10	\$64,535.40
4010	Green Bay	\$24,119.70	\$33,942.70
4030	Madison	\$175,627.80	\$263,418.76
4050	Milwaukee	\$101,807.71	\$146,397.86
4060	Oshkosh	\$42,551.76	\$60,431.25
4090	Parkside	\$20,775.55	\$29,468.05
4110	Platteville	\$28,885.60	\$41,216.60
4140	Stevens Point	\$37,610.50	\$53,823.20
4210	Superior	\$10,134.40	\$14,360.00
4220	UW Centers	\$37,603.45	\$56,557.40
	La Crosse	\$32,432.00	\$47,837.20
	MRF Subtotal	\$556,443.57	\$811,988.42
4230	Miscellaneous Income	\$0.00	\$0.00
4236	Dividend Income	\$0.00	\$0.00
4237	Unrealized Gain(Loss)	\$0.00	\$0.00
4238	Realized Gain(Loss)	\$0.00	\$0.00
4240	Interest Income	\$0.00	\$0.00
4420	Event Sponsorships	\$0.00	\$0.00
4450	Direct Public Support	\$0.00	\$0.00
4460	Program Income	\$0.00	\$0.00
4470	Direct Public Grants	\$0.00	\$0.00
	"Other" Revenue Subtotal	\$0.00	\$0.00
	Total Revenue	\$556,443.57	\$811,988.42

<u>Account Number</u>	<u>Expenses</u>	<u>\$2 MRF Budget</u>	<u>\$3 MRF Budget</u>
5100	Personnel and Professional Costs		
5110	Executive Director	\$46,020.31	\$53,687.08
5112	Government Relations Director	\$26,809.92	\$32,000.00
5114	Finance & Development Director	\$31,243.85	\$36,463.71
	Shared Governance Director	\$0.00	\$29,426.40
5122	Inclusivity Director	\$28,114.46	\$33,557.08
5124	Field Director	\$29,455.52	\$34,886.16
5126	Communications Director	\$27,980.93	\$33,398.85
5127	Field Organizer 1	\$0.00	\$29,426.40
5128	Field Organizer 2	\$0.00	\$29,426.40
	Field Organizer 3	\$0.00	\$29,426.40
5130	Advocacy Field Organizer	\$28,114.46	\$33,557.08
5132	Membership Field Organizer	\$27,415.97	\$32,724.55
5133	Office Assistant	\$13,584.72	\$32,430.31
5140	Student President	\$4,050.00	\$8,100.00
5150	Student Vice President	\$4,050.00	\$8,100.00
5160	Student Secretary	\$2,025.00	\$4,050.00
5170	Accountant	\$5,000.00	\$5,000.00
5180	Attorney	\$1,000.00	\$1,000.00
5190	Staff Development	\$7,400.00	\$9,400.00
5195	Payroll Processing Fees	\$2,300.00	\$3,100.00
5197	Cell Phone Reimbursement	\$10,560.00	\$24,960.00
5100	Subtotal	\$295,125.14	\$504,120.42
5399	Affiliated Personnel Costs		
5400	Group Health	\$36,224.82	\$52,324.27
5405	Medical Reimbursement	\$4,250.00	\$6,500.00
5410	Workers Compensation	\$1,100.00	\$1,800.00
5420	FICA	\$20,381.14	\$34,573.07
5430	Unemployment Compensation	\$4,725.00	\$6,825.00
5399	Subtotal	\$66,680.96	\$102,022.34
5499	Travel Costs		
5467	Campus Visits	\$14,500.00	\$14,500.00
5500	(N&R) USSA Congress	\$7,375.00	\$7,375.00
5502	(N&R) USSA LegCon	\$7,250.00	\$7,250.00
5503	(N&R) USSA Board	\$2,400.00	\$2,400.00
5510	Convention Travel	\$2,750.00	\$2,750.00
5520	Board Travel	\$3,000.00	\$3,000.00
	Board Per Diem	\$2,520.00	\$2,520.00
5530	Per Diems	\$10,000.00	\$10,000.00
5540	MRF Referenda	\$3,500.00	\$3,500.00
5550	General Student Travel	\$2,000.00	\$8,000.00
5499	Subtotal	\$55,295.00	\$61,295.00

<u>Account Number</u>	<u>Expenses</u>	<u>\$2 MRF Budget</u>	<u>\$3 MRF Budget</u>
5600	Facility Costs		
5690	Telephone	\$2,000.00	\$2,000.00
5710	Rent	\$48,559.84	\$48,559.84
	Regional Field Operations	\$0.00	\$1,000.00
5740	Office Insurance	\$525.00	\$525.00
5600	Subtotal	\$51,084.84	\$52,084.84
6000	Marketing Costs		
	Merchandise	\$0.00	\$1,000.00
6040	Printing	\$1,000.00	\$1,000.00
6050	Advertising	\$1,800.00	\$5,000.00
6000	Subtotal	\$2,800.00	\$7,000.00
6200	Organizational Support Costs		
6210	Subscriptions	\$2,000.00	\$2,000.00
6220	Lobby Registration	\$500.00	\$500.00
6230	USSA	\$18,000.00	\$18,000.00
6240	Democracy in Action	\$12,000.00	\$12,000.00
6200	Subtotal	\$32,500.00	\$32,500.00
6600	Supplies and Equipment Costs		
6690	Copier Lease & Maintenance	\$11,200.00	\$11,200.00
6692	Technology	\$5,000.00	\$5,000.00
6693	Office Supplies	\$6,000.00	\$6,000.00
6695	Postage	\$500.00	\$500.00
6696	Technology Maintenance	\$2,000.00	\$2,000.00
6600	Subtotal	\$24,700.00	\$24,700.00
7200	Programming Costs		
7220	Building Unity	\$10,000.00	\$10,000.00
7230	Conventions	\$6,100.00	\$6,100.00
7270	Other Events	\$5,813.63	\$5,813.63
7272	Campus Communication	\$1,000.00	\$1,000.00
7275	Board Retreat & Meetings	\$2,000.00	\$2,000.00
7280	Alumni Event	\$400.00	\$400.00
7200	Subtotal	\$25,313.63	\$25,313.63
7400	Miscellaneous Costs		
7430	MRF Refunds	\$244.00	\$244.00
7458	Investment Fees	\$1,200.00	\$1,200.00
7460	Bank Charges	\$750.00	\$750.00
7475	Penalties, Licenses & Fees	\$250.00	\$250.00
7476	Miscellaneous Expenses	\$500.00	\$500.00
7400	Subtotal	\$2,944.00	\$2,944.00
	Total Expenditures	\$556,443.57	\$811,980.23
	Total Revenue	\$556,443.57	\$811,988.42
	Surplus/Deficit	\$0.00	\$8.19

United Council of UW Students Budget Narrative

Prepared by Breianna Hasenzahl-Reeder, Finance & Development Director,
Dana Calamia, Finance Committee Chair
Tyler Borkowski, Finance Committee Member
Dylan Jambrek, Vice President Elect
and Nicole Juan, Executive Director

Based on Chart of Accounts and Proposed Budget for
Fiscal year 2011-2012

Revenues

Revenue: Mandatory Refundable Fee Dues

The number of enrolled students multiplied by the Mandatory Refundable Fee (MRF) will not accurately reflect this revenue as some students receive exemptions from the fee, i.e. students in study abroad programs, etc. (see Regent Policy (F44) A.24). In order to more accurately predict the MRF revenue for the fiscal year 11-12, the MRF revenue for each campus from the previous year is multiplied by 95% to allow for fluctuations in enrollment. Based on Regent Policy, we do not budget for summer MRF payments for new member campuses gained in the spring semester of 2011; UW Fond du Lac and UW La Crosse. The organization does not have recent MRF payment data from these campuses, so the total enrollment for the previous academic year for each campus is multiplied by 80% to account for fluctuations in enrollment. This enrollment estimation is then multiplied by \$4 (\$2 for fall semester of 2011 and \$2 for spring semester 2012). UW Green Bay, UW Superior, UW Oshkosh, and UW Platteville did not pay the summer MRF for fiscal year 10-11 due to Regent Policy 30-4, which means that these payments need to be calculated for fiscal year 11-12. 2010-2011 Summer enrollments for these campuses were multiplied by 80%, multiplied by \$2, and then added to the estimated MRF revenue for the fall and spring semesters. MRF revenue estimations for each campus are then added together to create the total estimation for this source of revenue.

A \$3 increase would result in a \$1 increase per semester and a \$2 increase for the 2011-2012 academic year. To calculate the additional revenue if the MRF is increased to \$3 per semester per student, the sum of the Spring 2011 MRF payments was multiplied by 95%, which equals \$252,535.95. This sum was then added to the estimated MRF revenue described above. Typically Spring MRF payments are less than Fall MRF payments due to change in campus enrollments, since it is very hard to calculate estimated MRF revenue based on enrollment numbers alone the most current payments yield the most accurate estimation.

Based on the model presented above, it is anticipated that the MRF revenues will be \$811,988.42.

Institution	10-11 Enrollment	Summer 2010	Fall 2010	Spring 2011	Total MRF Received in 10-11	Total Estimated MRF for FY11-12	Total \$3 MRF
UW Green Bay	6636	\$3,540.80	\$11,322.00	\$10,340.00	\$21,662.00	\$24,119.70	
UW Superior	2856	\$1,318.40	\$4,832.00	\$4,448.00	\$9,280.00	\$10,134.40	
UW Madison	42180	\$8,290.58	\$90,503.77	\$89,244.28	\$188,038.63	\$178,636.70	
UW Parkside	5160	\$2,808.50	\$9,910.50	\$9,150.00	\$21,869.00	\$20,775.55	
UW Platteville	7928	\$3,121.60	\$14,140.00	\$12,980.00	\$27,120.00	\$28,885.60	
UW Oshkosh	13629	\$4,883.20	\$20,830.61	\$18,820.51	\$39,651.12	\$42,551.76	
UW Eau Claire	11413	\$4,784.00	\$21,800.00	\$20,674.00	\$47,258.00	\$44,895.10	
UW Stevens Point	9500	\$4,076.00	\$18,448.00	\$17,066.00	\$39,590.00	\$37,610.50	
UW Colleges	14385	\$4,189.99	\$19,378.74	\$18,687.53	\$42,256.26	\$35,075.45	
UW Milwaukee	30470			\$46,937.00		\$101,807.71	
Fond du Lac	790			\$1,264.00		\$2,528.00	
UW La Crosse	10135			\$16,216.00		\$32,432.00	
Totals				\$252,535.95		\$559,452.47	\$811,988.42

Revenue: Other

After consulting United Council's contracted accountant, the organization has decided that it is best if it budgets a conservative estimate of \$0.00 for "other" revenue. It is hard to predict investment income and fundraising income due to: fluctuations in the economy, a lack of a large and wide donor base, and a lack of knowledge of where our events will be held. In general it is good practice to not count on what could be a poor prediction of this revenue for the operating budget. However, United Council will continue to invest reserve funds and will continue to fundraise. This additional revenue from investments and fundraising can be used for specific projects or purchases that the Board of Directors deems appropriate. Additional information about these line items is as follows;

4230 Misc. Income: This line item represents any additional revenue not accounted for in one of the other line items.

4236 Dividend Income: This line item accounts for income earned on the organization's investments which automatically goes back into our investments. The line item is primarily for tracking purposes.

4237 Unrealized Gain (Loss): This line item tracks the gain or loss in the value of the stocks United Council has invested in. After conversations with the accountant it was determined that it is more accurate to include this line item for tracking purposes.

4238 Realized Gain (Loss): This line item tracks the revenue gained if United Council were to sell its stocks. Although the organization does not anticipate this, it was determined that it is more accurate to include this line item for tracking purposes.

4240 Interest Income: This line item tracks interest earned on the checking account and on Certificates of Deposit.

General Fundraising Efforts (4420 Event sponsorships, 4450 Direct Public Support, 4470 Direct Public Grants): Primarily, the organization fundraises money for programming and campaigns. Fundraising for conferences has varied greatly in the past few years. To make sure that United Council does not count on monies collected through fundraising for operating costs this line item will reflect no monies fundraised. However, the Finance and Development Director will continue to fundraise using methods from the past and new methods. United Council is continuing to work with alumni on a strategic plan for a comprehensive alumni network. A couple smaller alumni events will be hosted this year which are primarily aimed at renewing and keeping relationships with alumni. However, since there is not currently a strong alumni donor base it is hard to predict what will be raised at these events so to be on the safe side the estimate is that no monies will be fundraised at these events.

4460 Program Income: This line item tracks revenue earned through non-member registration fees at United Council events.

Expenses

5100 - Personnel & Professional Costs

Staff Salaries: The purpose is to support, advise, and organize students in achieving the goals they set for the organization. Staff are hired to assist in the day to day operations of the organization and with their assistance UC is more effective. According to Personnel Policies and Procedures, every year a staff member stays with

United Council they automatically receive a 5% raise. This raise begins on the same date exactly one year after the date of hire. The base salary was approved by the Board of Directors in FY05-06 and is \$26,809.92.

Staff job descriptions:

Executive Director: Accountable to manage the daily operations of the organization to successfully meet the commitments and strategies of the board, including managing all staff, lobbying, creating the internal budget, and working with the Board of Directors.

Government Relations Director: Responsible for managing interaction with any government agency or elected office, as well as research related to legislative and policy priorities.

Finance & Development Director: Responsible for working with students to develop the budget, managing organizational finances, creating and implementing office systems, managing incoming and outgoing communication, fundraising, and coordinating fundraising and alumni events.

Shared Governance Director: Maintains the direct line of communication between students, campus and system administration; organizes students to involve them directly in shared governance structures; educates students of shared governance rights and responsibilities.

Inclusivity Director: Responsible for coordinating the efforts of the Coalition Action Council and providing task force leaders with the support they need to be successful. Manages outreach and offers support to student communities within the university.

Field Director: Assists student in the creation and implementation of field strategies and statewide campaigns. Hires and manage field organizers.

Communications Director: Manages all external relations, forms and manages overall messaging of organization, works with staff and student leaders to maintain integrity and continuity of message.

Field Organizers: Work to ensure member campuses are receiving the support they need through trainings, field support, direct assistance, and the creation and implementation of grassroots organizing strategies and campaigns.

Advocacy Field Organizer: Design and monitor field strategy for statewide advocacy campaigns, collaborates with other staff to support and maintain leadership development, and student engagement.

Membership Field Organizer: Coordinate, communicate, and work with non-members, plan and coordinate referenda, organize students on individual campus campaigns, and work to ensure member campuses are receiving the support they need.

Office Assistant: Performs a range of office support tasks including data entry, payment processing, invoice creation, material creation, and event logistics.

Calculation/Reasoning:

Account #	Position	Name	Date of Hire	Budget
5110	Executive Director	<i>Nicole Juan</i>	8-27-07	\$46,020.31
5112	Government Relations Director	<i>TBD</i>	7-1-11	\$26,809.92
5114	Finance & Development Director	<i>Breianna Hasenzahl-Reeder</i>	5-12-08	\$31,243.85
	Shared Governance Director			\$29,426.40
5122	Inclusivity Director	<i>Ben Klingenberg</i>	7-12-10	\$28,114.46
5124	Field Director	<i>Todd Nordgren</i>	7-28-09	\$29,455.52
5126	Communications Director	<i>Matt Guidry</i>	7-17-10	\$27,980.93
	Field Organizer			\$29,426.40
	Field Organizer			\$29,426.40
	Field Organizer			\$29,426.40
5130	Advocacy Field Organizer	<i>Erika Wolf</i>	7-12-10	\$28,114.46
5132	Membership Field Organizer	<i>Courtney Morse</i>	1-18-11	\$27,415.97
5133	Office Assistant	<i>Katie Baeten</i>	3-24-11	\$13,584.72

Staff Bonuses: There is no plan to give staff bonuses this year.

