

1/28/2019

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

I.2. Business and Finance Committee

Thursday, February 7, 2019
Time 9:00 a.m. – 10:30 a.m.
UW-Madison, Union South 2nd Floor
Varsity I Room
1308 W. Dayton Street Madison, WI

- a. Approval of the Minutes of the December 6, 2018 Meeting of the Business and Finance Committee
- b. UW-Madison Presentation – Resources for Excellence at UW-Madison
- c. UW System Shared Financial System and Human Resource System Preplanning Project
- d. UW System Information Technology Reports
 - 1. UW System Strategic Plans for Major Information Technology Projects
 - 2. Semi-Annual Status Report for Large/Vital Information Technology Projects [Resolution I.2.d.]
- e. UW System Information Security Update
- f. Review and Approval of Proposed Non-resident and Graduate Student Tuition Proposals
[Resolution I.2.f.]
- g. UW-Oshkosh Auxiliary Operations Funding Transfer Request
[Resolution I.2.g.]
- h. Trust Funds Quarterly Investment Report(s) from the State of Wisconsin Investment Board (SWIB)
 - 1. Quarter ended September 30, 2018
 - 2. Quarter ended December 31, 2018
- i. Approval of Changes to Regent Policy Document (RPD) 21-9 Institutional Relationships with Foundations
[Resolution I.2.i.]
- j. UW-Madison Contractual Agreement – Minnesota Mining and Manufacturing (3M)
[Resolution I.2.j.]

1/28/2019

- k. Semi-Annual Budget to Actual Report (2nd Quarter FY 2019)
- l. Semi-Annual Report of Gifts, Grants, and Contracts (2nd quarter FY 2019)
- m. Report of the Vice President(s)
 - Shared Services Update

UW SYSTEM SHARED FINANCIAL SYSTEM AND HUMAN RESOURCE SYSTEM PREPLANNING PROJECT

EXECUTIVE SUMMARY

BACKGROUND

The current Financial and Human Resource enterprise resource planning (ERP) systems are not serving the diverse needs of UW System and UW-Madison. UW-Madison and UW System Administration have worked over the past twelve months on assessments of current systems and processes, spending, risks, alternatives, and potential costs.

Preliminary assessments identified over 350 shadow and bolt-on systems at UW-Madison and dozens of additional systems across the rest of UW System. The costs of these systems, combined with their negative impacts to financial controls, IT security, process standardization, institutional culture, and administrative efficiency contribute to the impetus for change.

The recommended path forward is to launch a single, integrated program working in multiple phases to standardize administrative processes supported by a new cloud-based ERP. The first phase of the project would focus simultaneously on implementation at UW-Madison and UW System Administration, and pre-planning for UW System institutions. Systemwide implementation of the new processes and ERP would follow in later phases of the project.

REQUESTED ACTION

This item is for informational purposes only.

DISCUSSION AND RECOMMENDATIONS

The UW recommends that UW System Administration and UW-Madison undertake a 6 to 12 month preplanning effort to include detailed project governance, planning, visioning and change planning, business process redesign, quality assurance, and analysis of financial impact. The UW will be engaging a consulting partner to assist with the preplanning effort.

The scope of this preplanning effort includes:

- Establishing a unified, tiered governance structure for the ERP preplanning project and propose one for the implementation project itself.
- Refining vision, business case and change management strategy for UWS and UW-Madison.
- Working with ERP preplanning partner to:

- Assure quality, verification and validation of related efforts to date, including project scope, time line, and financial impact.
- Prepare RFPs for cloud ERP system selection and implementation services; and
- Identify change management and staffing needs related to ERP preplanning and implementation.
- Completing procurement process to identify vendor(s) to provide project oversight and quality assurance (QA) services for the implementation project.
- Conducting a more complete inventory of current shadow and bolt-on systems across UW-Milwaukee and the comprehensive campuses, and document the business processes driving the use of these systems.
- Preparatory projects, including:
 - Chart of Accounts Redesign/Accounting Methodology
 - Ancillary Technology Planning
 - Procurement Automation

The ERP preplanning effort is crucial to successfully prepare for the larger cloud implementation project, update on which will likely be presented to the Board of Regents in July 2019 as a Large/Vital Information Technology Project. The transition of enterprise systems to the cloud is much more than a technology project; it is an effort to redesign and deploy standardized, user-friendly, secure and efficient administrative services, leveraging cloud technology.

Review and Approval of
UW System Information
Technology Reports

BUSINESS AND FINANCE COMMITTEE

Resolution I.2.d.:

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents approves: (1) the Report on UW System Strategic Plans for Major Information Technology Projects; (2) the UW System Information Technology Status Report on Large/Vital Information Technology Projects dated February 7, 2019, which describes the implementation status of information technology projects at UW-Madison, UW-Stevens Point, and the UW System; and (3) UW System Administration's submittal of the report on the Board's behalf to the legislative Joint Committee on Information Policy and Technology, as required by s. 36.59(7), Wis. Stats.

**UW SYSTEM INFORMATION TECHNOLOGY REPORT – UW STRATEGIC PLANS
FOR MAJOR INFORMATION TECHNOLOGY PROJECTS**

EXECUTIVE SUMMARY

BACKGROUND

Section 36.59, Wis. Stats., requires all UW institutions and UW Colleges campuses to adopt and submit to the Board of Regents annual strategic plans for the utilization of information technology no later than March 1st of each year.

Regent Policy Document 25-4 implements the requirements of s. 36.59, Wis. Stats., which coordinates information technology strategic planning across the UW System, and specifies management and reporting requirements related to large or high-risk information technology projects.

REQUESTED ACTION

Approval of Resolution I.2.d., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

DISCUSSION

For 2019-20, the University of Wisconsin System has adopted a reporting structure that aligns with Wisconsin Statutes and Regent Policy and parallels the practice of the State of Wisconsin Division of Enterprise Technology.

All institutions have identified their top three IT goals for utilizing information technology in 2019-20. In addition, the UW System comprehensive institutions and UW System Administration have reported on their projects and anticipated expenditures over \$100,000 related to augmenting IT infrastructure. The reporting threshold for UW-Madison and UW-Milwaukee is \$500,000.

Any IT project that exceeds or is projected to exceed \$1,000,000 or is projected to be vital to the functions of the System, institution or College campus, is reported separately in the Semi-Annual Status Report on Large/Vital Information Technology Projects. That report is presented today as agenda item I.2.d.2.

For 2019-20, there are many common trends among the institutional IT goals, which speaks toward the continued desire to leverage enterprise-wide scale where appropriate. The following

list outlines several key areas of common focus that appear within the more detailed institutional IT plans:

- Restructuring IT Transition - The seven (7) receiving institutions are working through the details required to transition IT services from UW Colleges to new services for the branch locations. Two of the large/vital projects (Restructuring SIS Migration and Restructuring Digital Record Migration) cover this topic. However, there are other critical issues (e.g. network management, student printing, workstation management) that require detailed planning and execution to ensure faculty, staff, and students are not disrupted during the transition.
- Information security – All thirteen (13) institutions are continuing to invest significant resources into the implementation of UW System information security policies (data classification, multi-factor authentication, etc.). The Core Information Security Infrastructure project is also a major resource investment from the institutions to ensure their local IT environment is protected by these new tools.
- Student Success Collaborative – Twelve (12) of the institutions will be implementing the Education Advisory Board's (EAB) Student Success Collaborative product, which is aimed at using predictive analytics to improve retention and graduation. The primary challenge with this project is cultural adoption and properly using the software tool. However, there is a significant technical aspect to this project through the integration with the institution's Student Information System (SIS).
- Digital Learning Environment (DLE) – Twelve (12) institutions are continuing with the DLE (Canvas) implementation and working through all of the support and training issues as additional courses and faculty members are transitioned to the new system.
- Business Process and Workflow Redesign – The UW System recently selected and purchased the tool BP Logix, which simplifies and streamlines the process for automating business processes through web-based forms. For 2019-20, institutions will be mobilizing, under the guidance of UW-Shared Services, to leverage this tool to improve internal workflow and business process.
- Data and Analytics Exploration – Several institutions will be actively exploring replacement of their internal data warehouses and data analytics ecosystems to better integrate its data for improved decision-making. This timing coincides with the UW System's analytics exploration that will be incorporated into the Administrative Transformation planning.

The institutional IT plans are attached.

RELATED REGENT POLICIES

Regent Policy Document 25-4: Strategic Planning and Large or High-Risk Projects

Information Technology Projects at the UW System Institutions

UW-Eau Claire

IT Goals

1. Implement and modify our SIS (Campus Solutions) and related systems to accommodate the merger with UW-Barron County.
2. Help our faculty by training, researching and assisting in re-write of their course material to move from D2L to Canvas.
3. Implement Oracle BI by writing new queries in Oracle BI to replace queries that were written in Hyperion and helping other departments re-write their queries and move to reporting tools that meet their needs.

UW-Eau Claire has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Green Bay

IT Goals

1. Complete implementation of all IT security policies.
2. Transition IT services from UW Colleges and establish new services for the branch locations.
3. Advance business processes and data analytics to help advance the university mission.

UW-Green Bay has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-La Crosse

IT Goals

1. Bring additional technology capabilities, modalities, and strategies to the learning experience of students by providing learning tools to faculty, staff, and students.
2. Improve student learning experiences with more flexible classroom designs that accommodate a variety of learning and teaching styles in addition to expanding student interaction opportunities without borders.
3. Integrate the various university technology service points to facilitate a stable, robust, efficient, and customer-focused support environment, including convenient web-based assistance and performance metrics for all information technology services and systems.

UW-La Crosse has only one IT infrastructure projects that is projected to cost over \$100,000 in fiscal year 2019-20, which is the PeopleSoft 9.2 upgrade project (estimated at \$150K).

UW-Madison

IT Goals

1. Fully deploy multifactor authentication to reduce risk of cybersecurity incidents.
2. Deploy Voice Over IP (VOIP) phones to replace traditional telephone lines for employees.
3. Deploy Cisco WebEx to all faculty, staff and students.

Except for the six (6) projects on the Large/Vital Information Technology Projects List (see agenda item I.2.d.2.), UW-Madison does not have any additional IT infrastructure projects that are projected to cost over \$500,000.

UW-Milwaukee

IT Goals

1. Implementation of a shared services environment for human resource, finance, procurement, and IT for both UWM and the UW Restructure effort.
2. Development and implementation of a unified communications platform.
3. Continued adherence and investment for compliance with UW System Information Security Policies.

UW-Milwaukee will have one IT infrastructure project that is projected to cost over \$500,000 in fiscal year 2019-2020:

Project Name: Unified Communications

Description and Justification: This proposed project will address the replacement of these AT&T Centrex landlines and the provisioning of modern communications modes associated with Unified Communications, including an enterprise wide voice solution utilizing Voice over IP (VoIP). For organizations to realize the full benefits of Unified Communications, there must be a high rate of adoption. Users are less likely to take advantage of a Unified Communications solution that is not user friendly. Microsoft provides a truly “unified communications experience” and allows organizations to reach their full potential with Unified Communications.

Business Need: The business driver for this project is to replace an aging telephone system that is reaching end of life and no longer meets the needs of students, faculty, administration, and staff. This new telephone system should meet user needs, be cost effective, and provide choice in the phone services utilized. The telephone service must allow for calls placed intra-campus, and off campus (locally, intra-state, interstate and internationally) through the Public Switched Telephone Network (PSTN). The telephone service must be deployable for use by individuals (faculty and staff, including student employees) and non-individual “special” applications that include conference room phones and automatic call distribution applications. The telephone functionality must also

operate within a broader Unified Communication platform where the user must be able to use one application to perform all of the following Unified Communications functions that are available to them:

- Instant messaging and presence
- Web, audio, and video conferencing
- Unified messaging
- Desktop and application sharing
- Remote access

Moving to a Unified Communication platform, and its Voice over IP (VoIP) component, will provide the University a single, stable and modern communications platform, allow for future implementation of new Unified Communication technology, and improve the ability to be responsive to the needs of the University community.

Priority: High

Impact: Once implemented, this project will affect all faculty, staff, and students as it will provide them with a set of integrated, modern communications tools designed to increase productivity and user friendliness.

UW-Oshkosh

IT Goals

1. Complete implementation of all IT security policies.
2. Transition IT services from UW Colleges and establish new services for the branch location.
3. Complete the implementation of the Digital Learning Environment (Canvas).

UW-Oshkosh has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Parkside

IT Goals

1. Advance student success - Pre-eminent goal in UW-Parkside's strategic framework. UW-Parkside Campus Technology Services (CTS) strives to support faculty and students as needed with the goal of increasing the number of UW-Parkside student graduates.
2. Enhance operational excellence - Strengthening and modernizing business processes is seen as a key strategy. CTS has a key leadership role in business process development and improvement for UW-Parkside.
3. Invest in our people - After a decade of infrequent and small compensation adjustments, UW-Parkside leadership considers it a priority to support its staff and its skillset.

UW-Parkside has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Platteville

IT Goals

1. BI Redesign – Complete review and redesign of the Business Intelligence infrastructure, warehouse, and reporting tools. Objective is to make data more useful and accessible and introduce predictive analytics to campus.
2. Collaborative Integration – Complete the IT integration of the branch campuses. Objective is to make student experience consistent across all three locations and support academic initiatives at each location.
3. Emerging Academic Technology Unit – Create a new unit focused on emerging trends and new technologies in academics. Objective is to introduce new technologies to faculty for evaluation and possible adoption.

UW-Platteville will have one IT infrastructure project that is projected to cost over \$100,000 in fiscal year 2019-2020:

Project Name: Virtual Desktop Infrastructure

Description and Justification: Upgrade services provided by the Virtual Desktop Infrastructure (VDI) environment to the school to support academic needs and (long term) reduce the need for computer labs. This project will also provide better access for student-owned devices (access to specialized software).

Business Need: Reduce costs associated with computer labs, improve access to specialized software packages, provide better student experience by leveraging student owned devices.

Priority: Medium

Impact: UW-Platteville has a legacy system and this project will be a redesign/upgrade and will improve service quality for staff and students. The impact is largely on staff time and there is no major disruption anticipated as part of the implementation.

UW-River Falls

IT Goals

1. Strengthening information security posture and promoting a culture of data security.
2. Evaluate network-based services for potential cloud or vendor-based hosting to increasing the value and security to the university while removing ongoing maintenance and hardware costs.
3. Develop a three-year teaching and learning technologies systems identification, prioritization, implementation and professional development roadmap in collaboration with shared governance representatives from faculty and instructional academic staff and students to support the UW-River Falls' goals of distinctive academic excellence. In particular, UWRF looks to create a learner-centered environment through teaching and learning technologies, and global education and engagement.

UW-River Falls will have one IT infrastructure project that is projected to cost over \$100,000 in fiscal year 2019-2020:

Project Name: Cisco UCS Upgrade

Description and Justification: Upgrade UCS Infrastructure Hardware to extend life of current on-premises environment and meet future anticipated demands.

Business Need: UCS hardware is currently being used for UWRF's server computer environment. It is an essential component of the virtual server and fabric switching configurations. Current UCS systems are approaching end of life and priority becomes higher the longer the equipment ages.

Priority: Medium

Impact: UCS systems are critical to the majority of on-premises systems. Both production and pre-production / development systems use UCS as a resource.

UW-Stevens Point

IT Goals

1. UW Restructuring - incorporation of two former UWC campuses into main UWSP infrastructure and operations.
2. Electronic Documents (with workflow) - convert paper forms/processes to electronic workflow. This will reduce manual processes, ensure standardization, and improve efficiency.
3. Further refinements on business processes with Campus Solutions - better integrations, easier processing with prioritized customizations to improve functionality and user experience.

UW-Stevens Point has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Stout

IT Goals

1. Improve campus Information Security awareness and maintain compliance with UW System policies including state and federal compliance.
2. Finalize development of the IT Strategic plan, begin implementation, and communicate to campus. This includes documenting internal processes across IT staff; especially with new products and improving communication and customer support to campus.
3. Roll out enrollment and retention analysis projects including EAB's Student Success, Salesforce, and UWBI.

UW-Stout has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Superior

IT Goals

1. Provide a current, reliable, and agile IT infrastructure that supports the campus mission in the most efficient means possible.
2. Support the campus strategic goals through outreach initiatives focused on empowering faculty, staff, and students with the training necessary to be proficient with existing campus technology.
3. Promote efficiency and agility by investigating centralized cloud solutions prior to making IT investment decisions.

UW-Superior has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW-Whitewater

IT Goals

1. Student Retention- Deploy software to help improve student engagement.
2. Organizational Effectiveness through Reliable Technology and Customer-Focused Service- Transition UW-Whitewater at Rock County faculty, staff and students into the UW-Whitewater ecosystem with a goal of achieving a consistent experience and leveraging potentially new enrollment opportunities.
3. Information Security- Complete risk mitigation plans for access to high-risk data.

UW-Whitewater has no IT infrastructure projects that are projected to cost over \$100,000 in fiscal year 2019-20.

UW SYSTEM INFORMATION TECHNOLOGY REPORT STATUS REPORT ON LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

EXECUTIVE SUMMARY

BACKGROUND

Section 36.59, Wis. Stats., requires that by no later than March 1 and September 1 of each year, the Board of Regents submit to the Joint Committee on Information Policy and Technology a report that documents each information technology project within the system with an actual or projected cost greater than \$1,000,000 or that the Board has identified as a large, high-risk information technology project.

Regent Policy Document 25-4 implements the requirements of s.36.59, Wis. Stats., which coordinates information technology strategic planning across the UW System, and specifies management and reporting requirements related to large or high-risk information technology projects.

REQUESTED ACTION

Approval of Resolution I.2.d., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

DISCUSSION

Attached is a summary dashboard along with individual progress reports on the UW System's major information technology projects. There are seventeen (17) major projects to report.

	Institution	Project Name	Milestone since August BOR Meeting
1	UW-Madison	Canvas Implementation	
2	UW-Madison	Cisco WebEx Meetings and WebEx Teams	Initiated
3	UW-Madison	Facilities Planning and Management Work Order System	Initiated
4	UW-Madison	Multi-Factor Authentication	Scope Change
5	UW-Madison	Student Information System Upgrade	
6	UW-Madison	VoIP Conversion	
7	UW-Stevens Point	Student Information System	Completed
8	UW System	Budget Planning and Forecasting System	Completed Phase 1
9	UW System	Core Information Security Infrastructure	Initiated
10	UW System	Digital Learning Environment Installation	
11	UW System	Shared Financial System and Human Resource System Preplanning	Initiated

	Institution	Project Name	Milestone since August BOR Meeting
12	UW System	Replacement of Interactive Reporting Tool (UWBI)	
13	UW System	Restructuring Digital Record Migration	
14	UW System	Restructuring Student Information Systems Migration	
15	UW System	Shared Financial System Upgrade	Completed
16	UW System	UW Student Success Collaborative	Initiated
17	UW System	VOIP UW Colleges Extension / UWSA	

The attached dashboard contains one (1) project that is on track and significantly under budget:

- UW System's Digital Learning Environment (DLE) project is \$1.1 million (18%) under budget due to a combination of factors such as negotiating lower software discounts and reducing the need for external professional services.

The attached dashboard contains three (3) projects that are fully completed or have completed significant milestones:

- UW-Stevens Point completed its implementation of the Student Information System (SIS). While there were delays and cost overruns beyond the original optimistic estimates, the project yielded valuable lessons learned and significant insight into future large-scale system implementations.
- The UW System completed its upgrade of the Shared Financial System to PeopleSoft version 9.2 on time and within estimated budget.
- The UW System completed Phase 1 of its Budget Planning and Forecasting System on time and within estimated budget.

The dashboard contains five (5) new projects that were initiated since the August 2018 Board of Regents meeting:

- UW-Madison initiated a Facilities Planning and Management Work Order System to replace a legacy system. The new system will be cloud-based and will help more effectively manage construction and renovation projects.
- UW-Madison initiated a Cisco WebEx Meetings and WebEx Teams Project, which will add the modern capabilities of on-demand collaboration, online meetings, and web conferencing for all active faculty, staff, and student employees.
- The UW System initiated a Student Success Collaborative, which will provide a strategic communication and analytics tool for use by advisers, faculty, staff, and students to help institutions provide timely, targeted, data-based interventions and proactive student support. This project directly addresses the 360 Advising component of *2020FWD*.

- The UW System initiated an Shared Financial System and Human Resource System Preplanning project, which will establish the foundation for the future implementation project (see agenda item I.2.c).
- The UW System initiated a Core Information Security Infrastructure project, which will enhance the confidentiality, integrity and availability of institutional data, information and information technology resources.

The dashboards indicate that all pre-existing projects are on time and on budget except for the following five (5) observations:

- UW-Madison's Canvas implementation is 99% completed, but the remaining 1% of courses require customization to meet the pedagogical needs of several departments. The development, testing, and course migration for these remaining courses are expected to be completed by June 2019. At the last Board of Regents update (August 2018), estimates to migrate the non-credit courses were not yet known. Those costs have now been estimated, which has increased the overall project budget.
- UW-Madison's Multifactor Authentication (MFA) project has executed a deliberate scope change to add the student population to the original scope of faculty and staff. Given the increasing cyber threats and vulnerability of the student population, this scope-change is welcomed, and the corresponding budget increase is expected.
- UW-Madison's VOIP upgrade has been extended from December 2018 to June 2019. The project is 90% complete but was impacted by the vendor's ability to port existing telephone numbers in a timely fashion and the availability of central and departmental IT staff at the campus.
- The core UW Business Intelligence project has been completed, but additional campus-level migrations will continue for a few months. The legacy reporting environment will be retired in February 2019, two months later than originally anticipated.
- The UW System Voice Over IP (VOIP) migration project was originally scheduled for completion in July 2018 and is 99% complete. The additional delay is due to the difficulty in porting public safety numbers (e.g. 911) and the contractor's availability to perform the migrations. The estimated completion date is June 2019.

The individual project dashboards attached provide additional information and details on the status of each of these major projects.

RELATED REGENT POLICIES

Regent Policy Document 25-4: Strategic Planning and Large or High-Risk Projects

DASHBOARD

LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

	Milestone Since Last BOR Meeting	Institution	Project Name	Start Date	Scoped End Date	Revised Scoped End Date	Original Scoped Project Budget	Revised Scoped Project Budget	Schedule Status	Scope Status	Budget Status	Other Issues	Notes
1		UW-Madison	Canvas Implementation	Summer 2016	Summer 2018	June 2019	\$ 3,719,000	\$ 4,490,000					Project is 99% complete with remaining 1% of courses unable to move due to feature constraints, which are being addressed by vendor. Budget increases due to inclusion of non-credit courses, which was not known at the last report.
2	Initiated	UW-Madison	Cisco WebEx Meetings and WebEx Teams	July 2018	January 2019		\$ 1,135,390						A companion to the VOIP conversion project to add modern capabilities of on-demand collaboration, online meetings and web conferencing for all active faculty, staff, and student employees. Currently on time and within budget.
3	Initiated	UW-Madison	Facilities Planning and Management Work Order System	August 2018	January 2021		\$ 4,655,000						Existing system is out of support and no longer meets the needs of the campus. The new system will be cloud-based and will help more effectively manage construction and renovation projects.
4	Scope Change	UW-Madison	Multi-Factor Authentication	March 2018	June 2019	December 2019	\$ 2,169,000	\$ 2,740,995					Due to continuously changing cybersecurity risks, the project was deliberately increased in scope to add students.
5		UW-Madison	Student Information System Upgrade	June 2018	July 2019		\$ 3,524,556						On time and currently under budget. No major change in status since previous Board of Regents meeting.
6		UW-Madison	VoIP Conversion	September 2016	December 2018	June 2019	\$ 6,539,000	\$ 6,651,165					Project is 90% complete. The remaining 10% was impacted by both vendor and IT staff availability, but is expected to be completed by June 2019.
7	Completed	UW-Stevens Point	Student Information System	April 2016	December 2017	Summer 2018	\$ 4,058,000	\$ 5,092,616					Completed.
8	Completed Phase 1	UW-System	Budget Planning and Forecasting System	July 2016	December 2021		\$ 8,150,000						Phase 1 completed on time and within budget. Phase 2 planning has begun.
9	Initiated	UW-System	Core Information Security Infrastructure	October 2018	June 2019		\$ 8,600,000						Implementation of core security products to enhance the confidentiality, integrity and availability of institutional data, information and information technology resources. On track but monitoring institutional capacity and resource availability required to deploy.
10		UW-System	Digital Learning Environment Installation	July 2017	June 2020		\$ 7,228,174	\$ 6,119,997					On time and under budget. Cost savings have been realized through vendor negotiations, utilization of standard integrations, and reduction in contingency funds.
11	Initiated	UW-System	Shared Financial System and Human Resource System Preplanning	January 2019	December 2019		TBD						A planning project to include detailed project governance, visioning, and change planning to establish the foundation for the future implementation project.
12		UW-System	Replacement of Interactive Reporting Tool (UWBI)	January 2016	December 2018	February 2019	\$ 4,494,789						Core project is complete. Additional campus-level migrations will continue through the end of the calendar year. Legacy reporting environment will be retired in February 2019.
13		UW-System	Restructuring Digital Record Migration	August 2018	August 2019		\$ 176,870						A required project in the restructuring. Ensures a seamless digital transition and a positive experience for students, faculty, and staff. After full planning for the project was complete, the final cost was less than \$1M, which is below the \$1M threshold and will be removed in subsequent reports.
14		UW-System	Restructuring Student Information Systems Migration	May 2018	September 2019		\$ 6,187,404						On time and within predicted budget, with some risks around being able to find the adequate temporary staff needed to handle the additional volume of effort.
15	Completed	UW-System	Shared Financial System Upgrade	May 2017	November 2018		\$ 7,913,228						Completed on time and within budget.
16	Initiated	UW-System	UW Student Success Collaborative	January 2019	November 2020		\$ 10,700,000						A strategic communication and analytics tool for use by advisers, faculty, staff, and students to help institutions provide timely, targeted, data-based interventions and proactive student support.
17		UW-System	VOIP UW Colleges Extension / UWSA	December 2016	July 2018	June 2019	\$ 2,719,598						Project is 99+% complete. Encountered unexpected delays due to difficulty porting phone numbers used for public safety and contractor availability. Expected completion is June 2019.

Total Scoped Budget \$ 83,351,608

UW System Major IT Project Status Report 1/22/19

Project: UW-Madison Canvas Transition Final Phase

Description:

UW-Madison is on track to complete a transition to the Canvas learning management system (LMS) by adopting Canvas as the single, centrally supported LMS. 99% of all courses have been migrated from Desire2Learn (D2L) and Moodle over the course of 2017 and 2018. University use of Desire2Learn (D2L) has been discontinued and Moodle support will conclude by the end of FY19 with the successful completion and migration of the remaining 1% of courses.

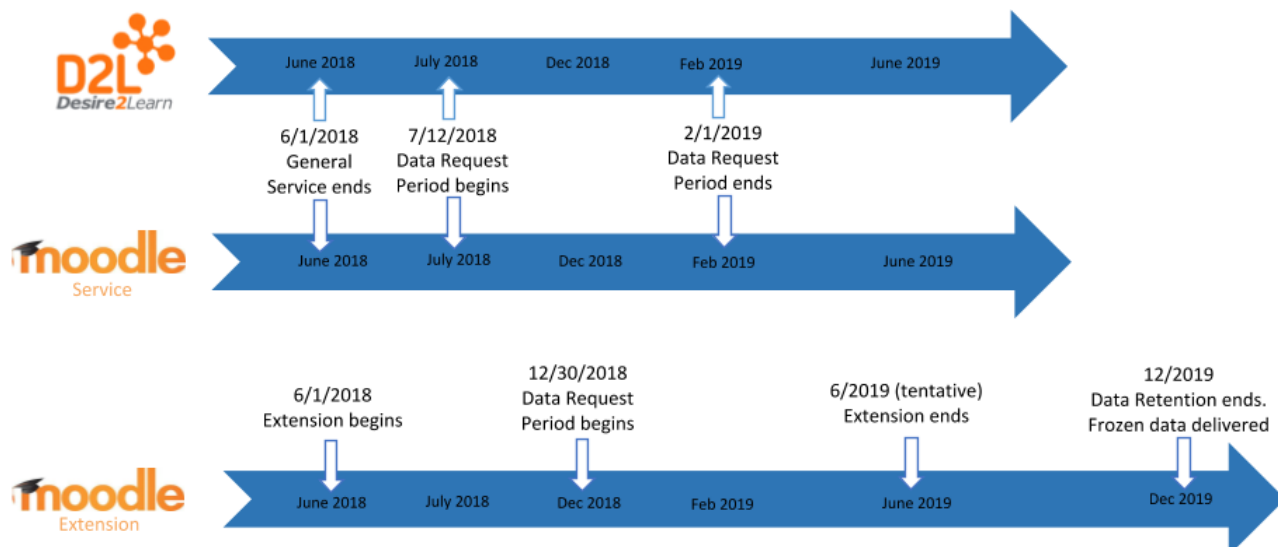
Project Scope:

- All UW-Madison credit and non-credit course offerings are in scope.
- All other UW System campus credit and non-credit courses (currently using Desire2Learn) are out of scope
- Per the Information Technology Committee (ITC) resolution, the university needed to establish equitable functionality for two identified functional gap areas specific to a few courses: Content Authoring (complete and transitioning to Operations) and Quizzing (in progress).

Project Schedule:

The original and revised timelines to retire Moodle are shown below. Moodle has been retired for 99% of the university, while migration of the remaining 1% of courses which are dependent on advanced quizzing functionality are underway and should be completed by the end of June 30, 2019.

UW-Madison LMS Retirement Timeline



(Note: The “extension” refers to the extension of the Moodle service for the limited number of courses that need advanced quizzing functionality.)

Project Budget:

Project budget includes licensing of software, implementation costs, training, and establishment of a support/help desk capability.

FY18	\$2,587,000
FY19	\$1,903,000
FY20	No additional funding needed
FY21	Project Complete
FY22	Project Complete

Total 5-year projection: \$4,490,000

Source of Funds: Central Campus Funding

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

UW-Madison Canvas Transition Final Phase

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

***A note on Schedule Status:** Atomic Jolt, the vendor responsible for delivering the solution, continues to miss deadlines for key deliverables - despite rigorous communication with UW-Madison. The quizzing functional gap team is developing strategies to deal with this so that overall project deadlines can still be met. By March 31st, the team will have arrived at a point where they can say with confidence that the tool will meet the functional gap needs of campus and will have the raw data for the target courses moved into the new tool. The project is also still on track to turn off the active Moodle service in June.

Project Components

Item	Status
Governance structure	Complete
Project Charter	Approved
Communication Plan	Complete – in progress
Project Plan	Complete
Project Budget	Addressed for Moodle Extension
Quality Assurance Plan	Progress being tracked

UW System Major IT Project Status Report 01/18/19

Project: UW-Madison Cisco Webex Meetings and Webex Teams

Description: UW-Madison purchased Cisco Webex Meetings and Webex Teams as a change of scope to the Cisco VoIP migration from AT&T Centrex services, and it was determined at that time to become a separate companion project. Cisco Webex Meetings and Webex Teams added modern capabilities of on-demand collaboration, online meeting, web conferencing and video conferencing to the transition from its longstanding voice (telephone) services technology (known as Centrex) to Cisco VoIP.

This initiative supports the campus 2015-2019 Strategic Framework (<https://chancellor.wisc.edu/strategicplan2/index.html>) in the major area of *Resource Stewardship*. The project specifically addresses a major goal articulated in the framework: “Transform library structures and technologies to best support research and learning, and to attain campus efficiencies.”

Project Scope:

- Implement Cisco Unified Communications (Webex Meetings and Webex Teams) solution for faculty, staff, and student employees.
- This was added as a companion project to the Cisco VoIP migration from AT&T Centrex services.

Project Schedule:

- Cisco Webex Meetings and Webex Teams became available for deployment in July 2018.
- In August 2018, Webex Meetings and Webex Teams was deployed to approximately 1,300 faculty, staff and student employee early adopters.
- In January 2019, Webex Meetings and Webex Teams will be deployed to all active faculty, staff, and student employees.

Project Budget:

Note: The following numbers do not include operational costs.

Initially Scoped Phase 1 lines

Items	FY18	FY19	FY20	Total
Webex License, Equipment and Consulting	\$937,390	\$125,000	\$73,000	\$1,135,390

Source of Funds:

The project cost will be funded by savings from Centrex charges currently paid by units and divisions. Internal labor needed to implement Webex Meetings and Webex Teams is part of DoIT's (Division of Information Technology) telephony services operating budget.

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

Project Status Dashboard – with the added Unified Communications Scope:		Green	Yellow	Red
VoIP Transition Website: https://voip.it.wisc.edu/				
<u>Schedule Status:</u>		X		
<u>Scope Status:</u>		X		
<u>Budget Status:</u>		X		
<u>Other Issues (Staffing, Risks, etc.):</u>		X		

UW System Major IT Project Status Report 12/30/18

Project: UW-Madison FP&M Work Order System

Description:

Facilities Planning and Management's (FP&M) current computerized maintenance management system (CMMS) which manages campuswide work orders, is outdated and can no longer be supported. This IT project request is to support the implementation of the CMMS system and to implement a project management system for campus renovation projects and capital planning and development. FP&M conducted an RFP process and a vendor selection was completed in June 2018.

Other campus units have similar systems in place. Housing uses TMA Systems, a vendor that responded to the FP&M RFP but is not a finalist. Athletics uses a homegrown system. FP&M initially attempted to purchase Wizard Software or TMA Systems under existing state contracts but was advised by campus Purchasing Services that an RFP was required.

AiM software by Assetworks was the selected solution and the software licenses were purchased. The software will be deployed as a cloud-based system hosted by the vendor, Assetworks.

Project Scope:

Scope of the implemented system is the Madison campus. Facilities Planning & Management personnel, building managers, and Departmental staff engaged in requesting and receiving facilities work will be impacted. The purpose of the new system is twofold:

- Manage work orders
- Manage FP&M projects

The project management system is expected to support solution design, estimation, competitive bidding, managing external contractors, work checkpoints, and stakeholder communication. The Intake proposal to governance indicates 10,000 or more people will be affected, including "faculty, instructors, department staff, and divisional staff." It is anticipated that people in these roles will be able to submit work requests (tickets) and monitor ticket status. Those with additional authorization, such as building managers, will be able to run reports from the work order system.

Note that the initial implementation will be limited to FP&M functions related to work orders and project management. The initial implementation will not support campus units interested in using the work order system for non-facility purposes.

Project Schedule:

The project is planned for a phased rollout with work management and project management functionality implemented as part of Phase 1. Subsequent phases include additional related functionality. The timing and content of the phases is shown below.

Updated August 29, 2018

	2018					2019												2020												
	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1
Phase 1																														
Phase 2																														
Phase 3																														
Phase 4																														
Cont Imp																														

Phase 1	Phase 2	Phase 3	Phase 4	Continuous Improvement
<ul style="list-style-type: none"> • Work Management • Accounts Payable • AiMport • Bid Management • Capital Projects • Contract Administration • Customer Service • Finance • Human Resources • AiM IQ • Inventory • Property • Purchasing • Time and Attendance • System Administration • ReADY Request • Mobile Suite 	<ul style="list-style-type: none"> • Planning and Needs Analysis • Environmental Health and Safety 	<ul style="list-style-type: none"> • Key & Access Control • Energy Management 	<ul style="list-style-type: none"> • Space Management • Lease Management 	<ul style="list-style-type: none"> • Additional tenants (non FP&M)

Project Budget:

Vendor selection and procurement was completed in FY 2018. Implementation plans are mostly complete with a phased approach through December 2020. Budgeted costs per fiscal year are shown below.

	FY18	FY19	FY20	FY21	FY22
Assetworks software and maintenance	\$ 1,294K	\$ 355K	\$ 367K	\$ 381K	\$ 395K
Additional Personnel ¹		\$ 220K	\$ 388K	\$ 388K	\$ 220K
Assetworks Professional ² Services		\$ 761K	\$ 500K	\$ 300K	
DoIT Professional Services ³		\$ 50K ⁶			
New Mobile devices (iPad) ⁴ Wifi with protection case		\$ 171K	\$ 6K	\$ 6K	\$ 171K
AIMS savings ⁵		\$ 0	\$ (100K)	\$ (100K)	\$ (100K)
FME savings ⁵		\$ 0	\$ (156K)	\$ (156K)	\$ (156K)
Savings from consolidation ⁵ of small systems		\$ 0	\$ (150K)	\$ (150K)	\$ (150K)
Yearly Totals	\$ 1,294K	\$1,557K	\$805K	\$619K	\$ 380K

GRAND TOTAL \$4,655K

Differences from original proposed amounts:

1. FY19-FY20 Delay in hiring permanent positions
2. FY19 Assetworks professional services added for interface development
3. FY19 DoIT professional services to assist with interface development (cost unconfirmed)
4. FY22, added costs of new iPads after 3 years vs. 5, based on best practices.
5. Savings from AIMS and other systems shifted from starting in FY19 to starting in FY20, after implementation.
6. Unconfirmed estimated cost

Source of Funds: Funding for the project is coming from the VCFA, Laurent Heller.

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

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

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

Status

	Status
Governance structure	Developed.
Project Charter	Developed.
Communication Plan	In development.
Project Plan	Developed.
Project Budget	Approved.
Quality Assurance Plan	In development.

UW System Major IT Project Status Report as of 09/30/18

Project: UW-Madison Campus Multi-Factor Authentication (MFA)

Description:

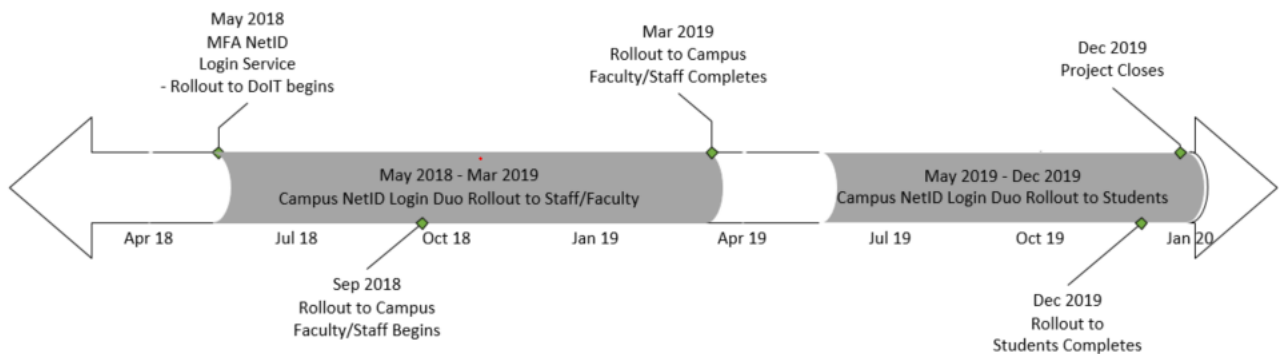
UW-Madison will implement multi-factor authentication (MFA) in all systems in which restricted or sensitive data exists or is accessible. In many cases, this means that an entire division or department will be covered, as well as any applicable systems.

This project supports the UW System Security Policy and the related “Two Year Work Plan,” and is required by UW System. UW–Madison determined, procured and will implement Duo as the technology solution for MFA.

Project Scope:

The MFA rollout will initially cover all applicable staff and faculty in Spring 2019. MFA will extend to the student population after the initial phase with a projected end date of December 31, 2019.