Student President, Vice President, and Secretary: Compensation based on hours dedicated to United Council business that could or would otherwise be spent working to pay for school and living expenses. It is important that United Council's President, Vice President, and Secretary are compensated for the work that students and staff will be asking them to complete. The President and Vice President are estimated to work 10 hours per week for 45 weeks a year. The Secretary is estimated to work 5 hours per week for 45 weeks a year. Hours will be tracked using timesheets that will be collected by the Executive Director. These timesheets will be used for accountability purposes and to track more accurately the amount of time these student officers work per year. This line item is recommended to have a cost of living increase of approximately 2.6% per year when financially realistic, which will not happen this year.

Calculation/Reasoning: Proposing to keep the Student President & Vice President pay at \$9.00/hour X 20 hours X 45 weeks = \$8,100.00/year. Secretary pay is calculated at \$9.00/hour X 10 hours X 45 weeks = \$4,050.00/year. .

5140 Student President Budget: \$8,100.00

5150 Student Vice President Budget: \$8,100.00

5160 Student Secretary Budget: \$4,050.00

5170 Accountant: Payment for services of the organization's contracted accountant. United Council is billed by the hour for time spent on reviewing our QuickBooks account each quarter, preparing tax statements, and additional financial matters of the organization. The accountant is also on call to help United Council with any questions or concerns.

Calculation/Reasoning: Same as last fiscal year.

5170 Accountant Budget: \$5,000.00

5180 Attorney: Payment for services of an attorney. The organization does not have an attorney on retainer but does occasionally contract the services of a law firm or individual lawyer on various matters. Quite frequently staff alumni who are now practicing attorneys provide their services pro-bono. However, most of these "pro-bono" services consist of simple matters such as reviewing the current office lease.

Calculation/Reasoning: Pro-bono service is always sought and preferred but on the occasion that a more comprehensive service is needed or pro-bono service cannot be utilized, it is in the best interest of United Council to set aside money for an attorney.

5180 Attorney Budget: \$1,000.00

5190 Staff Development: Expenses related to training and developing new skills for staff members, i.e. costs of staff retreats, registration costs of seminars, etc. It is expected that each staff member bring back the knowledge gained from the trainings they attend. This learned knowledge is utilized when staff presents workshops and trainings for each United Council event. These trainings, also prepare staff to give requested workshops or trainings at Conventions or on individual campuses. Additionally, staff members are expected to utilize the trainings they receive from conferences to train staff members that did not attend. UC also hosts 2 staff retreats per year (1 per semester) for staff to train each other to expand individual skill sets, build strategic semester plans together, and provide opportunities for alumni to come and give staff trainings.

Examples of conferences include:

The Statewide Student Association Staff Training– to connect technology-enabled organizers, managers, staff, and leaders to use the new tools, tactics and strategies available to organizations of all sizes. The training will help to incorporate young organizers into other civic engagement work, build a leadership pipeline within each state/region, and further build relationships among organizations and individuals. This training is held in late June and will be in Madison this year.

Executive Director Conference –This Conference provides trainings and networking opportunities for Statewide Student Association Executive Directors. Exposure of United Council as an organization is an additional benefit for the Executive Director to present at and attend this conference. Many of the speakers that are contracted for United Council's events such as Building Unity will either speak for free or at a discounted rate due to the

networking the Executive Director does at this conference. This space also is used for EDs to hold USSA accountable for making their services more tailored to SSAs.

Calculation/Reasoning: Each full-time staff member will receive \$500.00 to attend a training that is applicable to their specific job description. 12 full time staff X \$500.00 = **\$6,000.00**. Statewide Student Association Staff Training: \$100.00 per attendee; 8 staff X \$100.00 = **\$800.00**. Executive Director Conference: 1 plane ticket = \$500.00, 1 hotel room for 3 nights X \$100.00/night = \$300.00; total = **\$800.00**. 2 staff retreats = **\$1,800.00**.

5190 Staff Development Budget: \$9,400.00

5195 Payroll Processing Fees: United Council currently uses a contracted service to complete our payroll, ensures accurate taxes are taken out, submits taxes to the IRS, and allows remote access to payroll.

Calculation/Reasoning: Roughly \$100.00 fee for each pay period X 26 pay periods a year = **\$2,600.00**; \$40.00 quarterly fee X 4 quarters = **\$160.00**; and \$11.50 shipping/handling per pay period X 26 pay periods a year = **\$299.00**; Total = **\$3,059.00**. Extra **\$41.00** for staff changes which result in additional charges.

5195 Payroll Processing Fees Budget: \$3,100.00

5197 Cell Phone Reimbursement: The organization's cell phone plan ended in June 2009. Typically staff did not use the extra phones, because having only two staff cell phones did not meet the needs of all staff. It was decided that the best course of action was to provide each staff member and student officer with cell phone reimbursements. \$80.00 each month will be given for unlimited data plans. \$50.00 will be given for general plans. United Council will not continue to provide the Executive Director with a cell phone and pay for the plan each month, which means that the Executive Director will now be given a cell phone reimbursement.

Calculation/Reasoning: \$80.00 per month X 12 months X (12 staff + 14 student officers) = \$24,960.00

5197 Cell Phone Reimbursement Budget: \$24,960.00

5399 Affiliated Personnel Costs

5467 Group Health: Costs of health and dental insurance for United Council employees. The Personnel Policies and Procedures stipulate that the organization will pay 100% of health and dental insurance premiums for all full-time employees. UC believes in retaining quality committed staff members which translates into providing health care to our part time employees. Healthcare and dental group plans, however, are renewed annually and premiums always increase.

Calculation/Reasoning: Health care costs \$284.57 per month, per staff member until January '12. \$284.57 X 13 staff X 6 months = \$22,196.46. After Jan '12, premiums will likely increase by 10% to \$313.03 per month, per staff member for the rest of the fiscal year. \$313.03 X 13 staff X 6 months = \$24,416.11. Dental coverage is \$34.87 per month, per staff member until Jan '12. \$34.87 X 13 staff X 6 months = \$2,719.86. This cost will likely increase by 10% to \$38.36 after Jan '12, \$38.36 X 13 staff X 6 months = \$2,991.85. Total health is **\$46,612.57**, total dental is **\$5,711.71**.

5467 Group Health Budget: \$52,324.27

5405 Medical Reimbursement: Costs of following the Personnel Policies & Procedures, which state “United Council will pay deductibles, co-payments, and miscellaneous health expenses (including optical) up to \$500.00 per employee per fiscal year.” Part time employees will get half the full-time regular medical reimbursement.

Calculation/Reasoning: 13 staff X \$500.00 = \$6,500.00

5405 Medical Reimbursement Budget \$6,500.00

5410 Worker’s Compensation: Workers' compensation provides money and medical benefits to an employee who has an injury as a result of an accident, injury or occupational disease on-the-job. Workers' compensation is designed to protect workers and their dependents against the hardships from injury or death arising out of the work environment. It is intended to benefit the employee and employer alike. The employee receives money (usually on a weekly or biweekly basis) and medical benefits in exchange for forfeiting the common law right to sue the employer. The employer benefits by receiving immunity from court actions against them by the employee in exchange for accepting liability that is limited and determined. The question of negligence or fault is usually not at issue. If an employer fails to obtain required coverage and an accident occurs, the injured employee can either file a lawsuit against the employer in civil court or file a claim against the state workers' compensation system. Monetary exposure to a suit in civil court can be extremely significant to the employer. Stop-work orders and fines can be levied in addition to injunction and assessments against the employer. Employers who try and circumvent the law by going "naked" may also expose their personal assets and other business assets as well.

For these calculations payroll = gross payroll which is the sum of staff salaries and staff cell phone reimbursements.

Calculation/Reasoning:

- General worker’s comp currently set at \$.29 per \$100.00 of payroll. Payroll total for FY 11-12 is \$451,935.56/\$100.00 = \$4,519.36 x \$.29 = \$1,310.61
- Domestic terrorism coverage rate: \$.01 per \$100.00 of payroll: \$451,935.56/\$100.00 = \$4,519.36 x \$.01 = \$45.19
- Foreign terrorism coverage rate: \$.03 per \$100.00 of payroll: \$451,935.56/\$100.00 = \$4,519.36 x \$.03 = \$135.58
- There is also an expense constant (essentially a service fee) of \$220.00.

TOTAL WORKER’S COMPENSATION: \$1,711.39

We budgeted slightly over because the \$.29 per \$100.00 rate can fluctuate slightly and we are charged tax as well.

5410 Workers Compensation Budget: \$1,800.00

5420 FICA: FICA is determined by the Federal Insurance Contribution Act, which states that 12.4% of an employee’s earned income (up to an annual limit) must be paid into Social Security, and an additional 2.9% must be paid into Medicare (a total of 15.3%). Half of that percentage is withheld from the employee during payroll, and the employer must contribute the other half. The activity in this account reflects United Council’s contribution towards FICA and should be calculated at 7.65% of the gross payroll of the organization for the year. <http://www.ssa.gov/>

For these calculations payroll = gross payroll which is the sum of staff salaries and staff cell phone reimbursements.

Calculation/Reasoning: 7.65 % of \$451,935.56 payroll = \$34,573.07

5420 FICA Budget: \$34,573.07

5430 Unemployment: Costs of unemployment insurance for the organization. The rates are determined by the U.S. Government and the WI Dept. of Workforce Development (DWD) who take into account factors such as the number of former employees who utilize their options to collect unemployment benefits and the level of the organization's reserve. Ultimately, the rate of insurance is variable and is not known until October of each year. The current rate for calendar year is 2.62%, which is low. That rate is then multiplied by the first \$10,500.00 of each employee's wages in order to determine the total amount owed. www.dwd.wisconsin.gov

Calculation/Reasoning: Last year the rate was 2.62%, and the absolute highest it would likely go is 6%. It's unlikely that the rate would actually go as high as 6%, so it is budgeted for the rate to increase to 5%, which should allow for considerable fluctuation in the rate. When the rate increases, one option would be to deposit more money into the unemployment reserve fund to get a lower rate. This line item should allow enough of a cushion to handle higher rates and/or investing more money in this fund.

TOTAL UNEMPLOYMENT = \$10,500.00 x 13 staff x 5% = \$6,825.00

5430 Unemployment Budget: \$6,825.00

5499 Travel

5467 Campus Visits: Campus visits are conducted for multiple reasons. Staff travel to campuses mainly to assist students in running United Council campaigns as directed by the Board of Directors. Staff also use campus visits as a chance to support students in the campus-based work they are doing, including: running campus-level or regional campaigns, troubleshooting problems on campus, acting as a liaison between students, administrators, and government officials, etc. While on campus, staff usually provide one or more trainings to student government associations, student organizations, or the general student body. Having United Council staff on campus allows for increased visibility on campus which in turn increases recruitment to UC events, campaigns, and actions. Finally, staff can use campus visits to update students, faculty, and administration on United Council work and other pertinent information and connect with those people about campus climate and news. This item includes costs associated with staff visiting campuses such as travel expenses, and lodging.

Calculation/Reasoning: We have based the appropriations on the assumption that staff would use rental cars for campus visits instead of mileage because we do not require staff members to own a car, and therefore we cannot predict how many staff will be reimbursed for mileage on campus visits. It is much cheaper for us to reimburse for mileage on trips less than 300 miles, so one can see why it is important to encourage using the mileage reimbursement whenever possible to cut costs while providing the same service to students. This item assumes 10 visits per year for research institutions (Madison and Milwaukee), 8 visits per year for 4-year comprehensives, 6 visits per year for 2-year colleges, and 4 visits at most per year for non-members campuses.

This amount of visits as calculated is an increase to nearly double the amount of visits per year from the number originally budgeted in for FY 10-11. The number of visits and staff required is based off consistent tracking of travel throughout FY 10-11. This amount was then increased for FY 11-12 in response to multiple direct requests for more frequent visits from students on member campuses and to allow for increased productivity and engagement with students on campus while running United Council's campaigns and providing staff support to students in their work.

5467 Campus Visits Budget: \$14,500.00

5500 National & Regional Travel USSA Congress: Costs of attending USSA's (United States Student Association) Congress, an annual event held over the summer at locations across the nation. This includes travel, lodging, and registration fees. This line item budgets for the logistical needs for 6 students and one staff member. For FY 11-12, Congress will be held in Tallahassee, FL.

Calculation/Reasoning: Costs are based on sending 9 students and 1 staff member. 10 registrations X \$250.00 registration fee = \$2,500.00. 10 plane tickets @ \$450 each = \$4,500.00 Additional money is being allocated so that there is a possibility of helping participants pay for travel costs from the airport to the hotel.

5500 National & Regional Travel USSA Congress Budget: \$7,375.00

5502 National & Regional Travel USSA LegCon: Costs of attending USSA's LegCon (Legislative Conference), a yearly event held in the spring at Washington, D.C. This includes costs such as travel, lodging, and registration fees. This line item budgets for the logistical needs of the entire United Council delegation, 6 students and one staff member.

Calculation/Reasoning: Costs are based on sending 6 students and 1 staff member. 7 LegCon registrations X \$375.00 = \$2,625.00. 7 Statewide Student Association Summit registrations X \$75.00 = \$525.00. 2 hotel rooms X \$200.00 per night (5 nights) = \$2,000.00 with taxes. 7 plane tickets X \$300.00 = \$2,100.00.

5502 National & Regional Travel USSA LegCon Budget: \$7,250.00

5503 National & Regional Travel USSA Board: Costs of attending USSA's Board meetings, including travel, and lodging.

Calculation/Reasoning: Based on the estimation that one student from the United Council delegation at the USSA Congress is elected to the Board of Directors for USSA. It would cover the costs of 1 student's travel and lodging for 3 board meetings held separately from other USSA conferences. 1 board member X \$300.00 per flight (3 meetings) = \$900.00, 1 hotel room X \$100.00 per night (5 nights, 3 meetings) = \$1,500.00

5503 National & Regional Travel USSA Board Budget: \$2,400.00

5510 Convention Travel: Covers cost of staff to travel to United Council Conventions across the state.

Calculation/Reasoning: 4 Conventions, 2 hotel rooms X \$80.00 per night X 2 nights total = \$1,280.00, 2 rental cars X \$50.00 per day for 12 days = \$1,200.00, and gas = \$270.00

5510 Convention Travel Budget: \$2,750.00

5520 Board Travel: Costs associated with emergency travel costs for members of the Board of Directors to attend meetings of the Board of Directors, UC events, Board of Regents meetings, and to Madison for hiring new staff members. This fund is intended to help members of the Board of Directors and Student Officers with travel costs that their campus/student government will not pay for. Emphasis shall be placed on reimbursing travel costs associated with Board meetings that are not held during United Council Conventions.

Calculation/Reasoning: For FY 10-11, this fund was specifically for student officer travel – which included travel to UC events and meetings of the Board of Directors, about \$2,000.00 was spent. Now that this fund will be provided to all Board Members and Student Officers for travel to UC events and Conventions that their campuses will not cover, an additional \$1,000 was added. See Corporate By Laws Article VIII, Section 16.

5520 Board Travel Budget: \$3,000.00

Board Per Diems: Costs associated with providing members of the Board of Directors and Student Officers with \$20 per diem for each regularly scheduled Board of Directors Meeting, in which they attend in person.

Calculation/Reasoning: 14 student members of the Board of Directors (including Student Officers) X \$20/meeting X 9 regularly scheduled Board of Directors Meetings = \$2,520.00

Board Per Diem Budget: \$2,520.00

5530 Per Diems: According to the Personnel Policies and Procedures the organization reimburses staff for food while on the road for UC events and campus visits. \$20.00 per day for in-state travel and \$30.00 per day for out-of-state travel.

Calculation/Reasoning: This includes 5 United Council events, Congress, Leg Con, Staff Trainings, and all Campus Visits.

5530 Per Diems Budget: \$10,000.00

5540 MRF Referenda: Costs of running United Council membership referenda on campuses including travel and lodging. Staff will travel to campuses for referenda to support students in running “vote yes” campaigns on their campus, to answer questions about United Council’s structure, work that students might have, and to bring campaign materials to campus and facilitate their use. Staff presence on campus has shown to increase voter turnout in general for student elections, while supporting United Council membership. These trips also provide many benefits of campus visits, including trainings, issue briefings, meetings with administration and students, and support in United Council campaigns.

Calculation/Reasoning: Based on travel expenses to campuses with referenda next year.

5540 MRF Referenda Budget: \$3,500.00

5550 General Student Travel: This fund is intended to help with emergency travel costs, when a student(s) is not granted travel funds from their campus/student government/student organization to attend United Council conventions, conferences, or campaign events.

Calculation/Reasoning: United Council recognizes that a barrier for students to attend our events is lack of travel funds. While this allocation amount will not cover all student travel to our events, it will provide demonstrated need for students who could otherwise not attend our events.

5550 General Student Travel Budget: \$8,000.00

5499 Facility Costs

5690 Telephone: Costs associated with phone usage for United Council business including phone line rental costs, phone line usage charges, and internal office phone system maintenance payments.

Calculation/Reasoning: Office phone lines = \$25.00/month X 12 months = \$300.00 + \$1,700.00 yearly fee. Additional money is allocated to adjust for any unexpected increases.

5690 Telephone Budget: \$2,000.00

5710 Rent Building: Costs of monthly usage of office space according to the lease. When the organization initially moved into this space it signed a multiple year lease, with increases in rent outlined. This lease expired

May 31, 2011. The Board of Directors approved a new 5 year lease with an opt-out clause after 1 year. \$4,039.92 from 6/1/11 to 6/1/12 is the rate for this next year.

Calculation/Reasoning: Lease goes from June-June so there is 11 months at one rate in the FY 11-12 and one month of the rate with a 2% escalator. 11 months July-May X \$4,039.92 + 1 month X \$4,120.72 = \$48,559.84

5710 Rent Building Budget: \$48,559.84

Regional Field Operations: As the Field Organizers would be regionally placed throughout the state, these positions would require office space in a set location to act as a base for contact and daily work. It is hoped that United Council will be able to partner with several student governments to allow these field organizers to share office space, which would reduce rent quite considerably. However, these funds would help in the transition for these new work spaces which might include additional office supplies or office furniture.

Regional Field Operations Budget: \$1,000.00

5740 Office Insurance: Costs of insuring the office space and equipment, which is required by the landlord and is standard business practice. The insurance company determines changes in rates. It looks like United Council went over on this line item but the office insurance has to be paid in Jan-March of the fiscal year before it takes effect. This gets rectified in the year-end financial statement according to Generally Accepted Accounting Principles

Calculation/Reasoning: The organization has already paid for next year's office insurance, which was \$481.

5740 Office Insurance Budget: \$500.00

6000 Marketing Costs

Merchandise: Costs for the creation of UC materials for large state-wide campaigns, including supplies such as United Council give aways (t-shirts, posters, mugs, water bottles, key chains, bookmarks, etc.), campaign specific items (t-shirts, posters, etc), and other items for specific tactics. These materials would be created in Madison to be distributed to students on campus, campus chapters or Field Organizers who would be running campaigns.

Merchandise Budget: \$1,000.00

6040 Printing: Costs of printing materials to advertise United Council as an organization, i.e. buttons, banners, posters. For FY 10-11, this line was used for basic printing of business cards, letter head, and envelopes. United Council is constantly trying to find ways to secure in-kind donations for our printing needs, but these donations cannot be guaranteed. Recently we have begun to print our own materials which are helping to save costs, however letterhead and envelope printing will still be outsourced.

Calculation/Reasoning: \$16/box of business card paper (300 cards) X 20 boxes = **\$320.00**; 2,500 Letterhead = **\$230.00**; 2,500 envelopes = **\$260.00**; 1,000 checks from Intuit for QuickBooks = **\$190.00**

6040 Printing Budget: \$1,000.00

6050 Advertising: Costs for advertising the organization in newspapers and other news outlets, job announcements, providing event sponsorships in return for advertising space, etc.

Calculation/Reasoning: Posting jobs on Idealist.org, (the most used non-profit job posting site) costs \$60.00 X 6 positions = \$360.00. These funds will also be used to take out advertising space in campus newspapers as well as start a merchandise campaign.

6050 Advertising Budget: \$5,000.00

6200 Organizational Support Costs

6210 Subscriptions: Costs of subscriptions to the Chronicle of Higher Education, WisPolitics (a legislative tracking publication), and the Wheeler Report.

Calculation/Reasoning: Chronicle of Higher Education = free for this year, Wheeler Report = \$1,300.00, WisPolitics = \$510.00, plus \$190 in case there is a raise in fees or another subscription that is needed.

6210 Subscriptions Budget: \$2,000.00

6220 Lobby Registration: Payment of registration fees for lobbyists of the organization. In order to lobby legislators and appointed officials, an individual must be registered as a lobbyist individually and as a lobbyist for this organization. Registration costs \$375.00 for a person to lobby for only one organization per biennium (fee determined by Wisconsin Ethics Board) plus \$125.00 to authorize said person to lobby on behalf of United Council.

Calculation/Reasoning: The new Government Relations Director will need to register as a lobbyist for United Council. 1 registration X \$475.00 = \$475.00. \$25 extra in case the Government Accountability Board changes the fees.

6220 Lobby Registration Budget: \$500.00

6230 USSA: While the purpose of United Council is to provide a statewide network for student leaders it is also important to recognize that there are similar movements/networks in multiple states across the country, as well as on a national scale. United Council recognizes the importance of these other movements. United Council believes that its staff and students should be active participants in helping to shape the national student movement while sharing resources and information with their colleagues from across the nation. Membership dues in USSA are determined by United Council's annual membership revenue (MRF payments received) minus any member campuses that are direct members of USSA, multiplied by 5% percent.

Calculation/Reasoning: Projection based on anticipated revenue multiplied by 5%.

6230 USSA Budget: \$18,000.00

6240 Democracy in Action: The Salsa platform is an integrated, flexible, and affordable set of tools to organize and energize people. It allows United Council to manage its 150,000 supporters and enables us to use email blasts, targeted email and communications, peer-to-peer campaigns online petition campaigns, surveys, event registration, and eventually online donations. The package that we receive is specifically catered to 501(c)3 non-profit organizations whose operating budget is under \$1M and provides these necessary services for working with students across Wisconsin at a comparably low rate.

Calculation/Reasoning: The fee is \$1,000 per month for a database of 150,000 contacts.

6240 Democracy in Action Budget: \$12,000.00

6600 Supplies and Equipment Costs

6690 Copier Lease and Maintenance: Costs of copier lease and copy charges for the office copier. United Council is currently contracted with Gordon Flesch. The copier United Council has in the office serves many functions and saves a lot of money because United Council only has to outsource its printing needs a couple of times a year.

Calculation/Reasoning: Contract rental on copier is \$714.89 per month until fall 2015 = **\$8,578.68**/year, plus \$122.20 per month for service and maintenance charge for copies which also includes 2,000 color copies and 5,000 black and white copies a month = **\$1,470.00**. Additional money has been allocated to cover fluctuations in printed needs throughout the year; 20384 additional color copies X \$.045/copy = **\$917.28**, 36000 additional black and white copies X \$.0065/copy = **\$234.00**

6690 Copier Lease and Maintenance Budget: \$11,200.00

6692 Technology: Monthly costs of DSL for the office as well as any technological purchases for the organization such as computers, fax machines, computer software, etc.

Calculation/Reasoning: DSL is about \$110.00/month = **\$1,200.00**. It is difficult to estimate repairs that computers might need, however we have identified some needs; 1 new internal server = **\$2,149.00**, 1 laptop = **\$650.00**, an increase in web hosting **\$794.00**, and **\$207** will be added to this line item for emergencies and things that cannot be anticipated.

6692 Technology Budget: \$5,000.00

6693 Office Supplies: Costs of supplies for the office that do not fall under technology and postage, such as copy paper, color paper for materials and posters, folders, binders, notebooks, chalk etc.

Calculation/Reasoning: Office supplies average \$500.00 per month = \$6,000 for the year.

6693 Office Supplies Budget: \$6,000.00

6695 Postage: Costs of sending postal mail for the organization, i.e. stamps, packages.

Calculation/Reasoning: United Council used postage in FY 10-11 primarily to pay the bills and for fundraising activities. To better facilitate direct communication with members, legislators, regents and alumni with newsletters and updates this line item will increase to \$500.00.

6695 Postage Budget: \$500.00

6696 Technology Maintenance: United Council no longer contracts an Information Technology Company to upkeep our internal server and computers, which is saving us a lot of money. This line item is meant for general maintenance and emergency service for hardware (laptops, external hard drives, thumb drives and everyday technology equipment owned and used by United Council).

Calculation/Reasoning: 1 external hard drive = **\$150.00**; 4 thumb drives = **\$80.00**, additional/replacement if needed Flipcam = **\$110.00**, renewal/additional software = **\$250.00**, emergency web development or emergency laptop replacement = **\$650.00**, additional emergency needs that cannot be foreseen = **\$760.00**

6696 Technology Maintenance Budget: \$2,000.00

7200 Programming

7220 Building Unity: At Building Unity, students receive training in direct action organizing, learn about current issues affecting their communities, and have the opportunity to strategically plan ways in which they can alter the relations of power and advocate on their own behalf. In order to ensure that every interested student is able to attend this conference, it will be offered free of charge to all members.

Building Unity will be a combination of the programming traditionally offered by the annual Women's Leadership Conference and the annual LGBTQ Summit. This Building Unity will also have specific tracks; one track that has been discussed is lobbying/shared governance.

Calculation/Reasoning: Expenses of the annual Building Unity Conference, such as lodging of staff and speakers, materials used for conference participants, food/catering costs, and speaker honoraria, etc. The budgeted amount for Building Unity expenses must reflect the total budget for the conference; however \$10,000 is quite low for a conference of this size. \$10,000.00 will cover the bare bones for this conference.

7220 Building Unity Budget: \$10,000.00

7230 Conventions: Conventions not only provide students with a time and space to share information and brainstorm on various issues, they are also a time to network with other students from across the System. The Conventions will typically last from Friday evening until Sunday afternoon. On Friday evening, campuses will have the opportunity to come and network with other students from across the state and arrive to the Convention a night before Saturday business. On Saturday meetings will ensue where students will discuss issues specific to their different task forces and like campuses. These will serve to direct the organization, its Board of Directors and staff.

Calculation/Reasoning: Food for Convention participants = \$5,600.00, funds for AV/room needs that might not be covered by host campuses = \$500.00

7230 Conventions Budget: \$6,100.00

7270 Other Events: Costs associated with helping to sponsor a task force conference, such as the Sustainability Conference, a Lobby Conference, volunteer appreciation, campaign events, and press events.

7270 Other Events Budget: \$5,813.63

7272 Campus Communication: Costs associated with purchasing e-mail lists from member campuses, although most member campuses have policies against releasing campus email lists. Over the summer, staff will be working with UW System to find adequate means to acquire campus lists from our member campuses so as to ensure a method of direct-voting as the restructuring has called for, in instances such as changes in the policy platform, etc.

7270 Campus Communication Budget: \$1,000.00

7275 Board Retreat and Meetings: Costs associated with the bi-annual Board Training in August and January at the UC office; includes food and lodging.

Calculation/Reasoning: Summer 2011 Board retreat = (4 rooms X 2 nights X \$80.00 = \$640.00) + (14 people X \$10.00 a meal X 4 meals = \$560.00). An additional \$800.00 is allocated for a shorter Board retreat in January before the spring semester of 2012.

7275 Board Retreat and Meetings Budget: \$2,000.00

7280 Alumni Event: Costs of holding alumni events to raise funds and build long-term relationships with alumni.

Calculation/Reasoning: We plan on hosting an alumni event each quarter at \$100.00 per event or one larger event once a year. $4 \times \$100.00 = \400.00 .

7280 Alumni Event Budget: \$400.00

7400 Miscellaneous Expenses

7430 MRF Refunds: Costs of refunding MRF when requested (MRF fee plus cost of postage).

Calculation/Reasoning: The amount of MRF refund requests varies per year, so it is difficult to predict how much money will be needed to cover them. This year we had about 15 refund requests, which was far fewer than what had been budgeted for. The organization refunds a student's \$2 and the cost of postage, which is \$0.44; therefore each refund is \$2.44. This is a conservative estimate of roughly 100 MRF refunds, which amounts to about \$244.00.

7430 MRF Refund Budget: \$244.00

7458 Investment Fees: This is again, primarily for tracking purposes; now that United Council is accounting for it in the revenue it needs to be accounted in our expenses as well.

Calculation/Reasoning: Based on 1% of our investments, which is the fee our investment manager charges for managing our investments.

7458 Investment Fees Budget: \$1,200.00

7460 Bank Charges: Charges accrued from the bank on the organization's checking and savings accounts due to fees or extra services. Every five years there is a \$250.00 fee to keep a \$50,000 line of credit open in case of emergency. This \$250.00 will need to be added into the budget again in FY 11-12.

Calculation/Reasoning: Avg. per month is \$40.00 per month, per year is approximately \$480.00. Plus the \$250.00 fee for the line of credit.

7460 Bank Charges Budget: \$750.00

7475 Penalties, Licenses, and Fees: Costs of penalties against the organization (i.e. Government Accountability Board for any violations), our annual fee for being registered as a corporation in WI, or annual fees like credit card dues.

Calculation/Reasoning: Due to the lack of high staff turnover we are expecting that the organization will see a lower amount of fees for penalties.

7475 Penalties, Licenses, and Fees Budget: \$250.00

7476 Miscellaneous Expense: Expenses that are not elsewhere accounted for in the budget.

Calculation/Reasoning: Left the same as FY 10-11.