Project Schedule:



Project Budget:

Project budget includes licensing of software, implementation costs, training, project staffing and establishment of a support/help desk capability.

FY19	\$1,615,261
FY20	\$1,125,734
FY21	\$686,468
FY22	\$686,468
FY23	\$686,468

Total 5 year projection: \$4,800,534

- Note that \$686,468 will be an on-going campus expense.

Source of Funds: Central Campus Funding Request

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

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

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

Status

	Status
Governance structure	Complete
Project Charter	Approved
Communication Plan	Complete
Project Plan	In development
Project Budget	Approved.
Quality Assurance Plan	Progress being tracked.

UW System Major IT Project Status Report 12/30/18

Project: UW-Madison Campus Solutions v9.2 (SIS) Upgrade

Description:

The PeopleSoft Campus Solutions 9.2 (SIS) Upgrade project will accomplish three objectives: (1) upgrade the current Student Information System (SIS) from Campus Solutions 9.0 to 9.2, (2) reduce the level of modifications to the current environment by replacing them with delivered functionality or removing modifications that no longer meet UW-Madison business needs, and (3) deploy value-added delivered functionality to improve end-user experience.

This project is part of the SIS Optimization Program, which is a multi-office and multi-division initiative in which UW-Madison strives to 'optimize' the current Student Information System by strategically implementing the most effective use of SIS functionality and resources. Careful and visionary planning, thorough and consistent analysis and sound technical development - leads to the goal of making impactful changes to SIS that ultimately provides a high-quality user experience while also maximizing campus resources.

To learn more about the upgrade – visit upgrade.sis.wisc.edu.

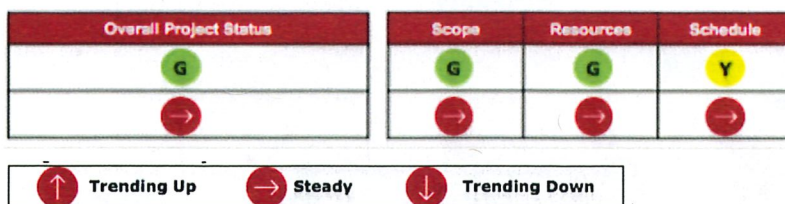
Project Scope:

This is a large IT project with campus-wide impacts. The upgrade will affect all students (credit), faculty/instructors, as well as department and divisional staff in multiple organizational units. The upgrade will also affect the public, such as functionality which relates to student admissions and transcripts for alumni, as examples. The upgrade has legal and compliance considerations since SIS is leveraged for several determinations such as financial aid, residency for tuition, NCAA athletic eligibility, veteran educational benefits, etc.

In partnership with Deloitte Consulting, who will provide project management, functional, technical and project hosting services, we plan to accomplish the following objectives:

- Technical upgrade
- Functional and Technical Design updates
- Reapplication of required modifications
- Elimination of modifications determined
- Replace customizations with delivered functionality
- Development of new, required modifications
- Production readiness – including user acceptance and usability testing
- Training Development Support
- Cut-over to production
- Stabilization
- Upgrade Hosting Environments

Project Indicators:

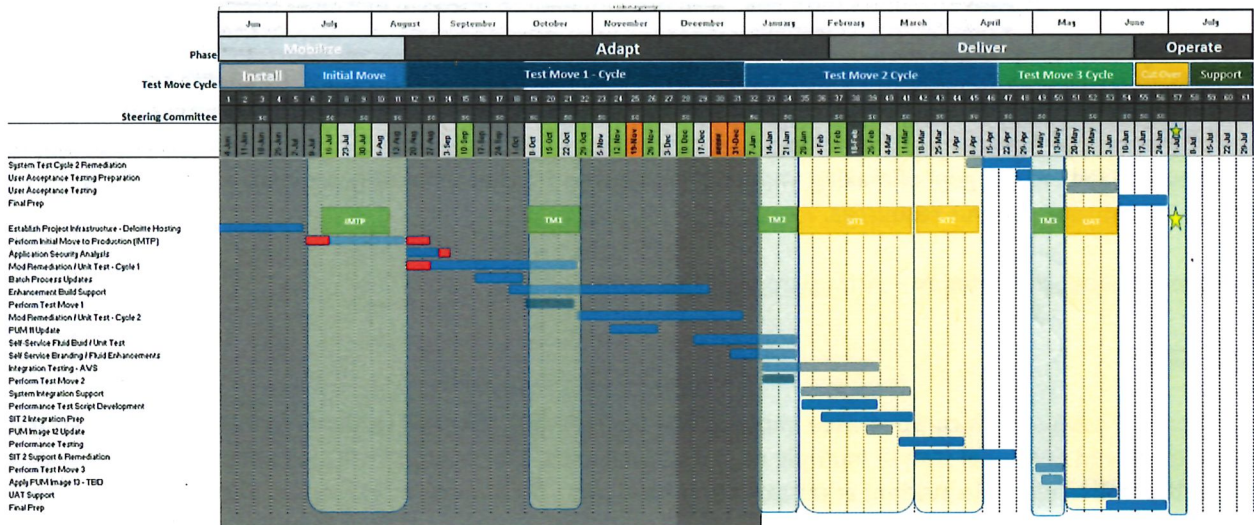


Note: The yellow indicator is expected to turn green in January 2019. Significant work was accomplished to mitigate the schedule concern. There is no concern regarding the planned cutover date.

To view latest status reports, visit the upgrade website – [Status Reports](#).

Project Schedule:

The project is currently in the 'Test Move 2' Cycle and is making progress as planned. To see current status, visit the upgrade website – [Upgrade Progress Tracker](#).



The chart above is available via <https://uwmadison.box.com/s/0vks1l3pjeu3knbb93v9e5or123omfct>

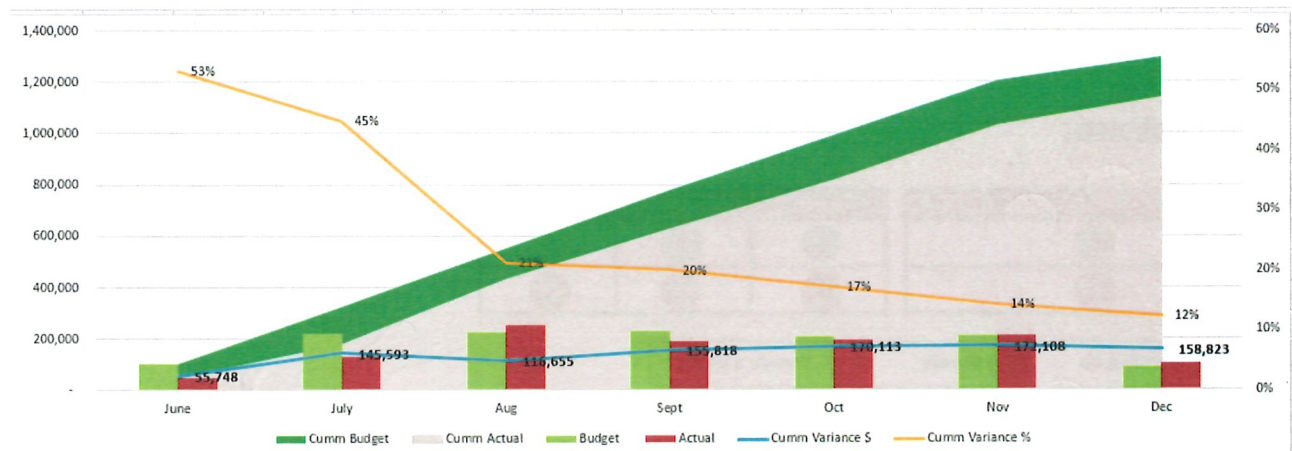
Project Budget:

Upgrade: In-Progress

Projected Initial Cost: \$2,668,556

Projected Revised Cost: \$2,645,460

Actual Spend to Date: \$1,136,338 (12% cumulative variance)



Project Hosting: In-Progress

Projected Initial Cost: \$856,000

Projected Revised Cost: \$759,338 (fixed cost)

Actual Spend to Date: \$507,156 (0% variance to revised cost)

	Actual Spend	Remaining Spend
Implementation Services (Setup/Design)	291,000	0
Hosting Support	216,156	252,182
Total	507,156	252,182

Source of Funds:

Central Funding Request: \$3,524,556 that supports the following projects, Functional Discovery, Upgrade Support and Project Hosting.

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

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

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

Note: The yellow indicator is expected to turn green in January 2019. Significant work was accomplished to mitigate the schedule concern. There is no concern regarding the planned cutover date.

Status

	Status
Governance structure	Operational
Project Charter	Complete
Communication Plan	Operational
Project Plan	Complete
Project Budget	Approved
Quality Assurance Plan	Operational

UW System Major IT Project Status Report 01/18/19

Project: UW-Madison VoIP Transition

Description: UW-Madison is transitioning from its longstanding current voice (telephone) services technology (known as Centrex) to a new telephone and voice. AT&T is in the process of retiring Centrex services and more updated and cost-effective technologies are now available.

After carefully considering vendor proposals, UW–Madison selected the Cisco VoIP product. Voice over Internet Protocol (VoIP) uses a combination of the campus network, the global internet system, and traditional telephone company access to the Public Switched Telephone Network (PSTN) to place and receive local and long distance calls.

This initiative supports the campus 2015-2019 Strategic Framework (<https://chancellor.wisc.edu/strategicplan2/index.html>) in the major area of *Resource Stewardship*. The project specifically addresses a major goal articulated in the framework: “Transform library structures and technologies to best support research and learning, and to attain campus efficiencies.”

Project Scope:

- Replace existing voice and voicemail services for “regular” Centrex lines (no fax lines, elevator lines, blue light emergency lines, alarms, credit card machine lines, and other security lines).

Project Schedule:

- By the end of December 2018, around 90% of the initial scoped lines were transitioned to VoIP.
 - The project extended through the end of December 2018 due to additional large call center transitions, challenges of construction schedule, and challenges of inconsistent phone records across campus.
- The remaining 10% of in-scoped lines are expected to transition to VoIP by the end of June 2019 if the construction schedule stays on track.

Detailed progress can be found at: <https://voip.it.wisc.edu/timeline-schedule/>

Project Budget:

Note: The following numbers do not include operational costs.

Initially Scoped Phase 1 lines

Budget Category	Budget Item	FY17 Actual	FY18 Actual	FY19 Budget	Total
Initially scoped lines	Complete transition	\$1,371,694	\$4,385,840	\$455,934	\$6,213,468
	Outstanding Phase 1 lines moved to Phase 2			\$437,697	\$437,697
Total		\$1,371,694	\$4,385,840	\$893,631	\$6,651,165

Source of Funds:

\$4,000,000 from a Cisco Foundation Grant. The remaining project cost will be funded by savings from Centrex charges currently paid by units and divisions. Internal labor needed to implement VoIP is part of DoIT's (Division of Information Technology) telephony services operating budget.

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

Project Status Dashboard – with the added Unified Communications Scope:	Green	Yellow	Red
VoIP Transition Website: https://voip.it.wisc.edu/			
<u>Schedule Status:</u> The project extended through the end of December 2018 due to additional large call center transitions, construction schedule delays, and inconsistent phone records across campus. The remaining 10% dial tone lines should be transitioned by the end of June 2019.			X
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Status of Planning and Documentation:

	Status
Governance structure	In place.
Project Charter	Multiple sub-charters in place.
Communication Plan	In place.
Project Plan	In place.
Project Budget	Approved.
Quality Assurance Plan	Progress being tracked.

Project: UW-Stevens Point Implementation of PeopleSoft Campus Solutions

Project Update (November 2018):

From our previous status report in August, we mentioned the following as critical, unfinished deliverables for the project. This is their new status:

Prior Concern	New Status
Degree Progress Reporting	Completed
Collections Processing	Completed
Student Financial Reporting	Completed

Our current focus has now shifted towards UW Restructuring efforts with inclusion of the former UWC-Marathon County, and UWC-Marshfield into our normal operations. Many operations in functional areas must be modified to accommodate this inclusion.

The Functional areas are not yet back to 100% of the same capabilities before this conversion project started, nor is IT ready to deliver these missing capabilities in the near term. There remain several processes we want to automate and “polish”, and work will continue for another year. However, the main project deliverables and operational necessities for the institution are now being met, and we consider the project completed.

Project Completion Notes:

This project’s aim was to replace the existing in-house student information system (SIS) with the Oracle Campus Solutions product, bringing UW-Stevens Point in line with other UW institutions. A main objective of this effort was to minimize the number of customizations, and instead use delivered functionality as much as possible. Where needed, business processes would change and reporting needs would be altered to fit what the product offered (instead of the other way around). This was an ambitious goal and added a great deal of stress to operational areas and to the campus community, who had to learn how to navigate a new system while not having the same information available to them as in previous years.

The reasoning was to reduce the complexity of a potential migration of our new SIS to the Oracle cloud offering (when that becomes available). In addition, minimizing the number of customizations would support the idea of a common UW System Student Information System. The more “out of the box” we were, the easier it would be to host UW-Stevens Point’s SIS inside a common framework or hosting provider, or possibly within a common SIS.

Measuring outcomes against these objectives:

- **Replacing the old SIS with a Campus Solutions SIS: *Successful***
The project was 6 months past the original completion date, and is \$1,000,000 over the original cost estimate. Overall, we feel the original project estimations were difficult to meet:
 - We had to release our first project manager 6 months into the project because the project wasn’t managed properly, and then had to rush to make up time.
 - The estimated timeframe of 1.5 years given by the consultant firm was the bare minimum needed for a project like this. Typical timeframes are 1.5 to 2 years, and more in line with other UW schools.
 - The original cost estimate given by the consultant firm (\$3.5 million) was \$2-3 million less than the other contract bids. We felt this amount was too optimistic, and did not reflect typical cost.
- **Minimizing customizations: *Successful***
UW-Stevens Point made a total of 23 product customizations (and about 20 web page changes). This is significantly less than the number reported by other UW schools, which could be as high as 300+. This

should greatly assist the idea of transitioning to a shared hosting provider or even a common SIS.

Note: any change to a product’s code is considered a “customization” and needs to be carried forward after each PUM installation or upgrade. Our delineation between these two types of customization is this:

- A change in functionality or new functionality is considered a “customization”.
 - A change in web page appearance, such as adding/removing a link, or slight change in menu order is not considered a customization, but something that needs to be recorded in the same fashion.
- **Use as a model for a ‘shared SIS’ or a ‘shared hosting provider’:** *Mixed*

The low number of customizations, and the willingness to change business processes to accommodate delivered functionality lends support to the idea of a ‘shared hosting provider’. From an institutional point of view, the most strategic aspect of an SIS is the information it holds, not the product or its physical location. Thus, integrations with that information are the real concern (and institutional benefit). We feel this project shows this idea is feasible and achievable.

However, the idea of a ‘common SIS’ is far more difficult to attain. Many UW schools have different definitions of what constitutes a student, how long a class should be, or even when that class should begin. Each difference reflects configuration changes in the Campus Solutions product, making a ‘common SIS’ very complex and difficult. Without common definitions on core aspects of academic structure, We feel a ‘common SIS’ at this stage would be unwieldy and very difficult for integrations. The changes to academic structure needed for UW Restructuring show how the Receiving Institutions are different in their approach to this effort.

Figure 1 - Cost overrun of project

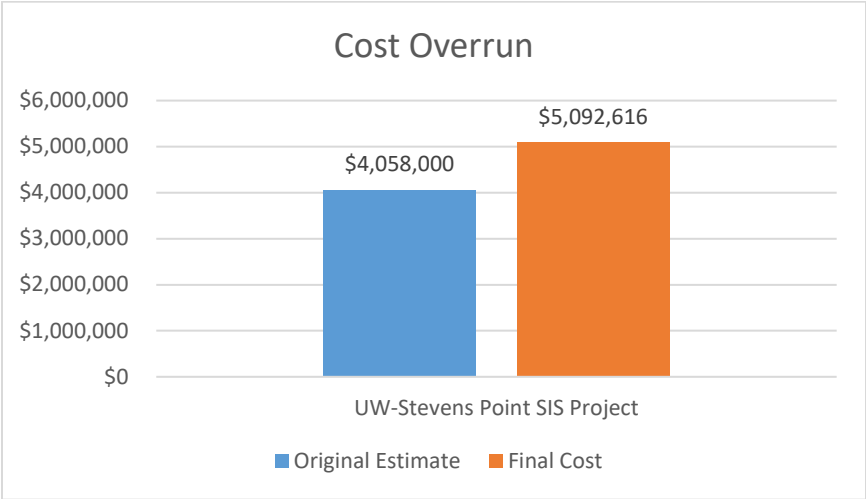
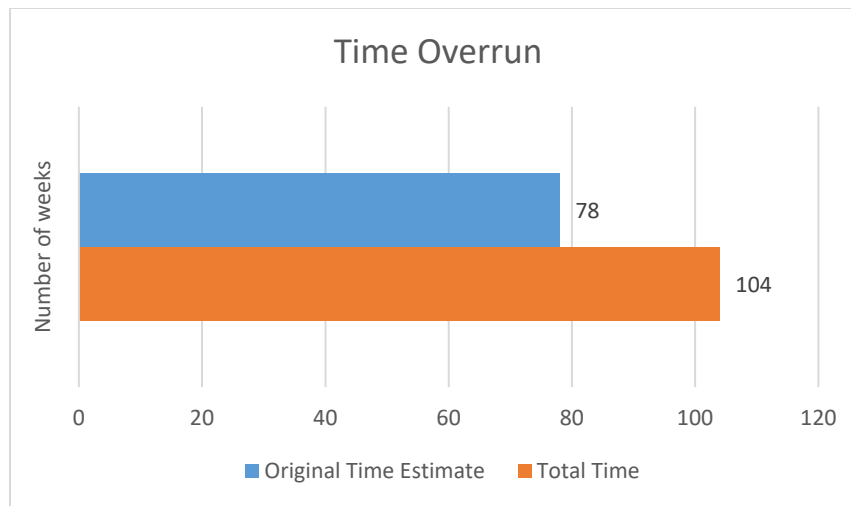


Figure 2 - Time overrun of project



Completed Project Dashboard:

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

Revised Project Schedule:

Milestone	Original Date	Revised Date	Status
Training for Functional and Technical Teams	April 2016	(completed)	(completed)
Needs Assessment Sessions to review business processes for functional areas	May- June 2016	(completed)	(completed)
Finalized Project Plan (incl. time and effort)	Summer 2016	(completed)	(completed)
Admissions Module Live	Fall 2016	Fall 2017*	(completed)
Student Enrollment Live	Spring 2017	Spring 2018*	(completed)
Student Financial Aid Module Live	Spring 2017	Spring 2018*	(completed)
Student Financials Module Live	Spring 2017	Spring 2018*	(completed)
Degree Planning Module Live	Dec 2017	Spring 2018*	(completed)
Project Completion	Dec 2017	September 2018	Complete

* - the "Revised Date" reflects needed work on functionality or automation that wasn't completed prior to going live.

Original and Revised Project Budget:

Original Budget:

- \$3.5 million for vendor training and implementation services
- \$350,000 annual expense for server administration and database management for two years of the project, ongoing costs annually of \$250,000 thereafter
- \$25,000 for project management and business process improvement/lean training for project team members.
- \$33,000 third party integrations
- \$75,000 cost for department LTE's to backfill operational staff working on the project. Annual for two years.