7476 Miscellaneous Expense Budget: \$500.00

10:31 AM

06/30/11

Accrual Basis

United Council of UW Students, Inc.
Balance Sheet
As of June 30, 2010

	<u>Jun 30, 10</u>
ASSETS	
Current Assets	
Checking/Savings	
Cash	
1010 · Petty Cash	50.00
1020 · M&I Bank	145,549.39
1040 · CD's	400,000.00
Total Cash	<u>545,599.39</u>
Total Checking/Savings	545,599.39
Accounts Receivable	
1200 · Accounts Receivable	52.99
Total Accounts Receivable	<u>52.99</u>
Other Current Assets	
1050 · Investments, at Market	109,078.02
1250 · Prepaid Expenses	8,742.79
Total Other Current Assets	<u>117,820.81</u>
Total Current Assets	663,473.19
Fixed Assets	
1410 · Furniture and Equipment	58,246.75
1510 · Accumulated Depreciation	-46,517.98
Total Fixed Assets	<u>11,728.77</u>
TOTAL ASSETS	<u><u>675,201.96</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 · Accounts Payable	4,751.25
Total Accounts Payable	<u>4,751.25</u>
Credit Cards	
2020 · M&I Credit Card	528.61
Total Credit Cards	<u>528.61</u>

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06/30/11

Accrual Basis

United Council of UW Students, Inc.
Balance Sheet
As of June 30, 2010

	<u>Jun 30, 10</u>
Other Current Liabilities	
2060 · Accrued Payroll	6,204.29
2100 · Unearned Income	4,480.00
Total Other Current Liabilities	<u>10,684.29</u>
Total Current Liabilities	<u>15,964.15</u>
Total Liabilities	15,964.15
Equity	
3010 · Undesignated Fund Balance	618,570.45
Net Income	40,667.36
Total Equity	<u>659,237.81</u>
TOTAL LIABILITIES & EQUITY	<u><u>675,201.96</u></u>

10:32 AM

06/30/11

Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2009 through June 2010

	Jul '09 - Jun 10	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · Revenues				
4005 · Eau Claire	47,248.00	45,782.40	1,465.60	103.2%
4030 · Madison	171,595.33	165,781.91	5,813.42	103.5%
4050 · Milwaukee	103,918.52	117,896.84	-13,978.32	88.1%
4090 · Parkside	22,245.00	21,534.60	710.40	103.3%
4140 · Stevens Point	38,776.00	37,099.40	1,676.60	104.5%
4220 · UW Colleges	43,949.84	35,149.60	8,800.24	125.0%
4230 · Miscellaneous Income	785.34			
4236 · Dividend Income	2,242.46			
4237 · Unrealized Gain(Loss)	12,566.98			
4238 · Realized Gain(Loss)	-585.27			
4240 · Interest Income	2,090.76	8,000.00	-5,909.24	26.1%
4420 · Event Sponsorships	3,450.00			
4430 · Special Events	5,470.00			
4450 · Direct Public Support	210.00			
4460 · Program Income	975.00			
4470 · Direct Public Grants	0.00			
Total 4000 · Revenues	454,937.96	431,244.75	23,693.21	105.5%
Total Income	454,937.96	431,244.75	23,693.21	105.5%
Expense				
5100 · Personnel & Professional Costs				
5110 · Executive Director	42,355.48	41,588.10	767.38	101.8%
5112 · Government Relations Director	27,873.11	27,374.78	498.33	101.8%
5114 · Finance & Development Director	28,775.98	27,837.12	938.86	103.4%
5118 · LGBTQ Issues Director	513.60			
5122 · Inclusivity Director	28,699.97	27,909.12	790.85	102.8%
5124 · Field Director	25,235.74	26,707.20	-1,471.46	94.5%
5126 · Communications Director	26,193.60	26,707.20	-513.60	98.1%
5127 · Field Organizer 1	1,760.00			
5135 · Staff Bonuses	5,000.00	5,000.00	0.00	100.0%
5140 · Student President	3,982.00	4,050.00	-68.00	98.3%
5150 · Student Vice President	3,267.00	4,050.00	-783.00	80.7%
5170 · Accountant	5,646.00	5,000.00	646.00	112.9%
5180 · Attorney	0.00	3,000.00	-3,000.00	0.0%
5190 · Staff Development	5,121.68	6,000.00	-878.32	85.4%
5195 · Payroll Processing Fees	1,958.63	2,000.00	-41.37	97.9%
5197 · Cell phone reimbursement	3,670.00	6,720.00	-3,050.00	54.6%
Total 5100 · Personnel & Professional Costs	210,052.79	213,943.52	-3,890.73	98.2%

10:32 AM

06/30/11

Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2009 through June 2010

	Jul '09 - Jun 10	Budget	\$ Over Budget	% of Budget
5399 · Affiliated Personnel Costs				
5400 · Group Health	20,197.48	21,651.18	-1,453.70	93.3%
5405 · Medical Reimbursement	2,734.07	3,500.00	-765.93	78.1%
5410 · Workers Compensation	942.00	1,000.00	-58.00	94.2%
5420 · FICA	14,132.91	13,626.45	506.46	103.7%
5430 · Unemployment Compensation	1,226.92	3,600.00	-2,373.08	34.1%
Total 5399 · Affiliated Personnel Costs	39,233.38	43,377.63	-4,144.25	90.4%
5499 · Travel				
5467 · Campus Visits	7,761.71	13,500.00	-5,738.29	57.5%
5500 · (N&R) USSA Congress	6,001.60	6,500.00	-498.40	92.3%
5502 · (N&R) USSA LegCon	6,171.45	6,050.00	121.45	102.0%
5503 · (N&R) USSA Board	855.62	3,300.00	-2,444.38	25.9%
5510 · Convention Travel	2,385.34	3,000.00	-614.66	79.5%
5520 · Officer Travel	3,444.51	3,500.00	-55.49	98.4%
5530 · Per Diems	7,096.32	4,500.00	2,596.32	157.7%
5540 · MRF Referenda	8,786.29	5,000.00	3,786.29	175.7%
Total 5499 · Travel	42,502.84	45,350.00	-2,847.16	93.7%
5600 · Facility Cost				
5690 · Telephone	3,823.42	4,280.00	-456.58	89.3%
5710 · Rent	46,679.91	46,679.91	0.00	100.0%
5740 · Office Insurance	483.00	550.00	-67.00	87.8%
Total 5600 · Facility Cost	50,986.33	51,509.91	-523.58	99.0%
6000 · Marketing				
6040 · Printing	2,951.10	2,500.00	451.10	118.0%
6050 · Advertising	765.92	800.00	-34.08	95.7%
Total 6000 · Marketing	3,717.02	3,300.00	417.02	112.6%
6200 · Organizational Support				
6210 · Subscriptions	2,255.00	2,000.00	255.00	112.8%
6220 · Lobby Registration	0.00	1,125.00	-1,125.00	0.0%
6230 · USSA	18,000.00	18,000.00	0.00	100.0%
Total 6200 · Organizational Support	20,255.00	21,125.00	-870.00	95.9%
6600 · Supplies & Equipment				
6690 · Copier Lease & Maintenance	9,525.01	10,000.00	-474.99	95.3%
6692 · Technology	1,766.84	4,700.00	-2,933.16	37.6%
6693 · Office Supplies	4,797.91	5,000.00	-202.09	96.0%
6695 · Postage	263.40	600.00	-336.60	43.9%
6696 · Technology Maintenance	10,232.74	7,500.00	2,732.74	136.4%
Total 6600 · Supplies & Equipment	26,585.90	27,800.00	-1,214.10	95.6%

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06/30/11

Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2009 through June 2010

	Jul '09 - Jun 10	Budget	\$ Over Budget	% of Budget
7200 · Programming				
7220 · Building Unity	3,800.96	11,000.00	-7,199.04	34.6%
7230 · Conventions	964.65	1,000.00	-35.35	96.5%
7270 · Other Events	0.00	0.00	0.00	0.0%
7272 · Campus Communication	75.00	200.00	-125.00	37.5%
7275 · Board Retreat & Meetings	1,000.97	1,500.00	-499.03	66.7%
7280 · Alumni Event	9,134.56			
Total 7200 · Programming	14,976.14	13,700.00	1,276.14	109.3%
7400 · Miscellaneous				
7430 · MRF Refunds	36.69	300.00	-263.31	12.2%
7458 · Investment Fees	1,090.62	1,200.00	-109.38	90.9%
7460 · Bank Charges	391.86	880.00	-488.14	44.5%
7475 · Penalties, Licenses & Fees	628.25	200.00	428.25	314.1%
7476 · Miscellaneous Expenses	292.00	500.00	-208.00	58.4%
Total 7400 · Miscellaneous	2,439.42	3,080.00	-640.58	79.2%
7640 · Depreciation	3,521.78			
Total Expense	414,270.60	423,186.06	-8,915.46	97.9%
Net Ordinary Income	40,667.36	8,058.69	32,608.67	504.6%
Net Income	40,667.36	8,058.69	32,608.67	504.6%

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Accrual Basis

United Council of UW Students, Inc.
Balance Sheet
As of June 30, 2011

	<u>Jun 30, 11</u>
ASSETS	
Current Assets	
Checking/Savings	
Cash	
1010 · Petty Cash	50.00
1020 · M&I Bank	134,471.67
1040 · CD's	401,603.59
Total Cash	<u>536,125.26</u>
Total Checking/Savings	536,125.26
Accounts Receivable	
1200 · Accounts Receivable	4,098.15
Total Accounts Receivable	<u>4,098.15</u>
Other Current Assets	
1050 · Investments, at Market	132,282.47
1100 · Employee Advances	984.00
Total Other Current Assets	<u>133,266.47</u>
Total Current Assets	673,489.88
Fixed Assets	
1410 · Furniture and Equipment	64,725.76
1510 · Accumulated Depreciation	-48,976.06
Total Fixed Assets	<u>15,749.70</u>
TOTAL ASSETS	<u><u>689,239.58</u></u>
LIABILITIES & EQUITY	
Equity	
3010 · Undesignated Fund Balance	259,237.81
3020 · Board Designated Fund Balance	400,000.00
Net Income	30,001.77
Total Equity	<u>689,239.58</u>
TOTAL LIABILITIES & EQUITY	<u><u>689,239.58</u></u>

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Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2010 through June 2011

	Jul '10 - Jun 11	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 · Revenues				
4005 · Eau Claire	47,258.00	44,885.60	2,372.40	105.3%
4010 · Green Bay	21,662.00	25,224.40	-3,562.40	85.9%
4030 · Madison	165,011.37	163,015.56	1,995.81	101.2%
4050 · Milwaukee	47,366.52	56,000.00	-8,633.48	84.6%
4060 · Oshkosh	39,653.12	49,407.60	-9,754.48	80.3%
4090 · Parkside	21,869.00	21,132.75	736.25	103.5%
4110 · Platteville	27,120.00	29,491.80	-2,371.80	92.0%
4140 · Stevens Point	39,590.00	36,837.20	2,752.80	107.5%
4210 · Superior	9,280.00	10,617.20	-1,337.20	87.4%
4220 · UW Colleges	42,256.26	41,752.35	503.91	101.2%
4230 · Miscellaneous Income	8,777.27			
4236 · Dividend Income	1,797.89			
4237 · Unrealized Gain(Loss)	19,986.52			
4238 · Realized Gain(Loss)	2,323.67			
4240 · Interest Income	1,917.52			
4420 · Event Sponsorships	1,050.00			
4450 · Direct Public Support	530.00			
4460 · Program Income	460.00			
4470 · Direct Public Grants	20,880.95			
Total 4000 · Revenues	518,790.09	478,364.46	40,425.63	108.5%
Total Income	518,790.09	478,364.46	40,425.63	108.5%
Expense				
5100 · Personnel & Professional Costs				
5110 · Executive Director	42,306.05	43,828.72	-1,522.67	96.5%
5112 · Government Relations Director	27,896.10	28,835.31	-939.21	96.7%
5114 · Finance & Development Director	28,691.63	29,790.14	-1,098.51	96.3%
5122 · Inclusivity Director	26,460.67	26,809.92	-349.25	98.7%
5124 · Field Director	27,082.14	28,052.83	-970.69	96.5%
5126 · Communications Director	23,235.27	21,982.08	1,253.19	105.7%
5127 · Field Organizer 1	8,160.00	8,160.00	0.00	100.0%
5128 · Field Organizer 2	7,200.00	10,795.20	-3,595.20	66.7%
5130 · Advocacy Field Organizer	15,921.60	12,737.28	3,184.32	125.0%
5132 · Membership Field Organizer	11,299.20	12,737.28	-1,438.08	88.7%
5133 · Office Assistant	5,649.00	5,712.00	-63.00	98.9%
5140 · Student President	4,050.00	4,050.00	0.00	100.0%
5150 · Student Vice President	4,050.00	4,050.00	0.00	100.0%
5160 · Student Secretary	231.75	2,025.00	-1,793.25	11.4%
5170 · Accountant	3,731.00	5,000.00	-1,269.00	74.6%
5180 · Attorney	0.00	1,000.00	-1,000.00	0.0%
5190 · Staff Development	6,092.75	7,400.00	-1,307.25	82.3%

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Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2010 through June 2011

	Jul '10 - Jun 11	Budget	\$ Over Budget	% of Budget
5195 · Payroll Processing Fees	2,118.89	2,000.00	118.89	105.9%
5197 · Cell phone reimbursement	8,535.00	9,120.00	-585.00	93.6%
Total 5100 · Personnel & Professional Costs	252,711.05	264,085.76	-11,374.71	95.7%
5399 · Affiliated Personnel Costs				
5400 · Group Health	27,067.20	29,295.38	-2,228.18	92.4%
5405 · Medical Reimbursement	812.69	3,500.00	-2,687.31	23.2%
5410 · Workers Compensation	880.00	1,094.79	-214.79	80.4%
5420 · FICA	17,657.48	17,747.73	-90.25	99.5%
5430 · Unemployment Compensation	3,062.09	4,774.00	-1,711.91	64.1%
Total 5399 · Affiliated Personnel Costs	49,479.46	56,411.90	-6,932.44	87.7%
5499 · Travel				
5467 · Campus Visits	13,391.77	14,640.00	-1,248.23	91.5%
5500 · (N&R) USSA Congress	6,488.77	6,600.00	-111.23	98.3%
5502 · (N&R) USSA LegCon	6,020.68	6,750.00	-729.32	89.2%
5503 · (N&R) USSA Board	192.90	2,400.00	-2,207.10	8.0%
5510 · Convention Travel	2,584.28	2,000.00	584.28	129.2%
5520 · Officer Travel	1,854.04	3,500.00	-1,645.96	53.0%
5530 · Per Diems	7,723.18	9,250.00	-1,526.82	83.5%
5540 · MRF Referenda	4,070.70	3,100.00	970.70	131.3%
5550 · General Student Travel	4,931.22	4,000.00	931.22	123.3%
Total 5499 · Travel	47,257.54	52,240.00	-4,982.46	90.5%
5600 · Facility Cost				
5690 · Telephone	3,199.91	3,600.00	-400.09	88.9%
5710 · Rent	51,495.47	47,613.50	3,881.97	108.2%
5740 · Office Insurance	1,383.00	500.00	883.00	276.6%
Total 5600 · Facility Cost	56,078.38	51,713.50	4,364.88	108.4%
6000 · Marketing				
6040 · Printing	813.08	2,500.00	-1,686.92	32.5%
6050 · Advertising	2,144.55	1,800.00	344.55	119.1%
Total 6000 · Marketing	2,957.63	4,300.00	-1,342.37	68.8%
6200 · Organizational Support				
6210 · Subscriptions	2,606.67	2,200.00	406.67	118.5%
6220 · Lobby Registration	1,800.00	1,125.00	675.00	160.0%
6230 · USSA	18,000.00	18,000.00	0.00	100.0%
6240 · Democracy In Action	800.00	3,000.00	-2,200.00	26.7%
Total 6200 · Organizational Support	23,206.67	24,325.00	-1,118.33	95.4%

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06/30/11

Accrual Basis

United Council of UW Students, Inc.
Profit & Loss Budget vs. Actual
 July 2010 through June 2011

	Jul '10 - Jun 11	Budget	\$ Over Budget	% of Budget
6600 · Supplies & Equipment				
6690 · Copier Lease & Maintenance	11,587.90	11,751.00	-163.10	98.6%
6692 · Technology	7,124.00	12,000.00	-4,876.00	59.4%
6693 · Office Supplies	3,641.81	9,647.64	-6,005.83	37.7%
6695 · Postage	409.50	425.00	-15.50	96.4%
6696 · Technology Maintenance	3,225.00	4,000.00	-775.00	80.6%
Total 6600 · Supplies & Equipment	25,988.21	37,823.64	-11,835.43	68.7%
7200 · Programming				
7220 · Building Unity	14,381.48	6,000.00	8,381.48	239.7%
7230 · Conventions	5,006.40	7,500.00	-2,493.60	66.8%
7270 · Other Events	6,748.22	5,400.00	1,348.22	125.0%
7272 · Campus Communication	90.00	1,000.00	-910.00	9.0%
7275 · Board Retreat & Meetings	971.71	1,500.00	-528.29	64.8%
7280 · Alumni Event	0.00	400.00	-400.00	0.0%
Total 7200 · Programming	27,197.81	21,800.00	5,397.81	124.8%
7400 · Miscellaneous				
7430 · MRF Refunds	34.16	244.00	-209.84	14.0%
7458 · Investment Fees	903.75	1,200.00	-296.25	75.3%
7460 · Bank Charges	316.61	750.00	-433.39	42.2%
7475 · Penalties, Licenses & Fees	99.90	250.00	-150.10	40.0%
7476 · Miscellaneous Expenses	99.07	500.00	-400.93	19.8%
Total 7400 · Miscellaneous	1,453.49	2,944.00	-1,490.51	49.4%
7640 · Depreciation	2,458.08			
Total Expense	488,788.32	515,643.80	-26,855.48	94.8%
Net Ordinary Income	30,001.77	-37,279.34	67,281.11	-80.5%
Net Income	30,001.77	-37,279.34	67,281.11	-80.5%

OFFICE OF OPERATIONS REVIEW AND AUDIT QUARTERLY STATUS UPDATE

BACKGROUND

This report is presented to the Board of Regents Business, Finance, and Audit Committee to provide: (1) a status report on the major projects the UW System Office of Operations Review and Audit is conducting, and (2) an update on Legislative Audit Bureau projects in the UW System.

REQUESTED ACTION

This item is for information only.

MAJOR OFFICE OF OPERATIONS REVIEW AND AUDIT PROJECTS

- (1) Risk and Liability in Service Learning Programs has been completed, and a report is included within the materials for the joint meeting of the Education Committee and the Business, Finance, and Audit Committee for July. The objectives of this program review report were to identify UW institutions' support of service learning programs, to identify the roles and responsibilities of different parties involved in service learning programs, to assess safety and risk management measures taken by the UW System and institutions to ensure student safety, and to identify best practices for addressing risks associated with such programs.
- (2) Family Educational Rights and Privacy Act (FERPA) Implementation will assess administrative structures for FERPA implementation and compliance; FERPA policies and procedures; training that is offered; and practices in such areas as the release of information, directory information, and record access. Review work is in process.
- (3) Higher Education Location Program (HELP) will determine how the program's services, including systemwide student advising and provision of academic information, are accessed by students, parents, and high school counselors and how HELP has incorporated statewide and national programs into its programming. Review work is in process.
- (4) Policies Affecting Students with Disabilities is a follow-up review to a project completed in 1999 and will identify services and accommodations for disabled students, funding and institutional resources dedicated to providing disability services, and UW institution efforts to comply with previous audit recommendations and amendments to the Americans with Disabilities Act (ADA). Review work is in process.

- (5) NCAA Division III Athletic Departments will include an analysis of Division III UW institutions' fiscal controls and compliance with state and NCAA regulations. This is a multi-year project, with several institutions reviewed each year until all are completed. Review work at UW- La Crosse is in process.
- (6) Enterprise Risk Management (ERM) Pilot Project is an effort to identify institutional risks, including financial, strategic, and operational; validate and rank those risks; and develop mitigation plans for selected risks. The Office of Operations Review and Audit is providing ongoing ERM Pilot Project support. The ERM Pilot Project is coordinated by a UW System Administration team of Academic Affairs, Administrative Services, General Counsel, and Operations Review and Audit staff.
- (7) Social Media will assess the use of social media at UW System institutions and discuss associated policies, procedures, and requirements. Additionally, this review will collect information on social media practices, policies, and procedures at non-UW institutions and discuss trends and issues involving the use of social media in higher education. The project scope is being finalized.
- (8) Academic and Career Advising will provide information about how academic and career advising services in the UW System are organized, administered, staffed, and supported, and the extent to which these services are utilized by students. The project scope is being finalized.
- (9) Reconfirmation of the 2011 Review and Audit Plan evaluates the projects currently in the scoping phase to ensure the scopes are appropriate to meet the evolving objectives of the UW System.

LEGISLATIVE AUDIT BUREAU PROJECTS

The Legislative Audit Bureau started its work on the annual compliance audit of federal grants and expenditures, including student financial aid, for fiscal year 2010-11. In addition, in July, the Legislative Audit Bureau began its annual review of payroll for the fiscal year 2010-11 UW financial statement audit. This includes work on the legacy payroll system and HRS.

The Legislative Audit Bureau is also conducting a statewide review of the implementation of 2005 Wisconsin Act 410, which requires state agencies to report purchasing information to the State's Government Accountability Board, as well as a financial and performance evaluation audit of the economic development programs administered by state agencies.

UW System Trust Funds
Request for Principal Expenditure
Laurabelle S. Tullock Bequest

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon recommendation of the Chair of the Department of Chemistry, the Chancellor of UW-Madison, and the President of the University of Wisconsin System, the Board of Regents approves two-thirds of the principal of the bequest from the Laurabelle S. Tullock estate being made available for spending.

**UW SYSTEM TRUST FUNDS
REQUEST FOR PRINCIPAL EXPENDITURE
LAURABELLE S. TULLOCK BEQUEST**

EXECUTIVE SUMMARY

BACKGROUND

In the event a donor gives no direction as to the use of a gift's principal, current Board of Regents policy requires that all such quasi-endowments greater than \$250,000 become Board-designated endowments. As a designated endowment, only the income from the gift is made available for expenditure. If an exception to this restriction is desired, whether at the time of initial gift acceptance or at a later date, a request with appropriate justification must be submitted to the Vice President for Finance for consideration at the next meeting of the Business, Finance, and Audit Committee.

REQUESTED ACTION

Approval of Resolution I.2.e.1.

DISCUSSION

A bequest in the amount of \$1,459,031.07 has been received from the Laurabelle S. Tullock estate. The Will of Laurabelle S. Tullock states the following under ITEM IV. A.:

“One-half (1/2) to THE UNIVERSITY OF WISCONSIN CHEMISTRY DEPARTMENT, of Madison, Wisconsin, in memory of my husband, CHARLES W. TULLOCK for the general uses and purposes of the Chemistry Department.”

The Department of Chemistry at UW-Madison is requesting an exception to Board policy, which would otherwise make this a Board-designated endowment fund. The Department wishes to designate two-thirds of the bequest as currently spendable (approximately \$1 million), allowing the remaining one-third to be designated as an endowment per Board policy. The portion designated as spendable will be used to supplement start-up packages for new faculty and retention packages for current faculty. A letter from Department Chair James Weisshaar describing the Department's request in more detail is attached.

RELATED REGENT POLICIES

Regent Policy 31-15: *Policy on Quasi-Endowments*



James C. Weisshaar
Chair, Department of Chemistry

Department of Chemistry
1101 University Avenue
Madison, Wisconsin 53706

Mr. Douglas Hoerr
Director of Trust Funds
Trust Funds Operations

Dear Douglas:

The Chemistry Department at UW-Madison faces financially challenging times in the coming five years. The Madison Initiative for Undergraduates has provided us with five new faculty positions to enhance access to classes and to provide special classroom and research opportunities for our undergrads. However, each new hire requires a start-up package of about \$1M. A senior faculty candidate we are interested in will require even more. We are also seeing an increasing number of outside offers to our faculty, most often from private universities. Recent offers have included unrestricted funds at the level of \$2M-\$3M each, not to mention extraordinary salary increases. While the University has been generous in trying to help us make new hires and retain our faculty superstars, it is increasingly difficult to remain competitive. Four of our last five attempts to hire outstanding junior faculty have failed, in some cases due to non-competitive start-up offers.

In this climate, we request that 2/3 of the Tullock gift be spendable. This money will be used judiciously to enhance our efforts to remain a top-ten chemistry department. We will use these funds to "top off" start-up packages and retention packages as deemed necessary by our Finance Committee. It is rare for us to receive such a substantial unrestricted gift. We ask permission to use this gift to help maintain excellence in these adverse times.

Sincerely,

James C. Weisshaar
Chair, Department of Chemistry

xc: Board of Regents: Business, Finance & Audit Committee

UW-Madison Contractual Agreement
With INC Research, LLC

BUSINESS, FINANCE, AND AUDIT COMMITTEE

Resolution:

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Madison and INC Research, LLC.

**UW-MADISON CONTRACTUAL AGREEMENT
WITH INC RESEARCH, LLC**

EXECUTIVE SUMMARY

BACKGROUND

UW Board of Regents policy requires any grant or contract with private profit-making organizations in excess of \$500,000 be presented to the Board for formal acceptance prior to execution.

REQUESTED ACTION

Approval of Resolution I.2.c.1.

That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the contractual agreement between the University of Wisconsin-Madison and INC Research, LLC.

DISCUSSION AND RECOMMENDATIONS

The Division of Business Services at the University of Wisconsin-Madison has negotiated a Vendor Services Agreement (attached) with INC Research, LLC. In consideration for providing the Services, INC Research, LLC shall pay Institution an estimated total amount of \$664,524 USD. This Vendor Services Agreement will be effective upon signature (the “Effective Date”) and remain in effect for five years. This research will be conducted by the Department of Ophthalmology and Visual Sciences’ Fundus Photograph Reading Center under the direction of Dr. Ronald Danis.

The Fundus Photograph Reading Center shall perform the reading and interpretation of Optical Coherence Tomography scans taken of the eyes and relate to a clinical trial (the “Study”) sponsored by Allergan Pharmaceuticals Ireland (“Sponsor”) of protocol number MAF-AGN-OPH-RET-004 titled: “A 12-Month, Multicentre, Randomized, Parallel Group Study to Compare the Efficacy and Safety of Ozurdex versus Lucentis in Patients with Branch Retinal Vein Occlusion”.

RELATED REGENT POLICIES

Regent Resolution 8074, dated February 2000, Authorization to Sign Documents

Reporting Period: May 1 - May 31, 2011

Project Progress on Major Deliverables:

HRS Project		
Key Area (See Appendix 1 for Description)	Accomplishments for May 2011	Status
Business Process and Application Configuration	<ul style="list-style-type: none"> Executed and monitored all business processes within scope for Release 1. Analyzed and resolved issues with the business processes to ensure that the schedules for processing were met. Worked collaboratively with the Service Center Call Center to answer questions and resolve issues identified by the campus staff members. Benefits team configured self service pages. TAM team continued design of major interface to WiscJobs. 	On Schedule
Technical Development	<ul style="list-style-type: none"> Continued break-fix development associated with issues identified during stabilization. Provided support to the other teams in the analysis and resolution of issues encountered during stabilization. Analyzed and resolved issues with data conversion and clean-up. Development team built extensions to Benefits self service pages. Development team built TAM extensions in preparation for system testing. 	On Schedule
Technical Infrastructure	<ul style="list-style-type: none"> Analyzed and resolved issues with performance of the online and batch systems. Worked with campus staff and project team to ensure that the appropriate security authorizations were in place. Monitored the Tivoli batch schedule in production and adjusted the schedule as required. Security team designed solution for Benefits self service pages. 	On Schedule

HRS Project		
Key Area (See Appendix 1 for Description)	Accomplishments for May 2011	Status
Change Management	<ul style="list-style-type: none"> Continued to communicate critical project activities and issues discovered during stabilization through scheduled WisLines and communications. Training team designed toolkit to support campus rollout of Benefits self service. 	On Schedule
Testing	<ul style="list-style-type: none"> Concluded all formal testing phases for Release 1. Developed and received approval for a post-implementation, operation support testing approach. Continued testing for fiscal year-end processes. Conducted testing as needed for identified fixes to discovered issues. TAM team completed preparation for System test. Benefits team continued testing of Benefits self service functionality. 	Complete
Project Management	<ul style="list-style-type: none"> Continued to provide guidance and oversight to the Release 1 stabilization activities. Continued oversight of Release 2 and 3 preparation activities. 	On Schedule

Shared Financial System (SFS) Interface		
Key Area (See Appendix 1 for Description)	Accomplishments for May 2011	Status
Business Process and Application Configuration	<ul style="list-style-type: none"> Completed all planned configuration items as scheduled. BPA Teams performed post implementation support as needed. 	Complete
Technical Development	<ul style="list-style-type: none"> Completed break-fix development associated with issues identified during post implementation. Technical teams provided post implementation support as needed. 	Complete
Technical Infrastructure	<ul style="list-style-type: none"> Provided security as needed during post implementation. Continued to refine the Tivoli batch schedule in concert with HRS batch schedule. Monitored the Tivoli batch schedule during post implementation support. Monitored and fine-tuned performance as needed during post implementation. 	Complete
Change Management	<ul style="list-style-type: none"> Continued to communicate critical project activities by conducting SFS Site Leaders meetings, sending targeted communications to the campus community, and participating in the HRS Wisline teleconferences. 	Complete
Testing	<ul style="list-style-type: none"> Concluded execution of Payroll Reconciliation, Performance Testing, and User Acceptance Test phase scenarios and facilitation of daily status meetings. 	Complete
Project Management	<ul style="list-style-type: none"> Continued to monitor, report progress, and provide guidance to the SFS resources that are responsible for production support. 	Complete

Challenges Encountered Since Implementation and Remedies to Address

Several issues emerged after the implementation of HRS Release 1:

- **System Performance**
 - Several issues were identified with system performance during this month. Each issue was analyzed and improvements were made to the impacted processes. The team continues to proactively monitor system performance.
- **Time and Labor / Absence Functionality**
 - The campuses have continued to have challenges with the new business processes associated with the entry of absences and time. Short term improvements have been put in place to better communicate with the campuses on the status of processes and the schedule for payroll processing.
- **Payroll Processing**
 - The campuses have experienced some challenges with the process and procedures associated with off-cycle check processing. The HRS Project team is working with the Service Center to better define and track the process to improve the quality and efficiency in getting checks to the campuses.
- **FICA**
 - Several issues associated with FICA occurred during the month of May which caused the campuses problems. The issues stemmed from two areas: first, the determination of FICA eligibility was changed at implementation which resulted in an impact to a number of individuals; second, there was confusion on the timing and process for loading the FICA files from the campuses.
 - The issues that resulted from the change in eligibility have been resolved. The HRS Project team and the Service Center continue to work with campus staff to ensure that they are aware of the process and timing associated with loading the FICA files to HRS.

Project Expenditures (through May 31 2011):

	FY11 Planned	FY11 Costs			FY11 Projected Variance:
	BOR FY11 Planned (Jul 10 - Jun 11)	Actual Cost (Jul 10 - May 11)	Remaining Cost (Jun 11)	Estimated Cost at Completion (Jul 10 - Jun 11)	Projected Variance for BOR FY11 Planned at June 30, 2011
HRS Project: Key Areas					
Business Process and Application Configuration	\$ 2,637,701	\$ 2,250,959	\$ 282,647	\$ 2,533,605	\$ 104,096
Technical Development	\$ 10,492,199	\$ 10,572,718	\$ 281,023	\$ 10,853,741	\$ (361,542)
Technical Infrastructure	\$ 3,487,448	\$ 3,651,814	\$ 180,501	\$ 3,832,315	\$ (344,867)
Change Management	\$ 1,723,611	\$ 1,352,289	\$ 206,014	\$ 1,558,303	\$ 165,308
Testing	\$ 4,566,634	\$ 6,404,462	\$ 419,982	\$ 6,824,444	\$ (2,257,810)
Project Management and Administration	\$ 3,522,094	\$ 2,541,526	\$ 222,513	\$ 2,764,039	\$ 758,055
Non-Labor Costs	\$ 1,570,759	\$ 912,162	\$ 801,221	\$ 1,713,383	\$ (142,624)
Sub-Total	\$ 28,000,446	\$ 27,685,930	\$ 2,393,901	\$ 30,079,831	\$ (2,079,385)
Contingency	4,056,144				\$ 4,056,144
Total HRS Project	\$ 32,056,590	\$ 27,685,930	\$ 2,393,901	\$ 30,079,831	\$ 1,976,759
SFS Interface	\$ 3,289,545	\$ 3,236,514	\$ -	\$ 3,236,514	\$ 53,031
Contingency	\$ 1,089,956				\$ 1,089,956
Total SFS Interface	\$ 4,379,501	\$ 3,236,514	\$ -	\$ 3,236,514	\$ 1,142,987
Total HRS and SFS Interface	\$ 36,436,091	\$ 30,922,444	\$ 2,393,901	\$ 33,316,345	\$ 3,119,747

Notes on Budget to Actual Variances YTD:

- **Business Process & Application Configuration:**
 - Have spent less time on configuration management than expected due to less configuration related test faults.
 - Deferred the start of user procedures development to dedicate more resources to testing.
- **Technical Development:**
 - Spent additional time on system and integration test break fix than originally planned.
- **Technical Infrastructure:**
 - Some Security and Migration team members were not originally planned.
- **Change Management:**
 - Transitioned change management consulting lead earlier than planned.
- **Testing:**
 - System test preparation activities carried over from prior fiscal year into FY 2011.
 - Spent additional effort creating and modifying test scripts for regression, system and integration testing.
 - Extended duration of testing phases.
- **Project Management and Administration:**
 - Spent more time on development and testing tasks and less time on administrative tasks.
- **Non-Labor Costs:**
 - Purchased additional testing software licenses and continue leasing project team space at 660 and 780 Regent Street.