Original Total Project Cost Estimate: \$4,058,000

Revised Budget:

- \$658,880 for additional implementation services (previous Change Orders)
- \$375,736 estimated continued need to complete the project

Total Project Cost: \$5,092,616

Source of Funds:

- UW System Administration: \$3.5 million provided for Highstreet Consulting costs.
- UW System Administration allocated the budgeted \$500,000 in contingency funds by request from UW-Stevens Point.
- UW System Administration allocated an additional \$341,120.
- UW-Stevens Point will be assuming the costs for the following:
 - Project Management training/Business Process Improvement training for all ERP Project staff members \$25,000.
 - Additional Project Staffing of LTE's for departments that are impacted by the project: \$75,000 annually for two years.
 - Hosting of servers for the project and database administration. Estimates from DoIT, UW-Eau Claire and UW-Stevens Point are between \$150,000 – 200,000 annually. This represents an increase in costs to UW-Stevens Point.
 - Third party integrations with EMS and Class Scheduler.
 - In January, the Technical Team discovered that a new faculty course evaluation system would need to be purchased as the one being used was integrated into the legacy SIS. The university is paying for the project from local dollars. The cost of this project in the first year was \$60,000.
 - The Cashnet payment gateway project was completed and the cost to UW – Stevens Point was \$60,000.
 - Any customizations that the institution requires but are not needed to make the software operational.

Status of Planning and Documentation:

	Status
Governance Structure	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Exceeded budget constraints, but cost still under other UW implementations.
Quality Assurance Plan	Completed

Project Background:

UW-Stevens Point is engaging a project to move from a legacy student information system to the Oracle PeopleSoft Campus Solutions version 9.2. Moving to a new student information system is essential to the strategic direction of UW-Stevens Point for several key reasons:

- New features are needed to enhance student success. The present system utilized by UW-Stevens Point requires additional tools to improve student retention and success such as a student planner, pre-/co-requisite enforcement, and an upgraded degree progress tool.
- Improved data quality and better Business Intelligence. There is a strong institutional need for date effective historical data that will allow for improved metrics and an improved historical understanding of issues related to student success and retention.
- Diffusing business process design and management from the Information Technology Department to the business users will lead to an improvement in shared knowledge regarding the operation of the institution, and thus an improvement in productivity for faculty and staff. This operational change will reduce the developer costs within the Information Technology department.

Adding the above feature sets to our legacy student information system, while possible, would consume valuable time and resources. It would also require a major overhaul of our existing database design. This also comes at a time where the key staff members for supporting the existing SIS system (possessing both business user and developer knowledge) are considering retirement, placing our operations at risk should they leave the institution.

Finally, UW-Stevens Point is the only UW System institution not using the Oracle PeopleSoft Campus Solutions product as a student information system. Moving to this product will enhance the operations of UW System to standardize procedures for data management for the System, and provide a model for other UW institutions on changing business practices to reduce customizations in preparation for possible shared-hosting of this service.

Project Scope:

The scope of this project includes the replacement of the following modules of the existing student information systems with the PeopleSoft Campus Solutions software version 9.2 from Oracle.

- Admissions (not including recruitment)
- Student Records and Enrollment
- Student Financials
- Financial Aid
- Degree Progress/Academic Advisement
- Integrations with key campus third-party software systems: EMS, College Scheduler; Housing, Ellucian Recruiter. All of these integrations have been completed and are ready for go live.

Not in project scope:

- Recruitment – move to new CRM (planned for FY18)
- Housing – move to new system (currently under implementation in FY18)
- Judicial – no replacement planned. Cloud based software as a service.
- Student Organization Management – replaced in FY16, Cloud based software as a service.
- Business Intelligence –A key interdependency for this project is the implementation of a business intelligence system for the campus. We plan to utilize the Oracle OBIEE system. While that product is being built out, UW-Stevens Point will replace operational reporting using Campus Solutions Query and Microsoft Power BI. Report deployments will be just-in-time following the go live of modules.

A cornerstone principle of the project is to minimize customizations. This will minimize the long-term costs that customizations bring to the PeopleSoft project. In addition, minimal customizations better position UW-Stevens Point for the migration to a future cloud-based student information system. The UW-Stevens Point project is designed to be a demonstration project for UW System institutions on how to accomplish an ERP project with minimal customizations.

The institution will only undertake customizations when they are needed to provide functionality that is specific to the University of Wisconsin that cannot be provided using existing functionality within PeopleSoft. In this case, UW-Stevens Point would evaluate customizations in place at other institutions and utilize the best of breed. The functional team members and managers will evaluate customizations that are required to support business process of UW-Stevens Point. Should they feel it necessary to push forward with a customization, the functional area would be required to develop a business case for the customization. The Information Technology Department - Applications Development area would be responsible for documenting the initial project and long-term operational costs of the customization. This information would need to be reviewed and approved by the Project Governance Team before being sent to the Chancellor for approval.

Project: Budgeting, Planning and Forecasting System (BPFS)

Description:

Annual budget preparation is an essential activity for University of Wisconsin institutions and the UW System Administration Budget Office. The operating budget reports planned expenditures based upon institutional strategic goals for all funding sources. Previously budget reporting was housed on a mainframe system. Excel-based tools were used to accumulate data and enter that data into the mainframe system, which required significant manual effort at the institutional level. The previous system did not contain detailed level non-salary expenditures nor did it contain analytical tools that facilitate short or long term strategic decisions based upon expenditures, revenues, and fund balances that could assist with long term rate setting, reporting, and strategic planning.

The UW System procured Oracle's Planning and Budgeting Cloud Solution (PBCS) in late May of 2017. Once fully implemented, the system will facilitate informed decision-making and more efficient reporting throughout the UW System. Benefits of the new system include, but are not limited to:

- Centralized access/visibility to data from multiple sources,
- More efficient and effective annual budget and reporting processes,
- The capability to project, estimate actual revenues and expenditures, and monitor/manage fund balances to be incorporated into the budgeting process and for reporting purposes,
- Providing data in a meaningful and timely manner utilizing automated reports and templates allowing staff to focus their activities on analysis and identifying areas of interest in a pro-active way rather than taking weeks to accumulate, reconcile, and enter information from multiple sources into spreadsheets for analytical and reporting purposes,
- The ability to have multiple "what-if" versions to model different budget and planning assumptions.

Project Scope:

To provide an effective budgeting, planning and forecasting tool to UW institutions and the schools, colleges and administrative units within them, along with UW System Administration. PBCS will facilitate more efficient budgeting and analysis of financial data for short and long term strategic planning and analysis.

Three functional areas have been identified as the scope for this project:

- **Annual Budgeting:** A prospective one-year operating financial plan prepared by each institution and presented to the Board of Regents. This will include outgoing expenses, incoming revenue, and rates established to achieve budgeted revenue where applicable.
- **Estimated Actuals:** An update of projected outgoing expenses, incoming revenue and fund balances for the current fiscal year ending June 30th.
- **Multi-year Forecasting/Strategic Financial Planning:** An update of outgoing expenses, incoming revenue, fund balances, rates and other items as identified based on estimated actuals for a minimum of six years including the ability to do "what if" scenarios.

Project Timeline:

Huron Consulting began assisting with implementing the Oracle Planning and Budgeting Cloud Solution in January 2018. An estimated timeline for a phased implementation is below. A more detailed timeline will be developed for each phase as the project proceeds and will assume institutional staffing levels would not need to increase due to the implementation of a new solution. The project timeline will be monitored and alternative implementation approaches will be considered by the Executive Sponsors and Steering Committee in an attempt to accelerate the implementation timeline wherever possible.

Phase I has been completed. Plan UW went live in December of 2018. All campuses will be utilizing Plan UW to develop their 2019-20 annual budgets. The project has now moved into Phase II which is the development and deployment of estimating actual expenditures and revenues throughout the year as well as PR balance reporting.

UW System Administration will be working with all the campuses in the next couple of months to reevaluate the Phase III timeline below with hopes of accelerating the implementation of the remaining functionality and potentially reprioritizing the order of implementation.

Calendar Year	Months	
2016	July-Dec.	Procurement Process for a new Solution Pre-Implementation Work (Chart of Accounts and Templates/Reporting)
2017	March	Finalize Pre-Implementation Work
	May	Finalize Procurement of a System
	July-Dec.	Select an Implementation Partner
2018	Jan. - Nov.	Phase I – Annual Budgeting – Plan, Initiate, Design, Build, Test, Train and Deploy Phase I for FY2020 Annual Budget Development
2018	December	Phase I – Annual Budgeting Go-Live
2019	Jan. - July	Support Phase I
	Jan. - Dec.	Phase II – Plan, Initiate, Design, Build, Test, Train and Deploy Phase II Estimating Actuals and PR Balance Reporting
2020	Jan.- June	Phase II – Deploy Estimating Actuals and PR Balance Reporting prior to the end of FY2020
	July - Dec.	Phase III – Rate Setting and Long-Term Strategic Planning
2021	Jan. - June	Phase III – Deploy Rate Setting
	June - Dec.	Phase III – Long-Term Strategic Planning

Project Budget:

The total project budget is \$8.15 million. The budget for Pre-work and Phase I was \$3.5 million, which came in on time and on budget. The remaining project budget is \$4.65 million.

Source of Funds: UW Systemwide

Project Dashboard:

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

Status of Planning and Documentation:

Implementation Project 1	Status
Governance Structure	Completed
Project Charter	Phase I - Completed
Communication Plan	Phase I - Completed
Project Plan	Phase I - Completed
Project Budget	Phase I - Completed
Quality Assurance Plan	Phase I - Completed
Implementation Project 2	Status
Governance Structure	Completed
Project Charter	Phase II– In Progress
Communication Plan	Phase II – In Progress
Project Plan	Phase II – In Progress
Project Budget	Estimated
Quality Assurance Plan	Phase II – In Progress

UW System Major IT Project Status Report

Project: Core Information Security Infrastructure

Description: Cisco information security suite supports the UW System commitment to enhance the confidentiality, integrity and availability of institutional data, information and information technology resources. The four products purchased – AMP, CloudLock, Stealthwatch and Umbrella – provide enhanced monitoring and active protection against information security threats, across the UW System, spanning workstations, local and wide area networks, and into the Cloud.

Project Scope: The project spans four areas:

1. AMP, for endpoint (computer workstation) protection
2. Umbrella, for protection against Internet accessed malware and malicious websites
3. CloudLock, for protection of data and information stored in the Cloud
4. StealthWatch, for monitoring UW System networks and alerting Information Security Analysts to potentially malicious activity.

Project Schedule:

10/1/18 to 12/31/18	Deployment of Umbrella and Cloudlock to UW-Superior, UW-La Crosse, UW-Parkside and UW System Administration
01/15/19 to 3/30/19	Deployment of AMP and StealthWatch to UW-Superior, UW-La Crosse, UW-Parkside and UW System Administration
01/01/19 to 3/30/19	Deployment of Umbrella, Cloudlock and AMP to UW-River Falls, UW-Eau Claire, UW-Eau Claire - Barron County, UW-Oshkosh, UW-Fond Du Lac, UW-Fox Valley, UW-Green Bay, UW-Green Bay, Marinette Campus, UW-Green Bay, Manitowoc Campus, UW-Green Bay, Sheboygan Campus and UW-Stout
04/01/19 to 06/30/19	Deployment of Stealthwatch to UW-River Falls, UW-Eau Claire, UW-Eau Claire - Barron County, UW-Oshkosh, UW-Fond Du Lac, UW-Fox Valley, UW-Green Bay, UW-Green Bay, Marinette Campus, UW-Green Bay, Manitowoc Campus, UW-Green Bay, Sheboygan Campus and UW-Stout
04/01/19 to 06/30/19	Deployment of AMP, Umbrella, Cloudlock and Stealthwatch to UW-Madison, UW-Platteville, UW-Platteville Richland, UW-Platteville Baraboo / Sauk County, UW-Stevens Point UW-Stevens Point at Marshfield, UW-Stevens Point at Wausau, UW-Milwaukee, UW-Milwaukee at Washington County, UW-Milwaukee at Waukesha, UW-Whitewater, UW-Rock County

Project Budget: \$8.6 million for Cisco software and services

Source of Funds: UW System-wide Funds

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> Capacity to operationalize products and provide on-going support		X	

Status of Planning and Documentation:

	Status
Governance structure	In place.
Project Charter	In place.
Communication Plan	In progress; provided to every campus in advance of each individual product rollout.
Project Plan	In place.
Project Budget	On track; first two years, system-funded. Remaining three years payment plan per standard campus assessment criteria.
Quality Assurance Plan	Not started.

Project: Digital Learning Environment

Description:

The contract with Desire2Learn (D2L) for the Brightspace learning management system (LMS) was set to expire and, as a result, UW System Administration and institutions underwent a multi-year effort to understand the needs for teaching and learning by engaging a wide variety of stakeholders at each institution. Based on the findings from the needs analysis process, the Learn@UW Executive Committee recommended UW System issue a Request for Proposal (RFP) to seek a Digital Learning Environment (DLE) to succeed its current LMS. A DLE is the digital “hub” for a confederation of services and tools that support teaching and learning, versus an administrative tool for managing course content. The DLE RFP process was completed, and Instructure’s Canvas platform was selected as the digital hub for the UW System DLE.

The purpose of this implementation project is to ensure a well-managed, timely and orderly rollout of the Canvas platform across UW System institutions, excluding UW-Madison. Karen Schmitt, UW System Interim Vice President Academic and Student Affairs and Robert Cramer, UW System Vice President for Administration, are the executive sponsors for the project. The Canvas platform provides the foundation to evolve the DLE in support of the UWSA 2020FWD strategic framework. The DLE will align with the 2020FWD priorities related to “Educational Pipeline” and “University Experience” and support student success by creating consistency among institutions with flexibility to meet individual institutional needs. The implementation project will be complete by June 30, 2020.

Project Scope:

1. Implement and configure the DLE to support the goals of design with pedagogy first and consistency with flexibility across the institutions. The fixed/flexible framework will be used to meet the most important requirements identified in the DLE RFP and support institutional goals with a learner-centered focus.
2. Identify stakeholders and create a communication plan to engage with the stakeholder groups throughout the project.
3. Define and utilize project governance at the UWSA executive sponsor level and the institutional sponsor level including a definition of the roles and responsibilities on the project. Transition the project governance structure to a UWS DLE governance structure at the end of the project.
4. Develop a collaborative project environment to utilize the strengths and best practices from each institution and the vendor to leverage during the implementation process thereby reducing redundant work completed by each institution. The DLE will support universal design and accessibility.
5. Create training, testing and support plans for faculty, staff, students, and administrators that meet the needs of the transition period and are transferable into ongoing support, knowing that the vendor will perform regular upgrades to the cloud-based software.

6. Design and implement application integration utilizing the vendor provided integration mechanisms that are aligned with the fixed/flexible decisions to create consistency while allowing institutions to access their data and setup new integrations to support instructional priorities at each institution.
7. Determine a migration plan for existing courses, then execute at each institution. The migration plan will address the identification of existing courses that are to be: moved from the current system to the new system, redesigned and recreated in the new system, and archived from the current system.
8. Identify and implement an archive/retention strategy for the data hosted currently by Learn@UW Utility and retire the D2L application.

Project Schedule:

Milestone	Date	Revised Date and Status
Project Start	July 1, 2017	
Stakeholder analysis	August 1, 2017	Complete
Institution current-state inventory	August 1, 2017	Complete
Project, communication, and risk/issues plans	September 1, 2017	Complete
Vendor contract approved by Board of Regents	October 9, 2017	Complete
Fixed/Flexible framework approval	November 1, 2017	Complete
Project scope approval	November 1, 2017	Complete
DLE available for initial UWS configuration	November 1, 2017	Complete
DLE available for institutional configuration	December 1, 2017	Complete
Campus project plan approval	December 1, 2017	In process. One institution does not have a charter or plans. They have been noted as a risk and are being monitored. All others were completed on time.

Milestone	Date	Revised Date and Status
Course migration for Fall 2018 underway	February 2018	Complete
Authentication developed	March 2018	Complete
Integration between the DLE and the Student Information Systems developed	April 2018	Complete
System testing completed at institutions	April 2018	Complete
Training developed	June 2018	Complete
Integration and user testing at institutions	June 2018	Complete
First courses go live	September 2018	Complete
Data warehouse available	June 2019	In Process
Archive and retirement of on-premise D2L systems and processes	May 2020	In Process
Project complete	June 2020	

Project Budget:

Revised Estimates	Academic Systems - New DLE - Approved Initiative							Non-Madison	Non-Madison
		FY18 actual	FY19	FY20	FY21	FY22	Total	Annual Recurring Cost Est.	Current Annual Recurring Costs (budgeted)
	Service Costs	Revised Estimates						FY21	FY19
	UWSA Salary and Fringes	175,364	148,900	135,252			459,516	275,834	
	DolT Salary and Fringes	21,491	25,000				46,491		989,114
	Professional Services	176,500	237,000				413,500		200,000
	S&E	7,025	10,000	5,000			22,025		
	Non-labor Infrastructure						-	100,000	1,480,718
	subtotal	380,380	420,900	140,252	-	-	941,532	375,834	2,669,832
	SOFTWARE COSTS								
	License	1,068,205	\$1,903,842	\$2,102,530			5,074,577	2,163,657	679,050
	Maintenance	34,248	34,248	35,392			103,888	36,454	
	subtotal	1,102,453	1,938,090	2,137,922	-	-	5,178,465	2,200,111	679,050
	Initiative Total:	1,482,833	2,358,990	2,278,174	-	-	6,119,997	2,575,945	3,348,882
	Less other funding sources	(1,482,833)	(131,366)	(1,108,821)			(2,723,020)		
	CSRG Initiative Budget Total:	-	2,227,624	1,169,353	-	-	3,396,977	2,575,945	3,348,882

Approved	Academic Systems - New DLE - Approved Initiative							Non-Madison	Non-Madison
		FY18	FY19	FY20	FY21	FY22	Total	Annual Recurring Cost Est.	Current Annual Recurring Costs (budgeted)
	Service Costs	Approved Budget						FY21	FY19
	UWSA Salary and Fringes	160,000	160,000	70,000			390,000	260,000	
	DolT Salary and Fringes	230,000					230,000		989,114
	Professional Services	818,300	108,000				926,300		200,000
	Training and S&E	10,000	10,000	5,000			25,000		
	Non-labor Infrastructure						-	100,000	1,480,718
	subtotal	1,218,300	278,000	75,000	-	-	1,571,300	360,000	2,669,832
	SOFTWARE COSTS								
	License	1,504,720	1,828,624	2,081,531			5,414,875	2,140,158	679,050
	Maintenance		121,000	121,000			242,000	121,000	
	subtotal	1,504,720	1,949,624	2,202,531	-	-	5,656,875	2,261,158	679,050
	Initiative Total:	2,723,020	2,227,624	2,277,531	-	-	7,228,175	2,621,158	3,348,882
	Less other funding sources	(2,723,020)					(2,723,020)		
	CSRG Initiative Budget Total:	-	2,227,624	2,277,531	-	-	4,505,155	2,621,158	3,348,882

Change - increase/(decrease)	-	-	(1,108,178)	-	-	(1,108,178)	(45,213)	-
------------------------------	---	---	-------------	---	---	-------------	----------	---

Summary Estimated Budget:

The overall project actual costs are currently \$1.1 million under the approved budget. Savings were primarily accomplished by managing vendor implementation and internal costs closely. Additional savings were realized by using a facilitated “workstream” approach to identify

commonalities across institutions, make decisions collaboratively, and ultimately implement processes and technology in a standard way. Standardization allows us to leverage the power of being a University System, rather than doing custom work independently at each institution which results in higher costs for implementation and ongoing support. The project team, and UW System subject matter experts, have the talent and persistence needed to minimize the need for costly external resources, such as industry consultants and vendor engagements.

Source of Funds:

Common Systems Review Group (CSRG) and UW System Administration provided funding for this project.

Current Project Status Dashboard:

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

Status of Planning and Documentation:

	Status
Governance Structure	Karen Schmitt, Vice President of Academic and Student Affairs, and Rob Cramer, Vice President of Administration are co-sponsors of this project
Project Charter	Complete
Communication Plan	Complete
Project Plan	Complete
Project Budget	Complete
Quality Assurance Plan	In Process

Fall 2018 Update:

Fall 2018 was the first full semester using Canvas as the core of the Digital Learning Environment. Most institutions have successfully introduced faculty and students to Canvas and have transitioned significant numbers of their courses from D2L to Canvas.