Planned Activities -June 2011

- Provide post implementation support.
- Close out the project for Release 1.
- Continue System Testing the TAM functionality
- Complete design and development for TAM
- Continue deployment preparation activities for Benefits Self Service
- Develop Implementation Readiness Criteria Checklist (IRCC) for Releases 2 and 3 functionality

Planned Activities -July 2011

- Continue System Testing TAM functionality.
- Plan for Integration Testing TAM functionality.
- Pilot Benefits Self Service with one or more campuses, departments, or division.
- Continue to track Release 2 and 3 implementation readiness.

Appendix 1: High-Level Description of Key Areas:

Key Area:	Project activities in key areas:
Business Process and Application Configuration	Update the PeopleSoft configuration and business process documentation to reflect changes as a result of testing. Develop and deploy user procedures based upon the future state business processes. Practice cutover activities to validate sequence of steps and timeframe needed to complete the transition to PeopleSoft. Deploy the PeopleSoft functionality and provide initial end user support during the transition to production.
Technical Development	Resolve issues with modifications, interfaces and reports noted during each testing cycle. Execute multiple mock conversions and validate the completeness and accuracy of converted data. Migrate tested and operational modifications, interfaces, and reports to production and perform final data conversion during the transition to production.
Technical Infrastructure	Configure and test PeopleSoft end-user security. Procure and build the testing and production hardware and infrastructure. Setup and test the batch schedule. Test and deploy the secure connections to external applications.
Change Management	Communicate project progress and inform end users of the benefits and impacts associated with the implementation of PeopleSoft. Develop and deliver end user training. Assist the campuses and the service center to revise work processes and responsibilities based upon the new PeopleSoft-enabled business processes. Help campuses, service center, and support organizations prepare for the transition to PeopleSoft.
Testing	Prepare for and conduct system, integration, performance, pay check reconciliation, shared financial systems and budget interface post confirm processing, and user acceptance testing.
Project Management	Administer the project (i.e. maintenance of plan, task tracking, and reporting, etc.). Prepare meeting materials and attend internal and external meetings.

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.3. Capital Planning and Budget Committee

Thursday, July 14, 2011
Room 1418 Van Hise Hall
1220 Linden Drive
Madison, Wisconsin

10:00 a.m. All Regents, Room 1820 Van Hise Hall

1. 2011-13 Biennial Budget Update
2. Approval of UW System 2011-12 Annual Operating Budget and Tuition
[Resolution 2.]

11:30 p.m. Box Lunch

12:00 p.m. Capital Planning and Budget Committee – Room 1418

- a. Approval of the Minutes of the June 9, 2011 Meeting of the Capital Planning and Budget Committee
- b. UW-Eau Claire: Approval of the Design Report of the Education Building Project and Authority to Seek a Waiver of Wis. Stats. § 16.855 to Allow Single Prime Bidding and Construct the Project
[Resolution I.3.b.]
- c. UW-Madison: Authority to Seek a Waiver of Wis. Stats. § 16.855 to Allow for the Selection of a Construction Manager-At-Risk for the Memorial Union Theater Wing Renovation-Phase I Project
[Resolution I.3.c.]
- d. UW-Madison: Approval of the Design Report of the Lakeshore Residence Hall–Phase II Project and Authority to Adjust the Scope and Budget and Construct the Project
[Resolution I.3.d.]
- e. UW-Milwaukee: Authority to Seek Building Trust Funds to Plan the School of Freshwater Sciences and the Kenwood Interdisciplinary Research Complex
[Resolution I.3.e.]

- f. UW-River Falls: Authority to Accept the Gift of a Single-Family House Situated on a 1.56 Acre Parcel of Land Located in the City of River Falls, Wisconsin
[Resolution I.3.f.]
- g. UW-System: Authority to Construct All Agency Maintenance and Repair Projects
[Resolution I.3.g.]
- h. Report of the Associate Vice President
 - 1. Building Commission Actions
 - 2. Other
- i. Closed session for purposes of considering personal histories, as permitted by s.19.85(1)(f), *Wis. Stats.*, related to the naming of a facility at UW-Madison

Approval of the Design Report of the Education Building Project and Authority to Seek a Waiver of Wis. Stats. § 16.855 to Allow Single Prime Bidding and Construct the Project, UW-Eau Claire

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Eau Claire Chancellor and the President of the University of Wisconsin System, the Design Report of the Education Building project be approved and authority be granted to (1) seek a waiver of Wis. Stats. § 16.855 under the provisions of Wis. Stats. § 13.48 to allow single prime bidding and (2) construct the project at an estimated cost of \$44,500,000 (\$44,000,000 General Revenue Supported Borrowing, \$500,000 Building Trust Funds-Contingency).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

1. Institution: The University of Wisconsin-Eau Claire
2. Request: Approval of the Design Report of the Education Building project and authority to (1) seek a waiver of Wis. Stats. § 16.855 under the provisions of Wis. Stats. § 13.48 to allow single prime bidding and (2) construct the project at an estimated cost of \$44,500,000 (\$44,000,000 General Revenue Supported Borrowing, \$500,000 Building Trust Funds-Contingency).
3. Description and Scope of Project: This project will construct a new four-story building that will consolidate the education departments and programs of the College of Education and Human Sciences in one location, and replace obsolete space in Brewer Hall and the Campus school. In addition to instructional spaces for Education, the project will house 22 general assignment classrooms, addressing a campus-wide shortage of medium-size classrooms. The project will also house faculty offices for the English and Foreign Language departments, relocating those functions from Hibbard Hall. The final component of this project includes several student services functions: the Student Success Network, Services for Students with Disabilities, and the Office of Multicultural Affairs.

The project site is located on Park Avenue, at the eastern edge of the campus, in the space west of the connected Campus School/Kjer Theatre/Brewer Hall/Zorn Arena complex. The existing Campus School occupies a portion of the site and hazardous materials in the building will be abated and the school will be demolished with minor modifications made to the remaining south wall of Kjer Theatre.

4. Justification of the Request: A full justification was provided as part of the 2009-11 capital budget request. In general this project will consolidate departments and programs of the College of Education and Human Sciences, currently in multiple locations, into one building and replace obsolete space in Brewer Hall and the Campus School. Secondly, the project will relieve overcrowding in Hibbard Hall by relocating the English and Foreign Language departments to this building and will consolidate three student services functions into this building. Third, this building will provide new medium size classrooms to replace poor classrooms elsewhere on campus and address an overall campus shortage of medium-size classrooms. Finally, this project will reduce backlog maintenance by demolishing the functionally obsolete and deteriorating Campus School building.

In order to reduce the amount of administration required to manage this project at a time of diminished staff resources, authority is being requested to use the single-prime delivery method. The benefits of single-prime contracting over multiple-prime contracting include

reduced risk of claims, single point of responsibility for better coordination and quality in the field, better control of construction schedule, and reduced administrative work through simpler bidding and fewer contracts.

5. Impact on Fees: None.

6. Budget and Schedule:

Budget	%	Cost
Construction		\$31,824,000
Demolition of Existing Campus School		530,000
Haz. Mat. Abatement		100,000
A/E Fees		2,323,000
Other Fees		518,000
DSF Mgmt Fee	4.0%	1,402,000
Contingency		2,596,000
Movable Equipment		2,740,600
Technology Equipment		2,355,100
Percent for Art		111,300
Total Project Cost		\$44,500,000

114,623 ASF/ 182,000 GSF Efficiency 63%
 Construction Cost per GSF \$178/GSF
 Project Cost per GSF \$245/GSF

Schedule	Date
Board of Regents Approval	July 2011
Building Commission Approval to Construct	August 2011
Submission of Bid Documents for Final Review	October 2011
Bid Opening	February 2012
Start of Construction	April 2012
Substantial Completion	September 2013
Occupancy	October 2013

7. Previous Action:

August 19, 2004 Recommended that the Education and Classroom Building
 Resolution 8888 project be submitted for planning to the Department of
 Administration and the State Building Commission, as part of
 the 2005-07 UW Capital Budget request. The Department of
 Administration's final recommendations did not support
 advancing this project for planning in 2005-07.

August 17, 2006 Recommended that the Education and Student Services be
 Resolution 9225 submitted for planning to the Department of Administration
 and the State Building Commission, at an estimated total cost

of \$35,609,000 (\$35,145,000 General Fund Supported Borrowing, and \$464,000 Building Trust Funds), as part of the 2007-09 UW Capital Budget Request. The project was subsequently recommended for planning in the 2007-09 biennium.

August 2008
Resolution 9529

Granted authority to seek advance enumeration of three pre-design projects, which included the UW-Eau Claire Education Building, at a cost of \$155.5 million GFSB, \$7.2 million PRSB, and \$69 million Gift/Grant Funds for funding in the 2011-13 biennium. The UW-Eau Claire Education Building was subsequently advance enumerated for funding as part of the 2011-13 Capital Budget at \$44,500,000 (\$44,000,000 General Fund Supported Borrowing and \$500,000 Building Trust Funds).

Authority to Seek a Waiver of Wis. Stats.
§ 16.855 to Allow for the Selection of a
Construction Manager-At-Risk for the
Memorial Union Theater Wing
Renovation–Phase I Project,
UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, authority be granted to seek a waiver of Wis. Stats. § 16.855 under the provisions of Wis. Stats. §13.48 (19) to allow selection, through a Request for Proposal process, of a Construction Manager-at-Risk (CMAR) for construction of the Memorial Union Theater Wing Renovation-Phase I project at a preliminary estimated budget of \$52,000,000 (\$40,500,000 Program Revenue Supported Borrowing and \$11,500,000 Gift Funds). Authority to construct the project will be sought at the 35% design phase.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

Project 09K1K

1. Institution: The University of Wisconsin-Madison
2. Request: Authority to seek a waiver of Wis. Stats. § 16.855 under the provisions of Wis. Stats. § 13.48 (19) to allow selection, through a Request for Proposal process, of a Construction Manager-at-Risk (CMAR) for construction of the Memorial Union Theater Wing Renovation-Phase I project at a preliminary estimated budget of \$52,000,000 (\$40,500,000 Program Revenue Supported Borrowing and \$11,500,000 Gift Funds). Authority to construct the project will be sought at the 35% design phase.
3. Description and Scope of Project: The Memorial Union Theater Wing Renovation project is the second in a series of projects to improve and update all the Wisconsin Union facilities. The first project constructed a replacement facility for Union South. The third, yet to be enumerated project, will renovate and restore the remaining portions of the Memorial Union not addressed in this project.

The Theater Wing project will restore and renovate the entire west wing of Memorial Union including the theater (with the exception of Winkler Lounge), and space for administrative areas, the craftshop, and the Hoofers program. It will also provide a new universally accessible entrance along Langdon Street and construct an accessible connection between the west wing and the central core where floors currently do not align.

This renovation also includes spaces throughout the remainder of the union facility such as: the basement east-west service corridor and facilities offices, the Langdon Room, the Paul Bunyan Room, the Rosewood Room, the Hamel Family Browsing Library, and Der Stiftskeller. Mechanical, electrical, plumbing and accessibility upgrades to this portion of the building make the renovation of these adjacent spaces cost-effective. The project will also renovate the entire fifth floor of the existing Memorial Union into offices for the Wisconsin Union and Wisconsin Union Directorate.

This project will be designed and constructed utilizing sustainable design practices with the goal of becoming a LEED-certified project of a silver level minimum.

Because Memorial Union is a contributing building to the Bascom Hill Historic District, all work will be coordinated with the State of Wisconsin Historical Society, in accordance with historic guidelines and requirements. A Preservation Plan has been drafted and will be finalized in late spring 2011.

4. Justification of the Request: This project was enumerated as the South Campus Union and Memorial Union Theater Wing Renovation project as part of the 2007-09 capital budget. During that enumeration period, it was anticipated that the theatre wing portion would only address the western wing of the Memorial Union. It was expected that this wing could easily be cordoned off and not impact operations throughout the remaining facility.

In the spring of 2010, an architectural/engineering team was selected to do a master plan for the entire renovation of the Memorial Union as well as design the Theater Wing Renovation project. During the planning, it became apparent that work to address the mechanical system backbone for the entire facility, which now includes 47 separate air handling systems on 16 different levels, would best be undertaken as part of this Theater Wing renovation rather than waiting to include it in a future phase of renovation.

Enumeration of a project to renovate of the remaining facility will be sought in the 2013-15 biennium. That project will restore and renovate the remainder of the building's central core and east wing, including the central kitchen, dining services, meeting rooms, event spaces, and staff offices. It will refurbish the existing hotel rooms as well as develop a below-grade loading dock and an above-grade terrace to the east, which will include waterfront development along Lake Mendota.

The Memorial Union has more than 13,000 visitors a day which will impact both the staging and construction of this project. Throughout the two years of construction, the Union is planning partial business operations, both inside the Union and outside on the Terrace. Keeping areas of the Terrace open is essential, as is the safety of staff and visitors as they move and work in the proximity of construction areas. There are crucial seasonal times when the use of the Terrace is at most popular such as mid-April through mid-September, and it would be best to undertake work in Der Rathskeller and Der Stiftskeller during the winter breaks.

The laydown site is anticipated to include part of the parking lot (Lot 1) on the east side of the building which is also the site of the Union's loading/unloading docks. The construction in the first phase will be on the west side of the building. Construction materials will be transported either through or around an operational Union building. A single point of contact for construction issues will be imperative for both safety and operational issues.

Normally, general contractors are not involved with a project until after the architect completes the design and bidding occurs. Construction managers partner with the consulting architectural/engineering team from the early design phase through the project's completion. These preconstruction services will allow the university to make informed decisions about design issues that could have a negative impact on the budget, the constructability, or the project schedule.

CMAR typically involves selection of a contractor based on a proposal and follow-up interviews, similar to the competitive qualification-based-selection system that is used for

the hiring of architectural/engineering design consultants. Contractor evaluation usually includes contractor and staff expertise, methods, fees, and schedules.

Cost competition results from the fact that it is in the contractor's best interest to provide a competitive proposal for initial construction manager selection, and then to deliver a project that does not exceed the guaranteed maximum price that was provided to the owner. Therefore, competitive bidding of the various trades and suppliers is the best way for the construction manager to assure that construction costs are kept within the budget.

Contractor input on constructability during the design phase will enable the project costs to be well understood and better controlled throughout the entire design process. The CMAR delivery process can establish project costs early and by breaking the project into smaller bid packages, has an added benefit of generally engaging more subcontractors in bidding than a traditional all-inclusive single bid or a four to five trade multi-prime bidding. The timing of the bid packages is based on the needs of the project, which is closely tied to procurement and delivery, and thereby reduces supplier risk and inflated costs.

Experienced contractors will be able to suggest alternative design strategies or better construction methods geared to solving anticipated challenges and constraints before the design is complete and the construction begins. An early understanding of the project allows the contractor a strategic advantage in planning and coordination as the project moves into construction.

Due to the very tight site constraints of Memorial Union, all contractors will be responsible for just-in-time delivery methods for materials as well as lean construction delivery methodologies and practices that are commonly used by CMARs. The unloading of materials is expected to occur off Langdon Street while maintaining the movement of two-way traffic, street parking, ADA parking, taxi-drop off, and the activity of five regional and three campus buses.

Completion of the project in the fall of 2014 will allow the campus the opportunity to celebrate the 75th anniversary of the Wisconsin Union Theater. A host of events have been scheduled to commemorate the anniversary throughout the spring and summer of 2014.

A Construction Manager was employed for the construction of the new Union South, and the University and Division of State Facilities felt that decision played an instrumental role in saving time, developing and maintaining access during construction, and ensuring safety. It is imperative that the same level of input is present during the construction of this project.