Canvas Courses by Institution			Canvas Tier 1 Support by Institution	
Institution	Fall 2018 Courses in Canvas	Winter term 2018/2019 Courses in Canvas	Institution	Canvas Tier 1 Support contacts August - December 2018
Eau Claire	217	24	Eau Claire	276
Green Bay	160	9	Green Bay	166
La Crosse	555	11	La Crosse	333
Milwaukee	587	21	Milwaukee	704
Oshkosh	16	-	Oshkosh	50
Parkside	212	11	Parkside	164
Platteville	385	16	Platteville	410
River Falls	269	45	River Falls	315
Stout	124	7	Stout	122
Stevens Point	182	43	Stevens Point	287
Superior	39	0	Superior	33
Whitewater	914	37	Whitewater	1425

Almost 60% of the Canvas Tier 1 support contacts used the “live chat” feature in Canvas. This was the preferred contact method over the other methods such as online support form (22%), phone (15%), and email (3%). About 85% of the support contacts were answers to ‘how to’ questions in Canvas which allowed our administrators, faculty and students to get the answers right when they needed them 24x7x365.

During the Spring 2019 term and beyond, the focus will be on migrating any remaining courses off the D2L system and making improvements based on what we have learned thus far.

- Some institutions already have 100% of their Winter 2019 courses on Canvas with many other institutions planning for 100% of their courses on Canvas during Spring 2019 term. Almost all institutions plan to have 100% of their courses on Canvas for Summer 2019.
- The change management and governance processes, along with the workstream teams, are transitioning from project to ongoing operations over the Spring 2019 term. These processes will allow the teams to continue making improvements to the implementation of Canvas and the integrated external applications that make up the Digital Learning Environment.

Project:**Shared Financial System and Human Resource System Preplanning Project****Description:**

The current Financial and Human Resource enterprise resource planning (ERP) systems are not serving the diverse needs of UW System and UW-Madison. UW-Madison and UW System Administration have worked over the past twelve months on assessments of current systems and processes, spending, risks, alternatives, and potential costs.

Preliminary assessments identified over 350 shadow and bolt-on systems at UW-Madison and dozens of additional systems across the rest of UW System. The costs of these systems, combined with their negative impacts to financial controls, IT security, process standardization, institutional culture, and administrative efficiency contribute to the impetus for change.

The recommended path forward is to launch a single, integrated program working in multiple phases to standardize administrative processes supported by a new cloud-based ERP. The first phase of the project would focus simultaneously on implementation at UW-Madison and UW System Administration, and preplanning for UW System institutions. Systemwide implementation of the new processes and ERP would follow in later phases of the project.

Over the course of the next 6-12 months, UW System and UW-Madison will undertake an ERP preplanning project to include detailed project governance, planning, visioning and change planning, business process redesign, quality assurance, and analysis of financial impact. The UW will be engaging a consulting partner to assist with the preplanning effort.

The ERP preplanning effort is crucial to successfully prepare for the larger cloud implementation project, an update on which will likely be presented to the Board of Regents in July 2019 as a Large/Vital Information Technology Project.


Project Scope:


- Establish a unified, tiered governance structure for the ERP preplanning project and propose one for the implementation project itself.
- Refine vision, business case and change management strategy for UW System Administration and UW-Madison.
- Work with ERP preplanning partner to:
 - Assure quality, verification and validation of related efforts to date, including project scope, time line, and financial impact.
 - Prepare RFPs for cloud ERP system selection and implementation services; and
 - Identify change management and staffing needs related to ERP preplanning and implementation.
- Complete procurement process to identify vendor(s) to provide project oversight and quality assurance (QA) services for the implementation project.


- Conduct a more complete inventory of current shadow and bolt-on systems across UW-Milwaukee and the comprehensive campuses, and document the business processes driving the use of these systems.
- Preparatory projects, including:
 - Chart of Accounts Redesign/Accounting Methodology
 - Ancillary Technology Planning
 - Procurement Automation


Project Schedule for ERP Preplanning: *(High level summary of proposed timeframe and major milestones)*

<u>Activities</u>	CY 2019											
	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.
ERP Preplanning Project Initiation												
Project/Governance Structure												
Business Needs Analysis & Inventory of Systems												
RFP Development – ERP System & Implementation Services												
RFP for Quality Assurance (QA) Partners												
Work with QA Partner to Evaluate RFPs for ERP System & Implementation Services												
Preparatory projects (i.e. COA, Accounting, Ancillary Systems, Procurement Automation)												


 February
BOR


 April
BOR


 July
BOR


 October
BOR

Project Budget:

The cost of a vendor service contracts for expert planning support is not yet known, but will include cost of planning partner support and backfill costs for existing staff at UW-Madison and UW System Administration.

Source of Funds: UW System Administration and UW-Madison

Project: Replacement of Interactive Reporting Tool (UWBI)

Description

The University of Wisconsin System is implementing a new Business Intelligence (BI) tool to replace the legacy, system-wide reporting tool, Oracle's Brio/Hyperion Interactive Reporting (IR). This change is necessary because the UW System's Oracle's software support contract ended April 2018. A Request For Proposals was issued, and the contract was awarded to Oracle OBIEE 12c (Oracle Business Intelligence Enterprise Edition) product in December 2015. The conversion timeframe began at that time and is expected to go through February 2019.

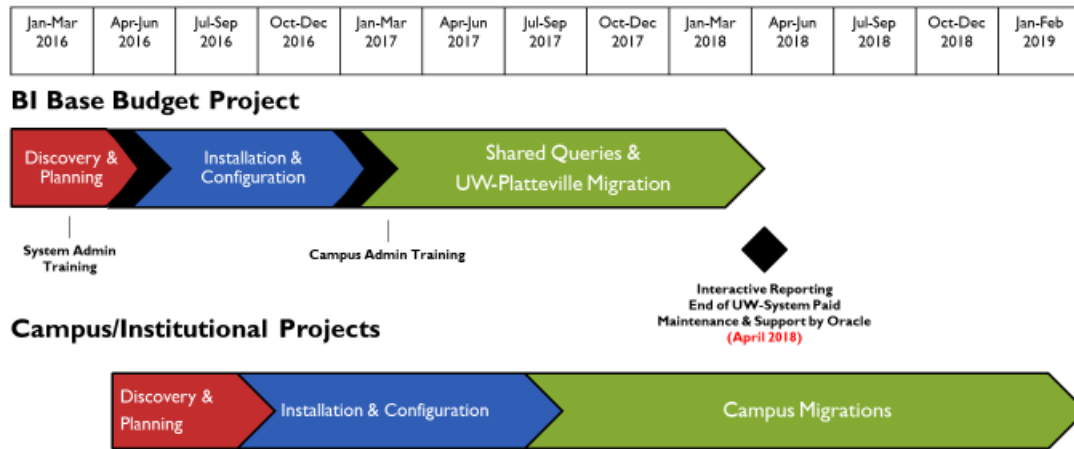
Through the Common Systems Review Group (CSRG) process, UW System institutions are collectively funding the tool replacement, conversion of the system-wide shared queries and limited training for selected roles at each campus. Each institution is individually responsible for the assessment/conversion of queries/reports that are specific to its campus and for the training of its writers of ad hoc queries. These decisions were made by the BI Steering Committee to encourage the use of shared system-wide queries and to encourage each institution to critically assess its use of custom/unique queries. UW-Platteville recently completed this review and the result was a considerable streamlining of its processes with fewer custom queries.

Project Scope

1. Purchase hardware for OBIEE 12c **(complete)**
2. Install, configure, set up security and authentication in OBIEE 12c for the 13 UW System campuses **(complete)**
3. Ensure that the system is configured so that dashboards/reports can be shared across all campuses **(complete)**
4. Migrate the Platteville OBIEE 11g instance into the UW System OBIEE 12c instance **(complete)**
5. Assessment of the system-wide shared queries to determine: **(complete)**
 - a. Which of UW-Platteville's already converted shared queries can be used;
 - b. Which queries that have not been converted by UW-Platteville should be converted to OBIEE's BI Publisher using Dynasoft;
 - c. Which queries remain that a dimensional data model should be developed to support.
6. Create a dimensional data model for the data used by the 'Shared Queries' found in Interactive Reporting **(complete)**
7. Using the dimensional data models, create a metadata repository (semantic layer) **(complete)**
8. Create dashboards/reports using the semantic layer that serve to replace the 'Shared Queries' in Interactive Reporting **(complete)**
9. Train technical people supporting the system-wide shared queries and the technical staff at the institutions that have student data queries in Interactive Reporting in: **(complete)**
 - a. Dimensional Modeling;
 - b. Repository, Catalog, and Security Management;
 - c. Analyses (criteria and reports/views), Prompts, and Dashboards.
10. Train remaining Campus Administrators in the use of Repository, Catalog, and Security Management for administering the shared queries **(complete)**
11. Monitor readiness of the institutions that have queries related to student data to move to OBIEE **(in progress; to be completed end of February, 2019)**

Project Schedule:

OBIEE 12c Tool - Timeline



Project Budget

UWBI - IR Reporting Replacement (Shared Queries)

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Service Costs	285,088	811,704	1,580,859	2,677,651	2,031,901	(645,750)
Software Costs	397,893	407,140	137,920	942,953	950,033	7,080
Initiative Total:	682,981	1,218,844	1,718,779	3,620,604	2,981,934	(638,670)

UWBI - IR Reporting Replacement (Campus Specific)

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Consulting Costs		505,275	571,755	1,077,030	1,600,000	522,970
Training Costs		75,100	59,200	134,300	250,000	115,700
Initiative Total:	0	580,375	630,955	1,211,330	1,850,000	638,670

UWBI - IR Reporting Replacement Full Project

	FY16 actual	FY17 actual	FY18 actual	Project Total actual	Project Total budget	Variance
Project Total	682,981	1,799,219	2,349,734	4,831,934	4,831,934	0
Less other funding sources		(197,324)	(139,821)	(337,145)	(337,145)	0
CSRG Project Total:	682,981	1,601,895	2,209,913	4,494,789	4,494,789	0

Source of Funds: Common Systems Review Group

Project Dashboard:

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u> Campuses have some reports and dashboards that are in the process of conversion. These conversions are progressing well, but we have extended the availability of the legacy system until February 2019 to provide additional time for migration and testing.			X
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u>	X		

Notes:

Schedule Status – Interactive Reporting and the IR Workspace will be decommissioned at the end of February 2019. Migrations will continue through February 2019.

Status of Planning and Documentation:

	Status
Governance structure	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	In progress at campus/institutional level

UW System Major IT Project Status Report

Project: Restructuring Digital Record Migration

Description:

A requirement of the UW System Restructuring project is to ensure that all records and digital materials are transferred from UW Colleges and UW-Extension (UWCX) to Receiving Institutions (RI). This includes faculty, staff and potentially student data stored in Office 365 (email, cloud storage, and SharePoint sites) as well as files stored on the UWCX network.

Office 365 is a suite of collaboration tools used to communicate as well as create, store, and manage work assignments. Many faculty use Office 365 for storage of their research material as well as their class materials. Likewise, staff use Office 365 as a form of electronic storage in addition to email, thus it contains their current and historical documents.

As part of the restructuring, faculty, staff, and possibly students, will need to take their Office 365 data with them to their RI's and to UW System Administration.

UWCX and the RI's use either the Office 365 or the Google collaboration platforms. Migration of Office 365 data is a very complex process due to the integration of these services with other infrastructure components. The migration from UWCX has a higher level of complexity due to the requirement of migrating selected accounts from a centralized system to multiple distributed systems. The proper function of Office 365 and SharePoint rely on many behind the scenes pointers and connections to retain the integrity of the data and addressing associated with email transmission and file locations. Due to the complexity, Microsoft highly recommends the use of a tool and services when migrating Office 365 data and SharePoint sites.

Project Scope:

- Migration of faculty, staff, and possibly student Office 365 data
- Migration of faculty, staff, and possibly student network and cloud stored data
- Migration of faculty, staff, student, campus, division, and department SharePoint data and/or sites
- Migration of Active Directory (security) settings associated with faculty, staff, and student accounts
- Use of vendor services to augment or in place of campus/system staff to perform email and data migrations

Project Timeline: August 2018 - August 2019

Project Budget: \$176,870

Project ROI: N/A

Source of Funds: UW System Administration

Project Dashboard:

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	Complete
Project Charter	Complete
Communication Plan	In Progress
Project Plan	In Progress
Project Budget	Completed
Quality Assurance Plan	Not Started

Project: UW Colleges and UW-Extension Restructuring Project

Description:

Although the former UW Colleges had 13 campuses located across the state, all student and curricular records reside on a single PeopleSoft student information system (SIS) database. Furthermore, each of the seven 4-year receiving institutions (RI) has its own separate PeopleSoft database, where the academic structure is configured independently and differently by each institution, as well as differences in configuration of integrated third-party products, services, and business processes.

As of August 2018, a SIS Project Steering Committee (PSC) comprised of SIS project leads from each receiving institution was established. The goal of the PSC is to support the respective SIS teams at each receiving institution by collaborating and guiding the SIS projects with common, consistent, and sustainable processes across their regions and campuses to facilitate efficient and effective enrollment operations and access for students. In addition, the SIS PSC monitors functional interdependencies and how they are impacted by subsequent data migrations and system integrations; addresses questions and concerns from institutions regarding the SIS processes and related technical and operational concerns; provides status updates and reports to the Project Management Office and/or the UW System Restructure Executive Steering Committee; and provides input and guidance on external questions and communications in consultation with Project Communications Office (PCO).

Mock 2 roll-out of the Phase III of the UW Colleges Student Information System (PRISM) data conversion continues across RI's and has been completed at Oshkosh, Green Bay, Eau Claire and Whitewater. Key phase III activities will include re-run of newly admitted students not included in Phase I, the migration of Fall 2018 enrollments, and student account balances. Phase III is scheduled for February 2019 in order to support the Fall 2019 registration period. The date of the student account balance conversion has been pushed to March 11, 2019 in order to accommodate as many financial aid disbursements as possible in PRISM prior to extracting outstanding balances for conversion.

The table below offers a high-level overview of the conversion timeline for data that will be exported from the UW Colleges SIS and imported into the receiving institutions' SIS; a more in-depth timeline can be found on the following page.

February/March 2019	All Fall 2018 enrollment data for current UW Colleges AAS students is transferred into Receiving Institutions' SIS in preparation for Fall 2019 enrollment (Phase III)
March 2019	Student Account Balance Conversion
July 2019	Update UW Colleges Spring 2019 student data: credits, grades, new account balances, and equivalencies transferred to Receiving Institutions
Sept 2019	Update UW Colleges Summer 2019 student data: credits, grades, new account balances, and equivalencies transferred to Receiving Institutions

UW System Administration continues to contract functional and technical expertise to work with each of the seven receiving institutions as well as UW System IT support entities to plan, manage, and support SIS integrations. This work includes supporting student-facing and faculty-facing initiatives to ensure the continuity of student and faculty support services as well as working with functional areas to ensure that any SIS changes consider how functional business process will be impacted.

The goals of the UW Colleges and UW-Extension Restructuring Project are to expand access to higher education, maintain affordable tuition, and increase opportunities for students. The successful and seamless integration of student data from UW Colleges SIS into the seven receiving institutions' SIS will ensure that there is no interruption of service or support to branch campus students as their records transition to the receiving institutions.

Project Scope:

The UW Colleges and UW-Extension Restructuring Project SIS Integration Project's (SIS Project) main goal is to successfully migrate and integrate student information for students active in the Colleges SIS between Summer 2018-Summer 2019 to the applicable receiving institution SIS.

UW Colleges Campus (2-yr)	Receiving Institution (4-yr)
UW-Barron County	UW-Eau Claire
UW-Manitowoc UW-Marinette UW-Sheboygan	UW-Green Bay
UW-Washington County UW-Waukesha	UW-Milwaukee
UW-Fond du Lac UW-Fox Valley	UW-Oshkosh
UW-Baraboo/Sauk County UW-Richland	UW-Platteville
UW-Marathon County UW-Marshfield/Wood County	UW-Stevens Point
UW-Rock County	UW-Whitewater

To successfully reconfigure the receiving institutions' SIS, the SIS project is focused on five main tasks:

1. Developing a detailed SIS migration project plan for all restructured institutions.
2. Providing seamless data integration into the receiving institutions' SIS systems while addressing any operational concerns or gaps as well as ensuring continued operation and integration for internal systems (e.g. UW's on-line admissions application, institutional reporting systems) along with third-party applications.
3. Determining the level of standardization versus campus decision-making (e.g. customizations to SIS platform) as well as supporting receiving institution SIS upgrade gaps due to staffing and resource impacts of the project.
4. Determining common and consistent solutions across regions and campuses (as appropriate) related to SIS management to improve operational efficiencies and ease of access for students.
5. Re-engineering the SIS solution at each receiving institution so that it supports the business process of a 2-year AAS degree within the system.

During the transition year of July 1, 2018 to July 1, 2019, UW Colleges staff will continue to provide services for UW Colleges student records, as outlined in MOUs with the seven receiving institutions.

- Records of active students as of 7/1/2018 will be transferred to designated receiving institutions
- Records of inactive students prior to 7/1/2018 will be managed by UW Extended Campus

UW Extended Campus will assume responsibility for the contractual relationship with current UW Colleges' (UWC) service provider, Credentials, and expand Credentials' service level to provide both electronic and hard copy historical transcripts.

UW RI SIS Milestone Activities Timeline- DRAFT

Functional & Technical Design Technical Development Integration Testing Integration Testing Complete	5/31/2018	Diploma Format Confirmed TESTING: RI Academic Structure Configuration Available in Test Environment eApp test files available for loading into RI SIS	
	6/15-6/30	Diploma generation testing	
	7/1/2018	CONFIGURATION: Academic Structure & EPCS Installation Tables Updated in Prod CONVERSION: Phase I Conversion Data Available in RI Test Environments	
	8/1/2018	EXTERNAL: eApp Opens for Fall 2019 BUSINESS PROCESS: RIs Generate Diplomas for Summer Grads	
	9/1/2018	CONFIGURATION: Transfer Equivalency Rules built in RI SIS to support conversion (external org, grading basis updates) BUSINESS PROCESS: Fall 2019 eApp data loaded into RI SIS	
	10/1/2018	CONVERSION: Phase I Conversions Loaded to Prod - Bio/Demo, Program Application, External System ID Test Results, Prior Earned Credit (Transfer Credit, Other Credit), UWC Enrollment Prior to Fall 2018 Phase II Conversions Available for Testing - HRS Faculty Load, Buildings & Facilities (manual) BUSINESS PROCESS: Class Scheduling begins at some campuses POST-CUTOVER ACTIVITY: Manual program/stack review for students with prior attendance at RI RI runs batch Matriculation, Term Activation for converted student population RI manual evaluation of credit discrepancies	
	11/1/2018	CONFIGURATION: SF Item Types in RI testing environment to support Phase III conversion CONVERSION: Phase II Conversion Data in Prod - HRS Faculty Load, Buildings & Facilities (manual) Phase III Conversions Available for Testing - UWC Enrollment Fall 2018, Student Account Balances: Student Groups, Milestones, Service Indicators (if needed) BUSINESS PROCESS: FA ISIR Loading at some campuses EXTERNAL: HRS Faculty Load Available for Testing TECHNICAL: Net Price Calculator Updates in Prod POST-CUTOVER ACTIVITY: Update Instructor/Advisor Table	
	12/1/2018	BUSINESS PROCESS: FA Awarding, Budget Building, Cost of Attendance Calculation	
	1/1/2019	CONFIGURATION: SF Item Types in Prod to support Phase III conversion EXTERNAL: GL Chart of Accounts Updated	
	2/9/2019	CONVERSION: Phase I Conversions Rerun - New Students Admitted for Spring 2019 Phase III Conversions Loaded to Prod - UWC Enrollment, Student Account Balances Student Groups, Milestones, Service Indicators (if needed) POST-CUTOVER ACTIVITY: Manual program/stack review for students with prior attendance at RI RI manual evaluation of credit discrepancies BUSINESS PROCESS: Enrollment Appointments Assigned for Fall 2019 at some campuses	
	3/1/2019	CONFIGURATION: Tuition calculation ready for testing BUSINESS PROCESS: Enrollment opens for Fall 2019	
	6/1/2019	CONVERSION: Spring 2019 Final FULL Conversion	
	7/1/2019	BUSINESS PROCESS: Tuition calculation runs for Fall 2019	
	9/1/2019	CONVERSION: Summer 2019 Final FULL Conversion	
	Fall 2019 Term	CONFIGURATION: SAP Configuration BUSINESS PROCESS: 1098-T Production	
	Jun-18	Jul-18	Aug-18
	Sep-18	Oct-18	Nov-18
	Dec-18	Jan-19	Feb-19
	Mar-19	Apr-19	May-19
	Jun-19	Jul-19	Aug-19
	Sep-19	Oct-19	Nov-19
	Dec-19		
	Phase I Mock 1	Phase I Mock 2	Phase I Mock 3
	Phase I GO LIVE	Phase II Mock 1 Phase III Mock 1	Phase II Mock 2 Phase III Mock 2
	Phase II GO LIVE Phase III Mock 3	Phase I Rerun (Spr19 admits) Phase III GO LIVE	Phase I Rerun (Sum19 Admits)
	Phase III Rerun (Spr19 enrollment)	Phase III Rerun (Sum19 enrollment)	

Project Budget

Planning for the UW Colleges and UW-Extension Restructuring Project began immediately after the Board of Regents approved the restructuring in November of 2017. Once the HLC application was completed in January 2018, 17 functional teams were stood-up, including a 'SIS Functional Team' to review and understand the work needed to reconfigure each receiving institution SIS to support the AAS two-year degree.

While each of the receiving institutions has operational knowledge in SIS, the SIS Functional Team identified major gaps in knowledge and resources to deliver and support a reconfigured SIS. The team recommended contracting for functional and technical expertise to plan, design, and develop processes that would work for the receiving institutions and deliver the first of several reconfiguration milestones within the required a six-month time-frame prior to accepting applications for Fall 2019.

SIS Project Budget Period 1 for April 1, 2018 – February 28, 2019

Consultants were engaged April 2018. A preliminary SIS Timeline with milestones was developed in consultation with SIS stakeholders across UW System by end of April 2018. In May an RFS for technical resources was issued and a process and program for data migration was determined by end of May 2018.

As of July 2018, each receiving institution has reconfigured their SIS set-up to properly take in AAS applications in August 2018 and the consultants are in the process of setting up each receiving institution SIS for the Phase 1 Mock 1 data test, starting a cycle of configuration, testing, and conversions that will continue for the next seven months.

As of November 2018, key data for students currently enrolled at UW Colleges was successfully exported from UW Colleges SIS and imported into each of the receiving institutions' SIS, marking the end of Phase I of the SIS data conversion. The goal of Phase I was to ensure that receiving institutions had the information necessary to begin awarding financial aid to students enrolled at their branch campuses for the 2019-20 aid year.

SIS Project Budget Period 2 for March 1, 2019 – September 1, 2019

Once the UW Colleges AAS student data has been successfully transferred to the receiving institutions, the data will be updated after each semester and work will begin on configuring tuition calculation within each receiving institution SIS for successful calculation of updated tuition models in Fall of 2019. These efforts fall within Phase II and III of the SIS data conversion.

SIS Project Budget Period 1	4/1/18 - 2/28/19	\$5,161,804
SIS Project Budget Period 2 (as required)	3/1/19 - 9/1/19	\$1,025,600
		\$6,187,404

Source of Funds:

UW System Administration

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

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> Staffing risks have been identified due to the project's reliance on UW Colleges staff for information and set-up within the UW Colleges SIS as well as within the functional areas of UW Colleges. Contingency plans are in place to hire temporary staff as needed, however institutional knowledge could be lost. Resource and schedule risks for each receiving institution have been identified due to the logistics involved in setting up seven separate SIS for data migration while all the receiving institutions are also working to meet their pre-planned work tasks, which include items such as SIS upgrades, as well as the implementation of the 19-20 Course Exchange, and refining data security needs and other 2018-2019 IT activities.		X	

Status of Planning and Documentation:

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

UW System Major IT Project Status Report

Project: Oracle Shared Financial System Application Upgrade

Description

The UW System-wide Shared Financial System (SFS) is currently on version 9.1 of Oracle's PeopleSoft Financial Management software. Oracle-PeopleSoft is moving from a bundled release strategy (e.g. 9.0, 9.1, and 9.2) to a rolling update model where new features, updates, and fixes are released in small bundles that are applied as needed. SFS is upgrading to Oracle's terminal release (9.2) to use the rolling update model and to stay within Oracle support. Extended support for our current version will end in January 2018.

The Shared Financial System (SFS) consists of General Ledger, Accounts Payable, Purchasing, Asset Management, Cash Management, Grants, Project Costing, Accounts Receivable and Billing, Cost Share, Effort Reporting and E-Reimbursement (Travel). In addition, SFS and DoIT staff support connectivity with HRS (including interfaces for payroll, person data, and tax and vendor information) and bolt on applications such as salary cost transfer, and query reporting tools. All institutions in the UW System currently use SFS and will benefit from the upgrade. PeopleSoft 9.2 creates an improved user experience that fundamentally changes how users interact with PeopleSoft. This improved user experience can increase efficiency and drive greater user adoption by providing a more intuitive, easy-to-use interface that incorporates the consumer internet experience. There are currently over 21,000 users system wide.

The upgrade project will improve the existing PeopleSoft system through the incorporation of newly delivered functionality. It will also encompass a full review of existing customizations, with a focus on replacing with delivered functionality, or eliminate if possible.

This project is critical to SFS as we need to maintain vendor support (e.g. receive security patches) and protect our investment.

The planned timeline for this upgrade is 19 months. This include 3 months for planning, 15 months for the main project and 1 month of post 'go live' support. Our anticipated 'Go Live' date is October 2018. UW System Administration conducted a competitive request for consulting services to support the upgrade. Sierra-Cedar was the selected consulting partner.

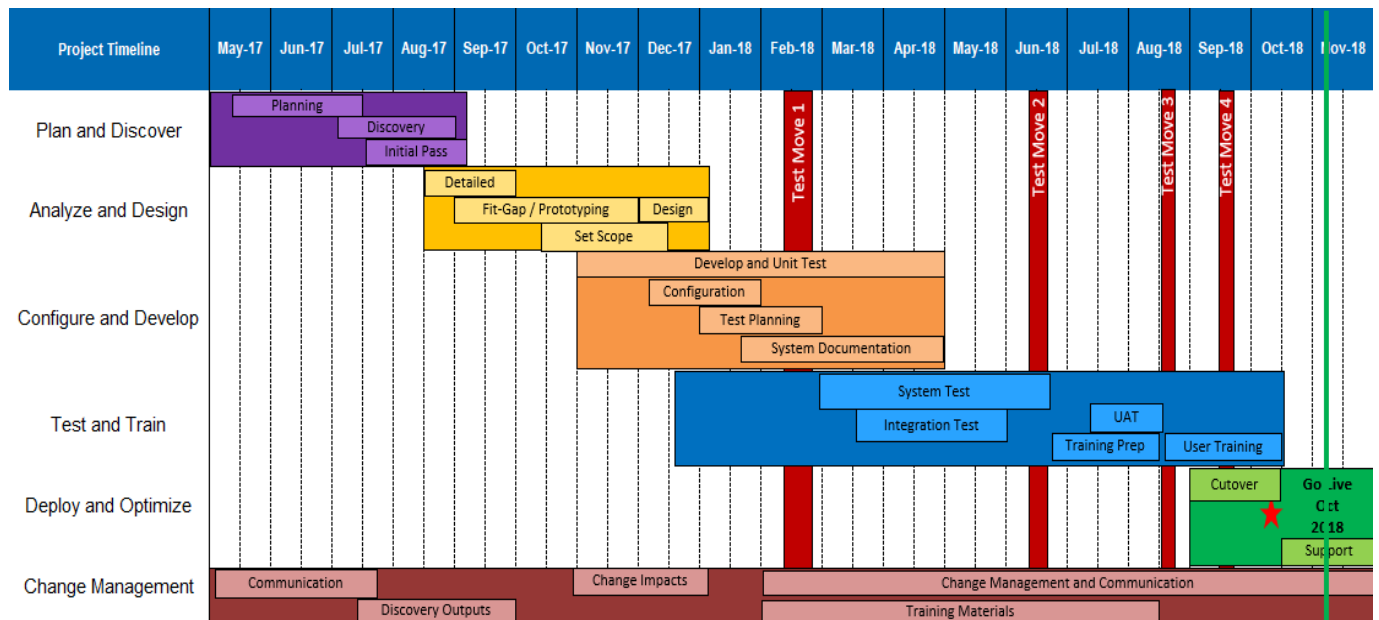
The project aligns with the following Common System priorities:

- SFS/HRS expanded functionality
- Initiatives that closely align with [2020FWD strategic framework](#)
 - Operational and Administrative Excellence – The UW system will continue to create operational efficiencies by standardizing, consolidating and streamlining non-instructional operations.

Project Scope:

- Upgrade Financials Release 9.1 to Financials Release 9.2.
- Upgrade PeopleTools Release 8.55 to a new version.
- Leverage new 9.2 functionality to streamline, reduce, and eliminate some custom development items.
- Implement new functionality such as user interface, dashboards, and mobile capabilities.
- Complete the upgrade within the specified time and budget, protecting the confidentiality of all data residing in SFS PeopleSoft applications.

Project Schedule:



Project Budget:

Professional Services	\$ 6,413,476
Internal Labor Costs	\$ 595,360
Infrastructure Costs	\$ 904,392
Total Budget	\$ 7,913,228

Source of Funds:

Funding is through UW System wide Funds for FY2017/18 and CSRG for FY2019

Project Dashboard:

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

Project commencement date May 15th, 2017 – Implementation Date October 10th, 2018

Status of Planning and Documentation:

	Status
Governance structure	Complete
Project Charter	Complete
Communication Plan	Complete
Project Plan	Complete
Project Budget	Complete
Quality Assurance Plan	Complete

Status of Development, Testing and Training:

	Status
Configuration and Development	Complete
System Testing	Complete
Integration Testing	Complete
User Acceptance Testing	Complete
Training	Complete
Deploy and Optimize	Complete

UW System Major IT Project Status Report

Project: UW Student Success Collaborative – EAB Student Success Management System

Description: The Educational Assistance Board (EAB) Student Success Management System (SSMS) is a strategic communication and analytics tool for use by advisers, faculty, staff, and students. SSMS is designed to help institutions provide timely, targeted, data-based interventions and proactive student support. It has been a key part of strategies across the US to increase student success in terms of retention and completion, particularly with traditionally underperforming student populations. The success of our students is central to the mission of the University of Wisconsin System. That commitment is reflected through institutional mission statements, outcomes-based funding, and the 2020FWD Strategic Framework.

Project Scope: In broad terms, this project seeks to meet the following four goals:

1. Student Success Management System. Support the on-time implementation of the EAB Student Success Management System(SSMS) including the Intelligence, Strategic Care, and Milestone Guidance modules.
 - a. The Intelligence module comprises the predictive analytics products
 - b. The Strategic Care module comprises the case management, communication and workflow products (for faculty, staff, advisors, and students)
 - c. The Milestone Guidance module provides planning tools to students via mobile/web applications
2. Capacity Building/Community of Knowledge. Facilitate, leverage, and enhance the EAB provided services to foster member networking and sharing of best practices to drive student success. These services include sharing of case studies, and research briefs, holding conference calls and networking summits.
3. Training and Change Management. Leverage UWSA resources to partner with EAB's service model for change management and successful implementation. Including working closely with EAB's service team before/during/after implementation, as well as engaging with on-site working sessions, leadership check-in calls, and on-demand support services as needed. UWSA would facilitate EAB's services in project planning, configuration support, and training and engagement.
4. Common Data Infrastructure. Promote the development of a common set of data and analytic models across institutions to support data driven processes and decisions and ensure improved student success.

Project Schedule:

January – February 2019	<ul style="list-style-type: none">• Overview technical implementation process and milestones• Define technical team participants from EAB, UWSA and member institutions• Prepare Project Charter, Communications Plan and Convene System-wide Implementation Team
February – March 2019	<ul style="list-style-type: none">• Launch Meeting for UW-System, EAB and UWSA teams• Conduct Site visits at Institutions• Establish Objectives for Common Institutional Approaches
April – May 2019	<ul style="list-style-type: none">• Initial technical work at Institutions including accessing and loading of data to EAB
June – August 2019	<ul style="list-style-type: none">• Site Build including loading of institutional data into training platform, site configuration, and establishing user roles and permissions• Conduct initial training on Campuses
July – November 2019	<ul style="list-style-type: none">• Go live with Phase 1 for Advising Centers
May 2020	<ul style="list-style-type: none">• Go live with Phase 1 for Faculty and Student services units
November 2020	<ul style="list-style-type: none">• Go live with Phase 3 for Tutoring and other support services

Project Budget: \$10.7 million for EAB Software, Services, and Memberships

Source of Funds: UW System-wide funds (40%), UW Institutional Funds (60%)

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

Project Status Dashboard:	Green	Yellow	Red
<u>Schedule Status:</u>	X		
<u>Scope Status:</u>	X		
<u>Budget Status:</u>	X		
<u>Other Issues (Staffing, Risks, etc.):</u> Uneven Institutional commitment and understanding of product, Integration of current business practices with data-support tool	X		

Status of Planning and Documentation:

	Status
Governance structure	In progress
Project Charter	In progress
Communication Plan	In progress
Project Plan	In place.
Project Budget	On track
Quality Assurance Plan	Not started.

Project: Voice over Internet Protocol (VoIP) Project

Description:

The University of Wisconsin System Administration, University of Wisconsin Colleges and University of Wisconsin-Extension are in great need to modernize their communications systems to meet current and future student, administration, faculty and staff needs and expectations. Because of the similarity of operations, co-location of staff and the relatively small number of phones it uses, UW System Administration is collaborating with UW Colleges and UW-Extension on this project.

An area of great concern/deficiency is the more than 15 unique telephone system implementations running on five different technology platforms supported by UW Colleges and UW-Extension. Many of these systems and platforms are in various stages of obsolescence. This project focuses on meeting the needs of the students, administration, faculty and staff who have the expectation and requirements of a modern communications system as a baseline industry service.

The current, voice only systems are antiquated and are approaching end of life. Additionally, the systems used by UW Colleges and UW-Extension are significantly inadequate, problematic and detrimental to the daily operation of the institutions. These systems are not sustainable and provide no opportunity to integrate with new communication technologies, other business critical services, nor do they allow UW Colleges or UW-Extension to operate as a single institution. Moving to a Voice over IP (VoIP) system will provide a single, more stable and current telecommunications platform, allow for future use of unified communication technology, and significantly improve the ability to be responsive to the increasing growth and demand of the UW Colleges campuses and UW-Extension Divisions. Additionally, a VoIP solution will provide E911, emergency services and paging services across all UW Colleges campuses, which are currently unavailable to some of them. VoIP is the commodity technology for enterprise voice communication and will be used as a strategic technology foundation to build upon.

Strategic Business Drivers for the Project:

- **Replace Aging Systems**
 - More than 15 unique aging telephone systems are currently used across UW System, UW Colleges, and UW-Extension. Most of these systems have, or soon will, reach their end of life and no longer meet the needs of students, administration, faculty and staff. Some of these systems are so old they can no longer be supported and if they were to fail, it is questionable if they could be fixed.
- **Improve Emergency Notification**
 - Improving the emergency notification functionality and capabilities throughout the UW System has taken on increased importance with the dangerous incidents that have been occurring around the country. The UW campuses are just as vulnerable to these types of attacks and must have the tools in place to respond when a situation on campus occurs. The objective is to add E911 functionality that will allow emergency responders to pinpoint the location of the emergency on campus to enhance response times and management of emergencies.
- **Unified Communications & Functionality Modernization**
 - Some of the UW Colleges campuses do not have voice mail systems of their own and rely on county services to provide this service. Many of the UW Colleges campuses and some of the UW-Extension offices use telephone systems that cannot be integrated with their e-mails systems. UW Colleges and UW-Extension would like to provide equal functionality to all of its locations and a single location for messages by delivering voice mail messages to the end-user's e-mail box if they so choose. Additionally, the use of a single unified communications system will increase collaboration across the

institution(s). Lastly, the solution must offer call center management functionality and integrate with the Salesforce CRM used by CEOEL.

Overall the objectives are; to implement a single, unified telecommunications solution; improve emergency communications and responsiveness by providing E911 and emergency services; provide modern telecommunications functionality and services to UW System, UW Colleges Campuses and UW-Extension Divisions; and implement a communications technology platform that positions UW System, UW Colleges and UW-Extension for future growth.

Project Scope:

For the past several years, UW Colleges campuses and some UW-Extension divisions have expressed concern about their aging phone systems. Beginning in 2014 and going through early 2016, an assessment and information gathering exercise was conducted to ascertain the status of the multiple phone systems. The assessment confirmed the concerns expressed by the campuses and divisions and uncovered other phone systems that were approaching obsolescence. Additionally, the consolidation of services resulting from the FY15-FY17 budget cuts highlighted the staffing challenges associated with providing telephone support across the UW Colleges. Also during this time, AT&T announced that the Centrex phone system used by many of the state institutions would not be supported after 2020 and last year DOA renegotiated the AT&T contract, which resulted in a cost increase of Centrex lines.

The completion of the UW Colleges Campus Network Infrastructure Project (CNIP) in December 2016 addressed concerns identified prior to 2014 regarding the ability of UW Colleges campus networks to support future network requirements. In anticipation of the network improvements associated with the CNIP project, planning began for implementation of a VoIP solution to replace the aging phone systems through UW Colleges and UW-Extension and to unite both institutions under one phone system, thus reducing support and long distance costs. UW System requested to be included in the VoIP project because many of the UW System offices are located in the same buildings and UW-Extension in the Madison area. UW Colleges, UW-Extension and UW System approved the project in November 2016.

Project Timeline: December 2016 - July 2018

Project Budget: \$2,719,598

Project ROI: UW System – 2 years, 2 months; UW Colleges – 5 years, 1 month; UW-Extension – 1 year, 9 months; overall – 2 years, 9 months

Source of Funds: UW System (12%), UW Colleges (53%), UW-Extension (35%). Although initial capital is required at the beginning of the project, the project will ultimately pay for itself from the savings realized through lower ongoing operating costs as reflected in the ROI above.

Project Dashboard: (See Appendix 1 for dashboard definitions)

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	Completed
Project Charter	Completed
Communication Plan	Completed
Project Plan	Completed
Project Budget	Completed
Quality Assurance Plan	Completed

Additional progress has been made completing installations of additional network cables, however the project remains at 99% complete. The final stages of the project to uncouple security and safety analog lines from the main phone line at some 2-year campuses is proving to be more manually intensive than expected. The manual effort associated with this task, coupled with the expected 60-90 day turnaround time from AT&T for their work, is expected to delay completion of this project until June 1, 2019.

Appendix 1: Project Dashboard Definitions

Determine the status for each of the categories based on the criteria identified on the right.		STATUS COLOR INDICATORS
Insert an X in the column that best describes the status of the category or color/share the appropriate status box.	Green	On target as planned
	Yellow	Encountering issues
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.	Red	Problems

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 may be falling behind 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 have fallen behind 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>

**UW SYSTEM INFORMATION SECURITY:
FEBRUARY PROGRESS REPORT**

EXECUTIVE SUMMARY

BACKGROUND

UW System Administration and UW institutions are working to improve the information security posture of the UW System. Information Security activities within the UW System are overseen by UW System Vice President for Administration Robert Cramer and Interim Associate Vice President for Information Security Katherine Mayer and executed across the entire UW System.