5. Preliminary Budget and Schedule:

	Memorial Union Theater Wing	
Budget Item	%	Cost
Construction		\$39,236,000
Demolition and Abatement		179,000
A/E Design Fees	7.0%	2,759,000
Other Fees		1,088,000
DSF Management Fees	4.0%	1,711,000
Project Contingency	8.5%	3,350,000
Moveable & Special Equipment		3,547,000
Percent for Art	0.25%	130,000
Estimated Total Project Cost		\$52,000,000

Completion of Program	November 2010
Program Verification	May 2011
Completion of 35% Design Report	September 2011
BOR/SBC Authority to Construct	October 2011
Project Bidding	July 2012
Start Abatement/Demolition	September 2012
Bid Construction	July 2012
Start Construction	September 2012
Construction/Substantial Completion	May 2014
Occupancy	July 2014

6. Previous Action:

August 18, 2006
Resolution 9225

Recommended enumeration of the Union South Replacement and the Memorial Union Theater Wing Renovation/Addition project at a total estimated cost of \$139,700,000 (\$126,300,000 Program Revenue Supported Borrowing and \$13,500,000 Gift Funds).

Approval of the Design Report of the
Lakeshore Residence Hall–Phase II
Project and Authority to Adjust the
Scope and Budget and Construct the
Project, UW-Madison

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Madison Chancellor and the President of the University of Wisconsin System, the Design Report of the Residence Hall-Phase II project be approved and authority be granted to: (a) increase the project scope and budget by \$5,473,000 (\$4,273,000 Existing Program Revenue Borrowing and \$1,200,000 Program Revenue-Cash) and (b) construct the project for a total project cost of \$17,316,000 (\$11,843,000 Program Revenue Supported Borrowing; \$1,107,000 Program Revenue Supported Borrowing Utility; \$3,166,000 Residual Program Revenue Supported Borrowing; and \$1,200,000 Program Revenue-Cash).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

1. Institution: The University of Wisconsin–Madison
2. Request: Approval of the Design Report of the Lakeshore Residence Hall-Phase II project and authority to: (a) increase the project scope and budget by \$5,473,000 (\$4,273,000 Existing Program Revenue Borrowing and \$1,200,000 Program Revenue-Cash) and (b) construct the project for a total project cost of \$17,316,000 (\$11,843,000 Program Revenue Supported Borrowing; \$1,107,000 Program Revenue Supported Borrowing Utility; \$3,166,000 Residual Program Revenue Supported Borrowing; and \$1,200,000 Program Revenue-Cash).
3. Description and Scope of Project: This project is the second of a two-phase project that will improve food service facilities located in the west lakeshore area of campus and increase residence hall capacity to satisfy the demand for on-campus housing. Phase I of the project will construct a 138,387 ASF/228,640 GSF building providing 412 beds as well as a new food service facility.

Phase II constructs a five-level 176-bed student residence hall of approximately 44,200/64,400 ASF/GSF on the existing Lot 32 site. The building will be double occupancy bedrooms for first and some second year students clustered around common bathroom/shower spaces. There will be an apartment for a residence life coordinator. This building will contain offices, a classroom, and other program spaces in the public (lower) level. This project will seek LEED Silver Certification.

This residence hall will accommodate the GreenHouse, a residential learning community where students, together with faculty, find sustainable solutions for social and environmental challenges in such areas as agri-food systems, energy conservation, building and design, and alternative energy sources.

After the completion of the Lakeshore Residence Hall-Phase I project, food production will move out of Holt Commons to allow for the repurposing of that facility. This project will also remodel 10,400 ASF on the first and second floors of Holt Commons, which is the current food service facility serving the lakeshore area residence halls. The three main entrances to Holt Commons will be updated and a new roof will be installed. Interior portions of Holt Commons will be remodeled for use as space for programs and banquets. Accessibility challenges within Holt Commons will be resolved by the addition of an elevator and circulation improvements.

The final component of the project is the extension of utility services to the new building being built as part of the Phase II project. New chilled water lines and 15kV electrical service will be extended from the Phase I site to the Phase II facilities to serve this new building. Funds for the utility work are enumerated in the 2011-13 capital budget, as part of the Lakeshore Utilities – Phase II project, which is part of the larger UW-Madison Utility Improvements project.

This development will displace approximately 76 existing surface parking spaces. Those spaces will be replaced in existing and proposed parking structures on campus.

4. Justification of the Request: The Madison campus currently does not have sufficient capacity (beds) to satisfy the demand of all first-year students who want to live on-campus in its residence halls. The Lakeshore development will increase current capacity to a level that will provide all first-year students with the opportunity to live on campus, while the new food service unit and program space will provide students with the newer food service and student program spaces.

University Housing's culture of academic support is an essential component of a successful first-year experience and contributes to the ultimate goal of seeing students complete their degree and graduate from the university. Students who live in the university residence halls thrive in an environment that is rich with resources that promote academic success including tutoring, advising, study groups, and class sections that are taught in classrooms located inside the residence halls.

Concurrent with the enumeration of the Lakeshore Development Project, UW Housing included the renovation of Holt Commons on its list of program revenue funded maintenance projects through the All Agency Program. Subsequently, discussions were held between UW-Madison, UW System, and Division of State Facilities (DSF) staff about the timing, the tight site, and safety concerns that are associated with the parallel construction of both residence halls and the Holt renovation. As a result, the scope of Holt Commons work was added to the enumerated project when the architectural consultant was hired, with an understanding that a scope increase would be requested when the project was brought forward for approval.

As the design progressed to 35%, the consultants, working within guidelines established by the DSF Peer Review Committee and the Campus Design Review Board, were able to maximize the site's capacity. This resulted in additional space for programs and 22 more beds.

5. Budget and Schedule:

Construction	\$14,198,000
Contingency (8%)	1,180,000
A/E Fee	1,100,000
Other Fees	225,000
DSF Fees	<u>613,000</u>
Total Estimated Project Cost	\$17,316,000

BOR Approval	July 2011
SBC Approval	August 2011
100% Review Documents	October 2011
Bid Opening	December 2011
Construction Start	February 2012
Construction Complete	July 2013
Residence Hall Opening for Students	September 2013

6. Fee Impact: Using existing rates, the revenue generated by the Phase II project will cover the costs of the bonds and operating expenses for the Phase II building. The increase in beds will provide the needed revenue to pay for the increased scope and no additional rate increase will be required to fund this building.

7. Previous Action:

August 21, 2008
Resolution 9529

Approved the Lakeshore Residence Hall and Food Service project as part of the 2009-11 Capital Budget request at an estimated project budget of \$59,463,000 (\$57,775,000 Program Revenue Supported Borrowing and \$1,688,000 Program Revenue-Cash).

June 10, 2010
Resolution 9781

Approved the Design Report for the Lakeshore Residence Hall Phase I and Food Service project, and granted authority to: (a) increase the project scope and budget by \$530,000 (\$419,000 General Fund Supported Borrowing and \$111,000 Program Revenue-Cash) and (b) construct the project for a total project cost of \$48,170,000 (\$45,932,000 Program Revenue Supported Borrowing [Housing], \$1,708,000 Program Revenue-Cash [Housing], \$419,000 Existing General Fund Supported Borrowing, and \$111,000 Program Revenue-Cash).

Authority to Seek Building Trust Funds to
Plan the School of Freshwater Sciences and
the Kenwood Interdisciplinary Research
Complex, UW-Milwaukee

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-Milwaukee Chancellor and the President of the University of Wisconsin System, authority be granted to seek the release of an additional \$815,000 (\$789,350 Building Trust Funds–Planning, \$15,000 Program Revenue–Cash, \$10,650 Gift/Grant Funds) to continue planning for the Kenwood Integrated Research Complex–Phase I and Freshwater Sciences Addition–Phase I.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

1. Institution: The University of Wisconsin-Milwaukee
2. Request: Authority to seek the release of an additional \$815,000 (\$789,350 Building Trust Funds–Planning, \$15,000 Program Revenue-Cash, \$10,650 Gift/Grant Funds) to continue planning for the following major projects:

Project Name	Total Project Budget	GFSB	Gifts	Additional Planning Funds
Kenwood Integrated Research Complex–Phase I	\$75M	\$73.4M	\$1.6M	\$500,000 (\$489,350 BTF-Planning, \$15,000 PR-Cash, and \$10,650 Gift/Grant Funds)
Freshwater Sciences Addition–Phase I	\$50M	\$50M		\$315,000 (\$300,000 BTF-Planning, \$15,000 PR-Cash)
TOTAL				\$815,000

3. Description and Scope of Project: Consultants have been retained to prepare preliminary plans, cost estimates, and design reports for the two projects above that were advance enumerated in the 2011-13 and 2013-15 biennia.

Kenwood Integrated Research Complex-Phase I:

This project is the initial phase of a multi-phase major redevelopment on the southwest precinct of campus as described in both the recent master plan and pre-design documents. UWM has an acute need for new and expanded Science, Technology, Engineering, and Mathematics (STEM) facilities. This project will address the most urgent STEM academic and core research needs and include the relocation of physics labs and departmental offices. This first phase will construct approximately 152,000 GSF of total building area comprised of research labs and core facilities, instructional and collaboration space, office and support space, and shell space that will be developed into research labs as funding becomes available. The project will also have connections to the adjacent existing Lapham Hall.

Freshwater Sciences Addition-Phase I:

This project will construct the initial phase of an integrated marine, freshwater, and atmospheric research facility on the existing Great Lakes Research Facility (GLRF) site. The project will construct a three-story addition of approximately 92,000 gross square feet south of the existing GLRF building. In addition to research labs, shared research support core facilities will be created for computation and visualization, genomics, biosecurity, and trace analysis. The addition will also house collaboration and teaching spaces. A 20,000

GSF boat storage building may also be built, depending on budget. This proposed project is the first step of fully developing a Harbor Campus on and around the existing GLRF property.

4. Justification of the Request: With the previous release of planning funds, architectural/engineering consultants have been retained for the above projects. Planning work is underway to develop preliminary plans, cost estimates, and design reports. Approval of the design reports and authority to construct these projects will be sought when planning is complete and detailed budgets have been developed.

Now that the planning has progressed, additional planning funds are required for each project to achieve the design report milestone as follows:

Kenwood Integrated Research Complex-Phase I:

Additional planning funds are needed to cover costs of pre-construction services (cost estimating, constructability, schedule/phasing) provided by the Construction Manager at Risk, and the state-required building commissioning process. Also, additional planning is necessary by the retained architectural/engineering team to confirm alignment of the project program and site development of this first phase with future phases of the overall Kenwood Integrated Research Complex development.

Freshwater Sciences Addition-Phase I:

Additional planning funds are needed to cover costs related to the retention of required consultants for pre-construction services (cost estimating, constructability, schedule/phasing) and the state-required building commissioning process. Also, additional planning is necessary by the retained architectural/engineering team to accommodate needed scope revisions to replace the obsolete GLRF marine life support water/dechlorination system, study the feasibility of connecting the building heating systems to WE Energies central steam utility that currently exists in the vicinity, and relocate a small existing robotics lab that will be displaced by the addition.

5. Budget and Schedule: For each project, detailed budgets and schedules are being prepared by the consultants to be included in the design reports. At this time, Freshwater Sciences Addition-Phase I design report is expected to be complete by fall 2011, construction to start in summer 2012, and occupancy by early 2014. Kenwood Interdisciplinary Research Complex-Phase I design report is expected to be complete by late fall 2011, construction to start in late fall 2012, and occupancy by early 2015.

6. Previous Action:

July 13, 2007
Resolution 9374

Granted authority to seek the release of \$2,000,000 Building Trust Funds – Planning for the purpose of hiring a master planning consultant and preparing a UW-Milwaukee campus master plan that includes potential new sites for university facilities.

July 9, 2009 Resolution 9658	Granted authority to seek the release of \$525,000 Building Trust Funds-Planning for additional detailed planning in conjunction with the UW-Milwaukee Campus Master Plan.
December 11, 2009 Resolution 9709	Granted authority to seek enumeration of the School of Freshwater Sciences Research Building Phase I, \$50,000,000 General Fund Supported Borrowing (GFSB) (\$43,400,000, 2009-11 and \$6,600,000 2011-13) as the initial project of the University of Wisconsin-Milwaukee Master Plan Initiative, and that the remaining \$73,400,000 GFSB, \$55,600,000 Program Revenue Supported Borrowing, and \$60,000,000 Gifts/Grants will be allocated to additional projects in the Master Plan Initiative at the next meeting of the Board of Regents. The projects were subsequently enumerated at those levels and fund sources.
January 8, 2010 Resolution 9717	<p>Granted authority to seek enumeration of the following major capital projects with funding provided in 2009 Wisconsin Act 28:</p> <ul style="list-style-type: none"> (1) Kenwood Integrated Research Complex (IRC) Phase I at a total estimated cost of \$75,000,000 (\$43,400,000 existing General Fund Supported Borrowing 2011-13; \$30,000,000 existing GFSB 2013-15; and \$1,600,000 million Gifts and Grants). (2) Columbia St. Mary's Hospital Purchase and Redevelopment at a total estimated cost of \$31,000,000 (\$30,000,000 existing Program Revenue Supported Borrowing and \$1,000,000 Building Trust Funds). (3) Neeskay Research Vessel at a total estimated cost of \$20,000,000 Gifts and Grants. <p>The projects were subsequently enumerated at those levels and fund sources.</p>
June 11, 2010 Resolution 9783	Granted authority to seek the release of \$4,280,000 Building Trust Funds – Planning for planning of the Kenwood Integrated Research Complex – Phase I and the Freshwater Sciences Addition – Phase I projects.

Authority to Accept the Gift of a Single Family
House Situated on a 1.56 Acre Parcel of Land
Located in the City of River Falls, Wisconsin, UW-
River Falls

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the UW-River Falls Chancellor and the President of the University of Wisconsin System, authority be granted to accept the gift of a single family house situated on a 1.56 acre parcel of land located at 545 River Hills Drive, in the city of River Falls, Pierce County, Wisconsin, for the University of Wisconsin-River Falls.

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

1. Institution: The University of Wisconsin-River Falls
2. Request: Authority to accept the gift of a single family house situated on a 1.56 acre parcel of land located at 545 River Hills Drive in the city of River Falls, Pierce County, Wisconsin, for the University of Wisconsin-River Falls.
3. Description and Scope of the Project: This transaction will accept a home and 1.56 acre parcel of land approximately one half mile west of the University of Wisconsin-River Falls campus. The assessed value of the house and land is \$531,300. An environmental audit has been conducted and there are no known environmental hazards associated with the land to be received.

The parcel includes a home with a design that is architecturally unique, pleasing, spacious, and well-designed to accommodate either intimate or larger event gatherings as well as guest lodging.

4. Justification of the Project: This request is in response to an offer made by the donor, Dr. Charles Kao, an emeriti professor (34 years), and Mrs. Anne Kao. Dr. Kao is an owner of a major publishing company in Taipei, Taiwan, and is a highly regarded global economist.

The gifted property has a number of potential long-term uses to support the university's educational mission. In particular, the acquisition of this property fits very well with the university's mission and goal to "Expand Global Literacy and Engagement." The gifted property will function as the university's "international house." UW-River Falls does not presently have such a facility. In the long-term, the university will evaluate the multiple uses the house may serve to determine its maximum value to the campus.

This property has the potential to be used in any number of the following ways to benefit the students, faculty, and staff of university and the surrounding community and region:

- Visiting scholars and guests: UW-River Falls is currently limited in its ability to host extended-term visiting scholars or in-residence academics and other University guests due to inadequate space. Visiting scholars from around the U.S. and world would be eligible to utilize this facility; faculty and scholars that are part of international programs, such as from Scotland and China, are a prime example of facility users.
- Programming Space (art exhibits, performances, lectures, etc.): The property will be used to program a variety of events. It houses a small gallery that could be used for

art exhibitions and has excellent, open mixed use space that would work very well for more intimate performances, lectures, receptions, socials, etc.