REQUESTED ACTION

This item is presented for information only.

DISCUSSION

Vice President Cramer and Interim Associate Vice President Mayer will provide an update on recent activities related to the Information Security program. The update will include:

- A review of an enterprise IT Security maturity score throughout UW System.
- Update of on-going activities to include security suite deployment.
- Policy update and new policy development and implementation plans for calendar year 2019.
- Looking ahead – new information security initiatives for 2019.

RELATED REGENT POLICIES

Regent Policy Document 25-5, Information Technology: Information Security

BUSINESS AND FINANCE COMMITTEE

Resolution I.2.f.

That, upon the recommendation of the President of the University of Wisconsin System and the Chancellors of the University of Wisconsin-Eau Claire, University of Wisconsin-Green Bay, University of Wisconsin-La Crosse, University of Wisconsin-Milwaukee, University of Wisconsin-Oshkosh, University of Wisconsin-Parkside, University of Wisconsin-Stevens Point, University of Wisconsin-Stout, and University of Wisconsin-Whitewater, the Board of Regents approves the proposed nonresident and graduate school tuition increases for these nine UW institutions, as detailed in the attached executive summary.

REVIEW AND APPROVAL OF PROPOSED NONRESIDENT AND GRADUATE TUITION INCREASES

EXECUTIVE SUMMARY

BACKGROUND

The 2017-19 Biennial Budget (Act 59) limits the Board of Regents' authority to increase resident undergraduate tuition.

Act 59 does not limit tuition authority for nonresident, graduate, and professional schools. Acknowledging this, Vice President Sean Nelson invited institutions to submit, for Board consideration, tuition proposals that reflect their unique missions, market sensitivities, and costs incurred in providing a quality education.

UW-Madison brought forward, and the Board approved, a two-year tuition plan in December of 2018.

REQUESTED ACTION

Approval of Resolution I.2.f., approving the proposed nonresident and graduate school tuition increases.

DISCUSSION AND RECOMMENDATIONS

Summarized below are the recommended tuition increases for nonresident and graduate school students attending nine UW institutions. If approved, the new tuition rates would be effective for the 2019-20 academic year. The proposed rates are shown in Table 1.

Institutions have considered the impacts of the proposed tuition increases on student demand and enrollment. It should be noted that resident undergraduate tuition at UW institutions has not increased in six years, while tuition at peer institutions has generally continued to increase.

In many instances, the current nonresident and graduate school tuition rates at the requesting UW institutions are at or near the bottom among their peer institutions.

The Board has previously delegated some tuition-setting authority to institutions for online and nontraditional programming. Institutions would be able to exercise this authority during the 2019-20 academic year. Consistent with Act 59, tuition increases will not impact resident undergraduate students.

RELATED REGENT POLICIES

Regent Policy Document 32-5, *Tuition Policy Principles*

Table 1. Proposed One-Year Tuition Increases				
	2018-19	2019-20		
	Tuition	Increase	Tuition	Increase%
UW-Eau Claire				
Graduate:				
Resident	\$ 7,831	\$ 196	\$ 8,027	2.50%
Nonresident	\$ 17,620	\$ 441	\$ 18,061	2.50%
UW-Green Bay				
Undergraduate:				
Nonresident	\$ 14,148	\$ 368	\$ 14,516	2.60%
Graduate:				
Resident	\$ 7,793	\$ 203	\$ 7,996	2.60%
Nonresident	\$ 17,106	\$ 445	\$ 17,551	2.60%
UW-La Crosse				
Undergraduate:				
Nonresident less differential	\$ 14,968	\$ 150	\$ 15,118	1.00%
Graduate:				
Resident	\$ 8,427	\$ 84	\$ 8,511	1.00%
Resident Doctor of Physical Therapy	\$ 11,301	\$ 113	\$ 11,414	1.00%
Nonresident Doctor of Physical Therapy	\$ 25,050	\$ 65	\$ 25,115	0.26%
Resident Occupational Therapy	\$ 10,112	\$ 101	\$ 10,213	1.00%
Resident Physical Therapy	\$ 10,112	\$ 101	\$ 10,213	1.00%
Resident Physicians Assistant	\$ 10,112	\$ 101	\$ 10,213	1.00%
UW-Milwaukee				
Undergraduate:				
Nonresident	\$ 19,370	\$ 291	\$ 19,661	1.50%
Graduate:				
Resident	\$ 10,387	\$ 156	\$ 10,543	1.50%
Nonresident	\$ 23,424	\$ 351	\$ 23,775	1.50%
Resident Doctor of Physical Therapy	\$ 10,387	\$ 2,596	\$ 12,983	25.00%
Nonresident Doctor of Physical Therapy	\$ 23,424	\$ 5,856	\$ 29,280	25.00%
Resident Business Masters	\$ 13,058	\$ 326	\$ 13,384	2.50%
Nonresident Business Masters	\$ 27,490	\$ 688	\$ 28,178	2.50%

Table 1. Proposed One-Year Tuition Increases

	2018-19		2019-20	
	Tuition	Increase	Tuition	Increase%
UW-Oshkosh				
Graduate:				
Resident	\$ 7,640	\$ 153	\$ 7,793	2.00%
Nonresident	\$ 16,771	\$ 335	\$ 17,106	2.00%
Resident Business Masters	\$ 8,195	\$ 164	\$ 8,359	2.00%
Nonresident Business Masters	\$ 17,351	\$ 347	\$ 17,698	2.00%
UW-Parkside				
Undergraduate:				
Nonresident	\$ 14,287	\$ 281	\$ 14,568	1.97%
Graduate:				
Resident	\$ 7,870	\$ 158	\$ 8,028	2.01%
Nonresident	\$ 17,274	\$ 348	\$ 17,622	2.01%
Resident Business Masters	\$ 8,195	\$ 157	\$ 8,352	1.92%
Nonresident Business Masters	\$ 17,351	\$ 343	\$ 17,694	1.98%
UW-Stevens Point				
Undergraduate:				
Nonresident	\$ 14,965	\$ 437	\$ 15,402	2.92%
Graduate:				
Resident	\$ 7,870	\$ 197	\$ 8,067	2.50%
Nonresident	\$ 17,274	\$ 432	\$ 17,706	2.50%
Resident M.S. Speech Language Pathology	\$ 7,870	\$ 393	\$ 8,263	4.99%
Nonresident M.S. Speech Language Pathology	\$ 17,274	\$ 864	\$ 18,138	5.00%
UW-Stout				
Graduate:				
Resident	\$ 6,981	\$ 174	\$ 7,155	2.49%
Nonresident	\$ 15,088	\$ 377	\$ 15,465	2.50%
UW-Whitewater				
Undergraduate:				
Nonresident	\$ 15,092	\$ 149	\$ 15,241	0.99%
Graduate:				
Resident	\$ 7,949	\$ 159	\$ 8,108	2.00%
Nonresident	\$ 17,448	\$ 349	\$ 17,797	2.00%
Resident Business Masters	\$ 8,526	\$ 171	\$ 8,697	2.01%
Nonresident Business Masters	\$ 18,052	\$ 361	\$ 18,413	2.00%
Resident Master of Computer Science	\$ 9,314	\$ 187	\$ 9,501	2.01%
Nonresident Master of Computer Science	\$ 18,654	\$ 373	\$ 19,027	2.00%

Table 2. Annual Resident Graduate Tuition Rates - UW Comprehensives

	2018-19	2019-20	
		Proposed	Change
UW-Eau Claire	\$ 7,831	\$ 8,027	\$ 196
UW-Green Bay	\$ 7,793	\$ 7,996	\$ 203
UW-La Crosse	\$ 8,567	\$ 8,651	\$ 84
UW-Oshkosh	\$ 7,640	\$ 7,793	\$ 153
UW-Parkside	\$ 7,870	\$ 8,028	\$ 158
UW-Platteville	\$ 7,640	\$ 7,640	\$ -
UW-River Falls	\$ 7,640	\$ 7,640	\$ -
UW-Stevens Point	\$ 7,870	\$ 8,106	\$ 236
UW-Stout	\$ 6,981	\$ 7,155	\$ 174
UW-Superior	\$ 7,640	\$ 7,640	\$ -
UW-Whitewater	\$ 7,949	\$ 8,108	\$ 159

Table 3. Annual Nonresident Graduate Tuition Rates - UW Comprehensives

	2018-19	2019-20	
		Proposed	Change
UW-Eau Claire	\$ 17,620	\$ 18,061	\$ 441
UW-Green Bay	\$ 17,106	\$ 17,551	\$ 445
UW-La Crosse	\$ 18,637	\$ 18,637	\$ -
UW-Oshkosh	\$ 16,771	\$ 17,106	\$ 335
UW-Parkside	\$ 17,274	\$ 17,622	\$ 348
UW-Platteville	\$ 16,771	\$ 16,771	\$ -
UW-River Falls	\$ 16,771	\$ 16,771	\$ -
UW-Stevens Point	\$ 17,274	\$ 17,793	\$ 519
UW-Stout	\$ 15,088	\$ 15,465	\$ 377
UW-Superior	\$ 16,771	\$ 16,771	\$ -
UW-Whitewater	\$ 17,448	\$ 17,797	\$ 349

UW-EAU CLAIRE

UW-Eau Claire proposes to increase graduate tuition by 2.5% for 2019-20. This would result in an annual increase of \$196 for resident graduate students and \$441 for nonresident graduate students. UW-Eau Claire did not increase graduate tuition in FY2018-19. This modest increase is estimated to generate \$13,000, which will offset the increased cost of instruction.

UW-Eau Claire			
Graduate:	2018-19	2019-20	Change
Resident	\$ 7,831	\$ 8,027	\$ 196
Nonresident	\$ 17,620	\$ 18,061	\$ 441
Anticipated Additional Revenue			\$ 13,000

UW-GREEN BAY

UW-Green Bay is proposing a 2.6% increase for nonresident undergraduate students and all graduate students. UW-Green Bay proposes tying graduate and nonresident tuition increases to the Consumer Price Index, allowing for continual, gradual increases in an explainable way, and preventing any future large increases that would be hard for students to absorb. Increases in graduate tuition will help offset some of the discounting UW-Green Bay is providing to integrated students who pay undergraduate tuition for a small portion of their graduate coursework, assuming they will continue at the full graduate rate at the completion of their undergraduate degree. Such programs are very popular nationally and at UW-Green Bay.

UW-Green Bay			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 14,148	\$ 14,516	\$ 368
Graduate:			
Resident	\$ 7,793	\$ 7,996	\$ 203
Nonresident	\$ 17,106	\$ 17,551	\$ 445
Anticipated Additional Revenue			\$ 55,100

UW-LA CROSSE

UW-La Crosse is proposing a 1% tuition increase for Fiscal Year 2019-20 for nonresident undergraduate and resident graduate students. The requested increases are based on a market analysis for the cost of tuition at UW-La Crosse's comprehensive peer institutions which indicates the proposed tuition rates will remain below the midpoint of the 2018-19 tuition rates for UW-La Crosse's tuition peer group. The nonresident undergraduate tuition rate will be \$2,577 below the midpoint with a peer rank of 25 of 35 institutions and the proposed resident graduate tuition rate will be \$2,967 below the midpoint with a peer rank of 24 of 35 institutions.

The additional revenue from the proposed 1% tuition increase for Fiscal Year 2019-20 is estimated at approximately \$106,197 and will be used to address strategic planning priorities for faculty and staff compensation.

UW-La Crosse			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 14,968	\$ 15,118	\$ 150
Graduate:			
Resident	\$ 8,427	\$ 8,511	\$ 84
Resident Doctor of Physical Therapy	\$ 11,301	\$ 11,414	\$ 113
Resident Physical Therapy	\$ 10,112	\$ 10,213	\$ 101
Resident Occupational Therapy	\$ 10,112	\$ 10,213	\$ 101
Resident Physicians Assistant	\$ 10,112	\$ 10,213	\$ 101
Nonresident Doctor of Physical Therapy	\$ 25,050	\$ 25,115	\$ 65
Anticipated Additional Revenue			\$ 106,197

UW-MILWAUKEE

Nonresident Undergraduate

UW-Milwaukee proposes to increase the tuition rate for nonresident undergraduates by 1.5% for 2019-20. UW-Milwaukee did not increase tuition for nonresident undergraduate students in 2018-19. The new tuition rate, if approved, will place UW-Milwaukee substantially lower than the median of its peers (6th lowest of its 15 peers). This relatively small increase will cover increased costs in instruction and advising with some additional scholarships provided.

2018-19 Annual Tuition (without fees) at Public Urban Research Universities			
	Resident	Nonresident	
UW-Milwaukee	\$ 8,091	\$ 19,661	
Peer Institution Average	\$ 9,634	\$ 22,229	
Peer Institution Midpoint	\$ 9,224	\$ 22,822	

Resident and Nonresident Graduate

UW-Milwaukee proposes to increase graduate tuition by 1.5% for 2019-20. This would result in an annual increase of \$156 for resident graduate students and \$351 for nonresident graduate students. The last increase in resident graduate tuition for UW-Milwaukee students was in 2012-13 (4.2% increase). Nonresident graduate student tuition was last increased in 2015-16 (2.5%). This modest increase will help to offset the increased cost of instruction for graduate education.

Resident and Nonresident MBA and MS Lubar School of Business

UW-Milwaukee proposes a 2.5% increase graduate tuition rates for both residents and nonresidents in the Lubar School of Business MBA and MS programs. This increase will keep UW-Milwaukee 25% less expensive (including seg fees) than Marquette University for resident graduate students. The Lubar School of Business and Marquette University historically compete for the same pool of applicants. Additional revenue generated from the increase will be used to support the competitive market for research faculty and to support programmatic needs.

2018-19 Business Masters Annual Tuition Peer Comparison		
	Resident	Nonresident
UW-Milwaukee	\$ 13,058	\$ 27,490
Marquette University	\$ 20,340	\$ 20,340

Resident and Nonresident Doctor of Physical Therapy

UW-Milwaukee proposes to change the current 8-credit plateau to 10 credits in the Doctor of Physical Therapy program. Students in this program will earn a total of 117 credits over 9 semesters with the first six semesters averaging 15 credits. By comparison, students in traditional master's programs earn approximately 32 credits beyond a bachelor's degree and PhD students earn 50-72 credits beyond a bachelor's degree. Students currently do not pay for 44% of the required credits in the Doctor of Physical Therapy (DPT) program. The increase in the plateau would allow the DPT program to be financially responsible while keeping tuition in line with UW-Madison's DPT program. After the proposed changes the UW-Milwaukee DPT program would continue to be the least expensive DPT program in Southeastern Wisconsin when compared to Marquette University, Carroll University and Concordia University. UW-Milwaukee proposes to implement the 10-credit plateau for the Fall, Spring and Summer terms for all nine semesters of the graduate program. Students currently admitted to the program would not be subject to the plateau change. The cohort beginning in the Summer of 2020 would be the first under the new plateau. Additional revenue generated from the plateau and tuition changes would be used to cover instructional costs as well as provide need-based scholarships to help diversify the profession consistent with UW-Milwaukee's mission.

2018-19 Doctor of Physical Therapy Peer Comparison		
	Resident	Nonresident
UW-Milwaukee	\$ 10,387	\$ 23,424
Marquette University	\$ 44,470	\$ 44,470
Carroll University	\$ 50,200	\$ 50,200
Concordia University	\$ 29,958	\$ 29,958

UW-Milwaukee Summary of Changes			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 19,370	\$ 19,661	\$ 291
Graduate:			
Resident Graduate	\$ 10,387	\$ 10,543	\$ 156
Resident Business Masters	\$ 13,058	\$ 13,384	\$ 326
Resident Doctor of Physical Therapy	\$ 10,387	\$ 12,983	\$ 2,596
Nonresident Graduate	\$ 23,424	\$ 23,775	\$ 351
Nonresident Business Masters	\$ 27,490	\$ 28,178	\$ 688
Nonresident Doctor of Physical Therapy	\$ 23,424	\$ 29,280	\$ 5,856
Anticipated Additional Revenue			\$ 1,123,398

UW-OSHKOSH

UW Oshkosh is roughly 2% to 10% below other UW System comprehensive institutions with regards to general graduate tuition, and between two and four percent below peer business graduate tuition rates. In order to remain comparable in the graduate education market, UW-Oshkosh is requesting a 2% tuition increase for resident graduates, nonresident graduates and business graduates. In addition to remaining comparable with other institutions, the requested increases are due to the increased cost of instruction. The Higher Education Price Index (HEPI), has increased by 3% from 2016 to 2017 and the average increase was 2.5 % over the last three years. The 2.0% increase requested by UW-Oshkosh is below the general increase in the cost of education.

UW-Oshkosh			
Graduate:	2018-19	2019-20	Change
Resident Graduate	\$ 7,640	\$ 7,793	\$ 153
Resident Business Masters	\$ 8,195	\$ 8,359	\$ 164
Nonresident Graduate	\$ 16,771	\$ 17,106	\$ 335
Nonresident Business Masters	\$ 17,351	\$ 17,698	\$ 347
Anticipated Additional Revenue			\$ 61,184

UW-PARKSIDE

UW-Parkside proposes to increase nonresident undergraduate tuition, graduate tuition and Business Master's tuition by approximately 2%. The tuition increase would help offset the increased cost of providing instruction in these programs. UW-Parkside's nonresident tuition rates, even after a 2% increase, will remain competitive with in-state tuition rates of Illinois public universities, especially after considering an average remission scholarship.

UW-Parkside			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 14,287	\$ 14,568	\$ 281
Graduate:			
Resident Graduate	\$ 7,870	\$ 8,028	\$ 158
Resident Business Masters	\$ 8,195	\$ 8,352	\$ 157
Nonresident Graduate	\$ 17,274	\$ 17,622	\$ 348
Nonresident Business Masters	\$ 17,351	\$ 17,694	\$ 343
Anticipated Additional Revenue			\$ 19,863

UW-STEVENS POINT

Nonresident Undergraduate and Graduate

UW-Stevens Point proposes to increase nonresident undergraduate tuition and graduate tuition by 2.5%. The last time UW-Stevens Point requested a tuition increase for nonresident undergraduate students and graduate students was in 2015-16. The increase is needed to keep pace with increased cost of instruction in these programs. A 2.5% increase will allow UW-Stevens Point to remain competitive with UW System comprehensive peers.

M.S. Speech Language Pathology

UW-Stevens Point proposes to increase resident and nonresident tuition in the M.S. Speech Language Pathology program by 5%. This increase would amount to \$393 annually for resident students and \$864 for nonresident students. The Speech Language Pathology program supports an on-campus Speech Language and Hearing Clinic, which is an onsite clinical practicum site for students in the Master's program. The clinic serves the local, regional, and statewide community by offering speech language therapy services as well as audiology services. Based on market analysis of tuition in the UW System, this program's pricing will remain below UW System competitors. In order to bring the pricing of the M.S. Speech Language Pathology program to a more competitive level and maintain the quality of the program, UW-Stevens Point plans to request a 5% increase for three consecutive years.

UW-Stevens Point			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 14,965	\$ 15,402	\$ 437
Graduate:			
Resident Graduate	\$ 7,870	\$ 8,067	\$ 197
Resident M.S. Speech Language Pathology	\$ 7,870	\$ 8,263	\$ 393
Nonresident Graduate	\$ 17,274	\$ 17,706	\$ 432
Nonresident M.S. Speech Language Pathology	\$ 17,274	\$ 18,138	\$ 864
Anticipated Additional Revenue			\$ 386,007

UW-STOUT

UW-Stout is proposing an increase of 2.5% to resident graduate programs and nonresident graduate programs. Additional revenue generated from the increases will be used to improve laboratories, assist with faculty compensation and provide nonresident remissions.