- **Retreat/Workshop Space:** This property will be highly conducive as an educational retreat and workshop environment providing a near-by and accessible facility to be used by both the campus and, as appropriate, the surrounding communities, and most ideally, an interactive campus/community event.
 - **Campus/Community Gathering Place:** The property would provide the campus with a unique setting that is more intimate than any of our current on-campus settings that will allow for the programming of events that better bridge with the surrounding communities and region.
 - **Fund Raising Efforts:** The property will provide a special setting where UWRF could host returning alumni, especially international alumni. This capability is important with regard to garnering goodwill and support as it relates to fund raising efforts.
5. **Funding:** UW-River Falls has developed a number of business models that demonstrate the ability to fully fiscally and operationally support and maintain this property. Thus, this property will not require additional state funding. The university will use its existing management and maintenance infrastructure for the upkeep of the property.
 6. **Previous Action:** None.

Authority to Construct All Agency
Maintenance and Repair Projects,
UW System

CAPITAL PLANNING AND BUDGET COMMITTEE

Resolution:

That, upon the recommendation of the President of the University of Wisconsin System, authority be granted to construct various maintenance and repair projects at an estimated total cost of \$2,807,500 (\$252,300 General Fund Supported Borrowing and \$2,555,200 Program Revenue Supported Borrowing).

THE UNIVERSITY OF WISCONSIN SYSTEM

Request for Board of Regents Action July 2011

1. Institution: The University of Wisconsin System
2. Request: Authority to construct various maintenance and repair projects at an estimated total cost of \$2,807,500 (\$252,300 General Fund Supported Borrowing and \$2,555,200 Program Revenue Supported Borrowing).

ENERGY CONSERVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
MIL	11F2I	Sandburg Hall Energy Conservation	\$ -	\$ 1,694,600	\$ -	\$ -	\$ -	\$ 1,694,600
EC SUBTOTALS			\$ -	\$ 1,694,600	\$ -	\$ -	\$ -	\$ 1,694,600

PROGRAMMATIC REMODELING & RENOVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
STO	10D1R	Wigen Hall Restrooms/Windows (Scope Addition)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PR&R SUBTOTALS			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

UTILITIES REPAIR & RENOVATION

INST	PROJ. NO.	PROJECT TITLE	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
OSH	11F2M	Osceola St. Ductbank Relocation	\$ -	\$ 262,600	\$ -	\$ -	\$ 252,300	\$ 514,900
PLT	11F3A	SE Campus Lot 7/Walkway Const	\$ -	\$ 598,000	\$ -	\$ -	\$ -	\$ 598,000
UR&R SUBTOTALS			\$ -	\$ 860,600	\$ -	\$ -	\$ 252,300	\$ 1,112,900

	GFSB	PRSB	CASH	GIFT/GRANT	Z450	TOTAL
JULY 2011 TOTALS	\$ -	\$ 2,555,200	\$ -	\$ -	\$ 252,300	\$ 2,807,500

3. Description and Scope of Project: This request provides maintenance, repair, renovation, and upgrades through the All Agency Projects Program.

Energy Conservation

MIL - Sandburg Hall Energy conservation (\$1,694,600): This project implements energy conservation measures throughout the Sandburg Hall complex (511,844 GSF) based on a recently completed investment grade energy audit. Project work includes the following four energy conservation measures in Sandburg Hall Commons, North Tower, South Tower, and West Tower.

The energy management system and direct digital controls (DDC) will be upgraded. A new energy usage “dashboard” to monitor electric, steam, water and gas usage at Sandburg Commons and all (4) towers will be installed. The constant volume reheat HVAC systems will be retrofitted to more efficient variable air volume systems. The pneumatic controls will be replaced with DDC on the hot water heating system in the original three towers and expanding the number of heating zones from 12 to 264.

Governor Doyle issued Executive Order 145 on April 11, 2006 relating to Conserve Wisconsin and the creation of high-performance green building standards and energy conservation for state facilities and operations. The order included direction that the Department of Administration, in consultation with state agencies and the UW System, set energy efficiency goals for state facilities. The order requires a 10% reduction in energy consumption from FY05 levels by FY08 and a 20% reduction by FY10. The anticipated energy reduction of approximately 4 million kilowatt-hours is 13% of the current energy consumption in these buildings.

This project will assist UW-Milwaukee in complying with the energy reduction goals stipulated in Executive Order 145. The implementation of the ECM's identified in this request will result in an anticipated annual energy cost savings of approximately \$177,000 with a simple payback of less than ten years. This is well below the state energy fund simple payback requirement of 16 years or 20-year payback with repayment at 5.25% bond rate and 3% inflation rate.

Programmatic Remodeling and Renovation

STO - Wigen Hall Exterior Windows Replacement/Restrooms Renovation (at no cost increase to the budget of \$2,120,000): This request increases the project scope to expand the renovation areas to include the entry vestibule, lobby, front desk, game area, and hall director's office and takes advantage of recently received favorable bid prices to accomplish additional planned work. All architectural finishes, mechanical, electrical, and telecommunications services will be replaced. Hazardous materials abatement will also be performed in these areas to facilitate the expanded renovation work.

Utilities Repair and Renovation Requests

OSH - Osceola Street Ductbank Relocation (\$514,900): This project relocates the campus electrical power ductbank, removing it from the Osceola St. right-of-way, to facilitate the municipal storm sewer line replacement. Project work includes replacing and reconfiguring approximately 580 LF of ductbank containing electrical power and telecommunications lines. Approximately 400 LF of ductbank consisting of two 4-inch electrical power conduits and four 4-inch signal conduits between pits P17/S17 and P19/S19 and approximately 180 LF of ductbank consisting of four 5-inch electrical power conduits and six 4-inch signal conduits between pits P19/S19 and P44/S44 will be replaced with approximately 580 LF of new ductbank consisting of four 5-inch electrical power conduits and six 4-inch signal conduits. The ductbank between pits P16/S16 and P18/S18 will be demolished along with pits P17/S17 and P18/S18.

A horizontal casing will be installed across the Osceola Street right-of-way near the intersection with Pearl Avenue to allow a campus utility street crossing in the future. All electrical power and signal cables will also be relocated or replaced to continue service to the connected facilities. The medium voltage circuit power cables serving the Health and Wellness Center will be replaced. Multiple fiber optic cables of both single mode and multimode types with various fiber strand counts will be relocated. Various multi-pair

telephone cables, video coaxial cables, multi-pair 600-volt control cables and campus automation cables must be relocated. Cable relocations/reconnections will be designed and coordinated to minimize interruption to power and signal services.

The city of Oshkosh is improving city utilities and street surfaces in the Osceola Street right-of-way. The storm sewer is being enlarged from a 3-foot diameter nominal size to 3-foot by 6-foot nominal size to improve storm water system capacity and alleviate flooding in various areas of the city, including the campus. There is not adequate space to locate the new storm sewer line without encroaching on the campus electrical ductbank, so the city has requested that the university relocate the ductbank outside the street right-of-way. UW-Oshkosh, city of Oshkosh, UW System and DSF engineering staffs met to consider various options to avoid relocation of the ductbank by repositioning various city utilities within and outside the street right-of-way, but no alternative solution was found to be acceptable.

One of the fiber optic cables that must be relocated is part of the statewide telecommunications network that serves campus, city, county, state and school district entities in that portion of the state. Outages must be coordinated with all affected parties and the number and duration of interruptions must be held to a minimum.

PLT - Southeast Campus Parking Lot 7 Expansion and Richard Street Pedestrian Walkway Construction (\$598,000): This project expands Parking Lot 7 by approximately 50 stalls and constructs a new pedestrian walkway along the former Richard Street roadbed, connecting the Markee Avenue cul-de-sac to Parking Lot 28. These pavement expansions are required to serve the growing campus population and to remedy known parking shortages and accessibility and health and safety concerns in the southeast portion of campus.

Parking Lot 7 expansion work includes constructing ~15,000 SF of new surface parking after two residences are razed, the property has been cleared and grubbed, and the curb and gutter along the north edge of the existing Lot 7 has been removed. The site will be prepared for surface lot expansion and new underground storm water utilities, including the undercutting of unsuitable and unstable soils, grade modifications and shaping, and landscaping modifications and relocations. New curb and gutter will be installed along with new asphalt pavement, pavement markings, and signage. A new parking lot entrance will be installed from Irene Street, which will be coordinated with the city of Platteville. New light fixtures will be installed and will match existing lighting in adjacent parking lots. Adjacent pedestrian walkways may be reconstructed, if necessary, for accessibility improvements.

Richard Street pedestrian walkway work includes constructing a new ten-foot wide and 1,300 LF pedestrian walkway and service road along the former Richard Street roadbed. Electrical service will be extended along the new walkway. New pedestrian walkway lighting and emergency phone units matching existing campus standards will be installed. The site will be graded and landscaping will be modified as needed to accommodate the new walkway. Storm water remediation and filtration features will be installed and incorporated as determined by the design process.

UW-Platteville is in the process of completing a Master Plan (10F1F). During the course of this planning it has been determined that the proposed project area should be converted to surface parking. The enrollment growth that UW-Platteville has sustained over the last ten years has created a parking shortage on the east end of campus. When the university purchased the two parcels included in this request, it was solely intended for the expansion of surface parking. Although Parking Lot 7 has accessible parking spaces, the stall locations are not ideal for a truly accessible route to Russell Hall, which is adjacent to this parking lot. Relocating the accessible parking stalls into the expanded portion of the lot will improve the accessible route into Russell Hall.

The gravel and compacted limestone Richard Street pedestrian pathway is inadequate for continuous pedestrian use. The pathway becomes soft during wet weather, and the surface becomes irregular with washed-out areas and puddles, resulting in tripping hazards and dangers to bicyclists. It is difficult to maintain a clear path of travel during inclement weather, and snow and ice removal is also problematic. The pathway does not provide dedicated exterior lighting and is unsuitable for nighttime use.

4. Justification of the Request: UW System Administration and the Division of State Facilities continue to work with each institution to develop a comprehensive campus physical development plan, including infrastructure maintenance planning. After a thorough review and consideration of approximately 450 All Agency Project proposals and over 4,500 infrastructure planning issues submitted, and the UW All Agency Projects Program funding targets set by the Division of State Facilities (DSF), this request represents high priority University of Wisconsin System infrastructure maintenance, repair, renovation, and upgrade needs. This request focuses on existing facilities and utilities, targets the known maintenance needs, and addresses outstanding health and safety issues. Where possible, similar work throughout a single facility or across multiple facilities has been combined into a single request to provide more efficient project management and project execution.

5. Budget:

General Fund Supported Borrowing	\$ 252,300
Program Revenue Supported Borrowing	<u>2,555,200</u>
Total Requested Budget \$	2,807,500

6. Previous Action: None.

05/06/2010 Resolution 9763	The Board of Regents previously approved the STO - Wigen Hall Exterior Windows Replacement/Restrooms Renovation at an estimated total cost of \$2,120,000 Program Revenue Supported Borrowing.
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BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM
1220 Linden Drive, Room 1820
Madison, Wisconsin 53706
July 15, 2011

II.

9:00 a.m. All Regents – Room 1820 Van Hise Hall

1. Calling of the roll
2. Approval of the minutes of the April and May, 2011 meetings
3. Report of the President of the Board
 - a. Wisconsin Technical College System Board report
 - b. Additional items that the President of the Board may report or present to the Board
4. Report of the President of the System
5. Presentation of 2011 Academic Staff Excellence Awards
6. Report and approval of actions taken by the Business, Finance, and Audit Committee
7. Report and approval of actions taken by the Capital Planning and Budget Committee
8. Report and approval of actions taken by the Education Committee
9. Approval of the Board of Regents 2012 regular meeting schedule
10. Resolutions of appreciation
11. Communications, petitions, and memorials
12. Move into closed session to consider personal histories related to the naming of a facility at UW-Madison, as permitted by s. 19.85(1)(f), *Wis. Stats.*; to consider a compensation adjustment for the UW-Madison athletic director, as permitted by s. 19.85(1)(c), *Wis. Stats.*; to consider a compensation adjustment for the UW-Madison men's basketball head coach, as permitted by s. 19.85(1)(c), *Wis. Stats.*; to consider a compensation adjustment for the UW-Madison women's hockey head coach, as permitted by s. 19.85(1)(c), *Wis. Stats.*; to consider salary approval for an interim chancellor for UW-Madison, as permitted by s. 19.85(1)(c), *Wis. Stats.*; to confer with legal counsel regarding pending or potential litigation, as permitted by s. 19.85(1)(g), *Wis. Stats.*; and to consider annual personnel evaluations, as permitted by *Wis. Stats.* §19.85(1)(c).

The closed session may be moved up for consideration during any recess in the regular meeting agenda. The regular meeting will reconvene in open session following completion of the closed session.

Approval of 2012 UW System
Board of Regents Regular
Meeting Schedule

Resolution II.9.

That, upon the recommendation of the Secretary of the Board of Regents, the Board of Regents adopts the attached draft regular-meeting schedule for 2012.

DRAFT 7/1/2011

**UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE – 2012**

February 9-10, 2012 – In Madison

March 8, 2012 – In Madison

April 12-13, 2012 – Hosted by UW-Superior

June 7-8, 2012 – Hosted by UW-Milwaukee

August 23-24, 2012 – In Madison

October 4-5, 2012 – Hosted by UW-Stout

November 8, 2012 – In Madison

December 6-7, 2012 – Hosted by UW-Madison

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

President – Michael Spector

Vice President – Brent Smith

STANDING COMMITTEES

Executive Committee

Michael Spector (Chair)
Jeffrey Bartell
Judy Crain
Michael Falbo
Charles Pruitt
Brent Smith
José Vásquez

Business, Finance, and Audit Committee

Michael Falbo (Chair)
Mark Bradley
Charles Pruitt
Betty Womack

Education Committee

José Vásquez (Chair)
Judith Crain
Danae Davis
Tony Evers

Capital Planning and Budget Committee

Jeffrey Bartell (Chair)
Ed Manydeeds (Vice Chair)
Stan Davis
John Drew
Tom Loftus
David Walsh

Personnel Matters Review Committee

Danae Davis (Chair)
Judith Crain
John Drew

Committee on Student Discipline and

Other Student Appeals

Brent Smith (Chair)
Stan Davis
Betty Womack

Committee on Faculty and Academic Staff

Collective Bargaining

Michael Falbo (Chair)
Tom Loftus
Brent Smith
Michael Spector
Betty Womack

OTHER COMMITTEES & APPOINTMENTS

Diversity Awards Committee

José Vásquez (Chair)
Danae Davis
Ed Manydeeds
Betty Womack

Teaching Excellence Awards Committee

Betty Womack (Chair)
Jeffrey Bartell
John Drew
Ed Manydeeds

Academic Staff Excellence Awards Committee

John Drew (Chair)
Stan Davis
Brent Smith
José Vásquez
Betty Womack

Hospital Authority Board - Regent Members

Judith Crain
Michael Falbo
David Walsh

Liaison to Association of Governing Boards

Michael Spector

Higher Educational Aids Board

Jeffrey Bartell, Regent Member

Research Park Board

David Walsh, Regent Member

Wisconsin Technical College System Board

José Vásquez, Regent Member

Wisconsin Educational Communications Board

Judith Crain, Regent Member

Wisconsin Partnership Program

Roger Axtell, Regent Liaison

**UW SYSTEM BOARD OF REGENTS
REGULAR MEETING SCHEDULE -- 2011**

February 10-11, 2011 – In Madison

March 10, 2011 – In Madison

April 7-8, 2011 – Hosted by UW-Platteville

June 9-10, 2011 – Hosted by UW-Milwaukee

July 14-15, 2011 – In Madison

September 8, 2011 – In Madison

October 6-7, 2011 – Hosted by UW-Green Bay

December 8-9, 2011 – Hosted by UW-Madison