UW-Stout			
Graduate:	2018-19	2019-20	Change
Resident Graduate	\$ 6,981	\$ 7,155	\$ 174
Nonresident Graduate	\$ 15,088	\$ 15,465	\$ 377
Anticipated Additional Revenue			\$ 63,748

UW-WHITEWATER

UW-Whitewater is proposing a 1% increase to nonresident undergraduate programs and a 2% increase to both resident and nonresident graduate programs. Over the past two years tuition rates have remained constant at UW-Whitewater. The increases are needed to better align tuition with the cost of delivering instruction for these programs. The proposed increases will keep UW-Whitewater in line with the rates charged by UW-System peer institutions.

UW-Whitewater			
Undergraduate:	2018-19	2019-20	Change
Nonresident	\$ 15,092	\$ 15,241	\$ 149
Graduate:			
Resident Graduate	\$ 7,949	\$ 8,108	\$ 159
Resident Business Masters	\$ 8,526	\$ 8,697	\$ 171
Resident Master of Computer Science	\$ 9,314	\$ 9,501	\$ 187
Nonresident Graduate	\$ 17,448	\$ 17,797	\$ 349
Nonresident Business Masters	\$ 18,052	\$ 18,413	\$ 361
Nonresident Master of Computer Science	\$ 18,654	\$ 19,027	\$ 373
Anticipated Additional Revenue			\$ 507,832

Approval of UW-Oshkosh
Program Revenue Cash Transfer

BUSINESS AND FINANCE COMMITTEE

Resolution I.2.g.

That, upon the recommendation of the President of the University of Wisconsin System and the Chancellor of the University of Wisconsin-Oshkosh, the Board of Regents approves the transfer of \$5,000,000 Program Revenue Cash from residence life to support the student services infrastructure of the campus.

REVIEW AND APPROVAL OF UW-OSHKOSH PROGRAM REVENUE CASH TRANSFER

EXECUTIVE SUMMARY

BACKGROUND

Regent Policy Document 21-2 provides guidelines for transferring surplus moneys from auxiliary enterprises for the purpose of funding the one-time, fixed duration costs of any student related activity. This policy was put into place prior to the creation of the program revenue block grant in the 2011-13 biennial budget. At the time the policy was developed there were statutory limitations on transfers between auxiliary operations and other funds. Those statutory limitations have now been removed as a result of the block grant.

Due to six years of a tuition freeze and declining enrollments, UW-Oshkosh's revenue is not sufficient to cover its current expense structure. In October of 2017, the campus developed a Financial Recovery Plan that would put them in financial equilibrium over the next three years beginning in Fiscal Year 2019. The Financial Recovery Plan includes immediate spending reductions, \$8 million in budget reductions over 2 ½ years beginning in Fiscal Year 2019, increasing enrollments and increasing revenue by \$1.5 million after the 2 ½ years.

UW-Oshkosh estimates needing \$7.5 million in Fiscal Year 2019 in bridge funding as a part of its Financial Recovery Plan. This includes \$2.5 million from program revenue sources such as contract revenue and cost recovery programming, and the ability to use accumulated funding from its Residence Life cash balances to support the student services infrastructure of the campus. UW-Oshkosh is seeking approval under Regent Policy 21-2 to allow it to make a one-time transfer of \$5 million from Residence Life to their GPR/Tuition General Fund Operations.

REQUESTED ACTION

Approval of Resolution I.2.g.

DISCUSSION

UW-Oshkosh requests an auxiliary transfer for Fiscal Year 2018-19 in the amount of \$5 million. The source of the funds is Residence Life where the cash balance accumulated was generated by unanticipated salary savings, delay and/or postponement of building and maintenance projects, and increased revenues from additional room occupancy and conference center activities. The funds will be used to support GPR/Tuition funded student services such as admissions, career planning and placement, financial aid administration, counseling center and the registrar's office until their Financial Recovery Plan is fully implemented by the end of Fiscal Year 2021.

The Board of Regents approve segregated fee, room and board rates as a part of the annual budget each year. UW-Oshkosh will not request rate increases for residence life in Fiscal Years 2020 or 2021 unless they are required for on-going contractual reasons such as pay plan. The table below provides a projected operational budget assuming approval of the cash transfer and rate estimates through Fiscal Year 2021.

Residence Life Projected Operational Budget				
	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>
Total Revenues	15,874,375	16,550,888	16,644,364	17,063,060
Less Debt Service	(4,767,188)	(5,887,948)	(5,543,169)	(5,782,379)
Less Operating Expenses	(11,348,947)	(10,735,079)	(11,064,569)	(11,331,944)
Operating net	(241,760)	(72,139)	36,626	(51,263)
Prior Year Fund Balance	7,324,100	7,082,340	2,010,201	2,046,827
Less Transfer		(5,000,000)	-	-
Final Balance	7,082,340	2,010,201	2,046,827	1,995,564
Balance as % of Expenses	43.9%	12.1%	12.3%	11.7%
Room Rate Increase %	4.0%	1.8%	0.5%	0.5%
Room Rate Increase	\$168	\$92	\$30	\$30
*Estimated rate increase for FY20 and FY21 are for the BOR recommended 3% pay plan.				

UW-Oshkosh presented the plan to transfer \$5 million from Residence Life to the UW-Oshkosh Committee of United Students in Residence Halls (USRH) where the students fully supported the proposed transfer of \$5 million from Residence Life reserves.

RELATED REGENT POLICIES

Regent Policy Document 21-2 (Auxiliary Transfer Policy).

UNIVERSITY OF WISCONSIN OSHKOSH

Jan. 15, 2019

Re: Request to review and approve UW Oshkosh program revenue cash transfer for Fiscal Year 2019

The University of Wisconsin Oshkosh is requesting that the UW System Board of Regents review and approve a transfer of \$5 million from the university's Residence Life fund to its General Reserves. This is one element of a long-term UW Oshkosh strategy and financial recovery plan aligning expenditures with revenues. In accordance with UW System Administrative Policy 314: "Transfers from Auxiliary Enterprises," we respectfully ask for your consideration and support of this proposal.

BACKGROUND

Over the last eight years, the University of Wisconsin Oshkosh has experienced declining enrollment, decreasing from 12,286 students in 2010 to 10,302 students in 2018. As tuition has remained frozen throughout the UW System over this period, the resultant enrollment decline has resulted in a decrease in tuition revenue from \$71,048,000 in 2014 to \$63,213,000 in fall 2018. Our current revenue expectations cannot support our current expense structure, leaving the university out of financial equilibrium.

In October 2017, we took action. Our administration began a detailed analysis of our position and developed a Financial Recovery Plan ("Plan for Fiscal Transformation") based on the conservative assumption that enrollment will continue to decline to what we believe is a lowest-possible point. After extensive research, we modeled a fall 2019 enrollment low point to reflect the institution's historic enrollment low of fall 1978, which was 8,517 FTE. Our analysis and projections then determined that, to be in financial equilibrium at this enrollment level, we would be required to reduce our current expense structure by \$8 million and enhance our revenues by \$1.5 million. Our plan laid out a three-year timeline to achieve these targets.

DISCUSSION

As we have not yet reached fiscal equilibrium, our expenses still exceed our tuition revenue. We are adjusting the institution's tuition target, cutting it at the rate of \$2 million-plus each year over the plan. However, more action is necessary to reach the goal. We request a use of general reserves to cover our shortfall over the three years until we reach our financial equilibrium target.

UW Oshkosh's general reserves were exhausted to address the university's FY2018 shortfall. Therefore, we need additional reserves to cover the projected net FY2019 shortfall of \$4,147,307. There is approximately \$7 million in our Residence Life reserve that has been unused for about six years. We would like to transfer \$5 million of that \$7 million to the

UNIVERSITY OF WISCONSIN OSHKOSH

institution's General Reserves, along with about \$2.5 million from other areas we have identified in the University which are not auxiliaries. These actions are essential to helping us achieve our planned financial targets and will work in concert with the implementation of a Strategic Enrollment Plan (SEP) collaboratively developed with Noel-Levitz Consultants to improve UW Oshkosh's enrollment numbers.

We believe our requested transfer aligns with Board of Regent policy regarding auxiliary transfers, specifically, UW System Administrative Policy 314: Financial Management of Auxiliary Operations. Consistent with the guidelines of that policy, we can report that our total budget for Student Services, at \$6.2 million, is greater than the requested transfer. Additionally, we can attest that moving the university into a state of financial equilibrium will certainly benefit UW Oshkosh's students and faculty and staff members.

We earned a positive review of this proposal with the Executive Committee of UW Oshkosh United Students in Residence Halls (USRH) on December 13, 2018. Students raised no objections. We have scheduled a meeting with the full membership of USRH on the evening of January 17, 2019. Again, as we have shared with student leaders, the funds proposed for transfer emanate from a single source—the Residence Life reserves—and will move to a single source, our General Reserve. This transfer of funds will not affect future student rates, which would only increase due to other external factors, such as the potential approval of a state pay plan.

In conclusion, the implementation of this transfer will play a significant role in the complete execution of our Plan for Fiscal Transformation and our principal objective to align revenues and expenditures sustainably at UW Oshkosh. We thank you for your consideration of this request, and respectfully ask for your support.

Respectfully,



Andrew Leavitt
Chancellor

Enclosure:
UW System Administrative Policy 314 Attachment 1: Transfers from Auxiliary Enterprises.

January 24th, 2019

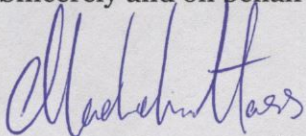
Dear Board of Regents Members,

The administration of UW Oshkosh has presented their plan to request \$5 million dollars from the Residence Life reserve fund both to the USRH executive board and to the USRH assembly. Our understanding is that the university's reserve funds are effectively exhausted, that the university as a whole is in need of funds to pay for immediate costs for this year, and that they are unable to acquire these funds through other means, such as a loan from the UW System. While the transfer will necessarily require residence life projects to be delayed, it is our understanding that the transfer will not affect the quality of life of residence hall students. In the event that residence life runs into unexpected costs that cannot be paid because of the transfer, we have been told that the university is willing to help to cover said costs.

Given the information the administration has provided about the current budget crisis and their plans to continue to bring the budget in line with spending and raise revenues to avoid such issues in the future, USRH would like to recommend their support for the planned transfer. While the situation is obviously not ideal, we recognize the serious circumstances the university finds itself in and believe that the best course of action is to act in the interests of the university as a whole; no single part of the university can act on its own or remain standing if the whole flounders.

We appreciate the efforts of the administration to be transparent, and we hope that by maintaining open lines of communication between the UW system, the UW Oshkosh administration, and UW Oshkosh student government bodies, the university as a whole will be able to move forward and continue to provide a high quality education to students. We hope that you will take into account the efforts that have been put forth by those at UW Oshkosh to find a solution to the current financial crisis that will enable continued quality of life and education for the UW Oshkosh community as a whole.

Sincerely and on behalf of the USRH executive board and assembly,



Madeline Hass, President of USRH



**UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS
QUARTERLY INVESTMENT REVIEW AS OF SEPTEMBER 30, 2018**

EXECUTIVE SUMMARY

BACKGROUND

The attached UW System Trust Funds Quarterly Investment Review as of September 30, 2018, prepared by the State of Wisconsin Investment Board (SWIB), provides the following information: 1) an overview and summary of total Trust Funds assets, investment performance, and cash flows to/from the SWIB-managed portfolios for the period; 2) a market discussion and commentary section; 3) market overview indicators; 4) asset allocation information; 5) more detailed investment performance information at the overall Fund as well as individual asset class levels; and 6) in the appendix, detailed “fact sheets” for each of the BlackRock common trust index funds, which have been selected by SWIB to provide for Trust Funds’ investments in public markets.

REQUESTED ACTION

This item is for informational purposes only.

DISCUSSION

As of September 30, 2018, UW System Trust Funds assets totaled \$585.5 million, comprised of \$440.7 million in the Long Term (endowment) Fund and \$144.8 million in the Income Cash Fund (a component of the State Investment Fund). Cash flows to/from the SWIB-managed portfolios for the period included a \$10.6 million contribution, the majority of which was reinvestment of Intermediate Fund investors’ funds which were temporarily invested in cash for the second quarter, and \$24,147 for payment of first and second quarter BlackRock management fees and first quarter BNY Mellon custody fees.

The third quarter saw solid economic growth in the U.S. The unemployment rate reached a 49-year low, consumer confidence was high, corporate earnings were solid, and inflation remained within the Fed’s desired range. The Fed raised the federal funds rate from 2% to 2.25% at the end of September to keep the economy from overheating. Both the U.S. and international markets continued to experience intermittent concerns regarding tariffs and other trade policies, but both markets had solid gains for the quarter, with the broad U.S. market up 7.12%, and the international equity market rising 1.31%. Bond markets were essentially flat, as increases in corporate bonds were offset by weakness in the Treasury market.

For the quarter ended September 30, the well-diversified Long-Term Fund gained 2.53% (before fees), while the UW Fund Custom Benchmark returned 2.46%. The Income Cash Fund gained 0.50% for the period.

RELATED REGENT POLICIES

None



University of Wisconsin System Trust Funds



Quarterly Investment Review September 30, 2018

UW System Trust Funds: Overview and Investment Summary

Quarter Ended September 30, 2018

Investment Objective

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

Market Values 9/30/2018

Total Public Market Assets ¹	\$372,103,887
Total Legacy Private Market Assets ¹	\$68,694,027
Accrued SWIB Expenses and Residual STIF Cash ²	(\$61,997)
Total UW System Long Term Fund ³	\$440,735,916

Income Cash Fund (State Investment Fund 'SIF') ⁴ \$144,806,000

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

² Accrued SWIB Expenses include custody & middle office fees, SWIB internal management fees, and other pass through fees that accrue until paid. Residual STIF Cash from interest income may exist in account until the next cash need arises.

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

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

Performance for Quarter ended 9/30/2018

	Jul-18	Aug-18	Sep-18	3 Months
UW System Long Term Fund (Gross of Fees)	1.30%	0.51%	0.70%	2.53%
UW System Long Term Fund (Net of All Fees) ⁵	1.29%	0.49%	0.70%	2.50%
UW Fund Custom Benchmark	1.28%	0.47%	0.69%	2.46%

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

Contributions/(Withdrawals) for the Quarter ended 9/30/2018

UW System Long Term Fund - Public Markets ⁶	\$ 10,634,833
UW System Long Term Fund - Private Markets	\$ -
UW System Long Term Fund Contributions for Fees	\$ 24,147
UW System Long Term Fund Fees Paid ⁷	\$ (24,147)

⁶ Amount represents the net of new contributions and withdrawals, endowment spending distributions, and assessment of UW internal fees.

⁷ Fees paid can include external and internal management fees, custody & middle office fees, and other pass through fees accrued.

UW System Trust Funds: Market Discussion & Commentary

Quarter Ended September 30, 2018

Third Quarter 2018 Performance and Market Discussion

In the third quarter, the UW System Trust Funds' investment portfolio returned 2.53% compared to the fund's benchmark return of 2.46%.

Above-trend economic growth continued into the third quarter, with strength in both labor and economic conditions. Job gains were impressive, and the unemployment rate eventually fell to 3.7% in September, the lowest level since 1969. Survey indicators also signaled improvement as U.S. consumer confidence increased to the highest level since 2000, contributing to positive market sentiment. Inflationary pressures picked up early in the quarter, as average hourly earnings rose 2.9% year over year at its fastest pace since June 2009. However, inflation at quarter end retraced from the mid-quarter highs, as sharp declines in volatile categories including apparel and pharmaceutical prices pressured headline CPI lower to 2.7% year over year and core CPI down to 2.2% year over year, respectively.

The strength of the economy allowed the U.S. Federal Reserve to raise the benchmark federal funds rate from 2% to 2.25% at the end of September. This confirmation of growth pushed the yield on the 10-year U.S. Treasury up 20 basis points from the start of the quarter to 3.06% at the quarter's end, after peaking at 3.1%.

Geopolitical tensions between the U.S. and global trade partners, particularly China, remained a consistent theme in the third quarter, although easing trade tensions between the US and its North American Free Trade Agreement (NAFTA) allies, as well as improved U.S.-European Union trade relations, helped quell market concerns. NAFTA negotiations gained positive momentum into September month-end.

Equity Performance

Solid economic growth and corporate earnings results drove the developed markets higher, despite concerns about ongoing trade tensions. U.S. equity volatility was limited; the average level of the CBOE Volatility Index (VIX) in the third quarter was 12.9, lower than both the first and second quarters.

The U.S. broad-market Russell 3000 Index increased 7.12% in the third quarter of 2018, while International equities, as measured by the MSCI World ex-US index, rose a more modest 1.31%. Strength in Japan, where economic growth has been improving, was offset by a weaker Europe, still under pressure from Brexit uncertainty. Currency hedged international equities outperformed non-hedged, as the U.S. dollar continued to show strength throughout the quarter. Emerging markets (EM) equities declined 1.09% in the quarter, as intensification of U.S. protectionism against China weighed heavily on the Chinese portion of the index. The EM index was also pulled down by significant weakness in Turkish equities, and additional pressure from a strong U.S. dollar. UW System's combined equity portfolio, which comprises mainly Global equities, along with smaller allocations to hedged EAFE markets and EM, returned 3.58% overall during the third quarter, slightly ahead of the UW Public Equity benchmark return of 3.53%.

Fixed Income Performance

The Bloomberg Barclays U.S. Government/Credit Index posted a 0.06% return over the quarter. Government Treasuries declined 0.57% as yields rose. However, Corporate Credit saw a 0.89% increase as solid corporate fundamentals led the U.S. investment grade credit spread to tighten, reversing trend from the spread widening seen over the second quarter of 2018.

UW System's Government/Credit index fund returned 0.11% in the quarter, slightly ahead of the benchmark's 0.06%.

Inflation Sensitive Performance

The Bloomberg Barclays U.S. TIPS Index posted returns of -0.82% in the third quarter of 2018. The UW System's TIPS portfolio performed roughly in line with the index benchmark, declining 0.76%.

U.S. 10-year nominal rates sold off late in the quarter - rising above 3.10% for the first time since May - on firming economic data. At the time of their rate increase, the Federal Reserve reaffirmed expectations of economic growth and labor market gains, but downplayed the risk of an overheating economy, keeping inflation expectations in check.

Inflation levels retraced from their mid-quarter highs, as August core CPI fell to 2.2% year over year down from 2.35%, and headline CPI declined slightly to 2.7% year over year versus the previous level of 2.95%. The downward movements were driven by volatile components including the sharpest decline in clothing apparel prices since 1949 and pharmaceutical prices being pressured lower by political policy action to rein in drug prices.

The Global REIT benchmark declined 0.30% during the third quarter. As bond yields are rising, there is less demand for the riskier yields provided by REITs. The UW System's REIT portfolio returned 0.11%, with the significant outperformance largely due to the fund's tax advantage relative to the benchmark.

Legacy Private Markets Performance

The legacy private markets funds, consisting of Adams Street Partners, JP Morgan, and TRG funds, returned 6.03% in the third quarter.

Asset Allocation

Allocations ended the quarter at 57.9% in Equities, versus a target of 57%; 19.6% in Fixed Income, versus a target of 20%; and 22.5% in Inflation Sensitive, versus a target of 23%. The UW System allocated an additional \$10,634,833 into the investment funds during the third quarter. The contribution was allocated in amounts to bring the funds back towards their allocation targets; as a result, the largest increase was to the Global Equity fund, with smaller amounts to the Bond fund, the TIPS fund, and the EM equity fund.

UW System Trust Funds: Market Overview

Quarter Ended September 30, 2018

Economic Indicators

	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
GDP Growth Rate (current dollars) ¹	1.21%	4.17%	5.47%	4.07%	4.16%	3.37%
CPI Growth Rate	0.18%	2.40%	2.28%	1.99%	1.52%	1.44%

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

¹ The GDP growth rate is not adjusted for inflation.

Market Indicators

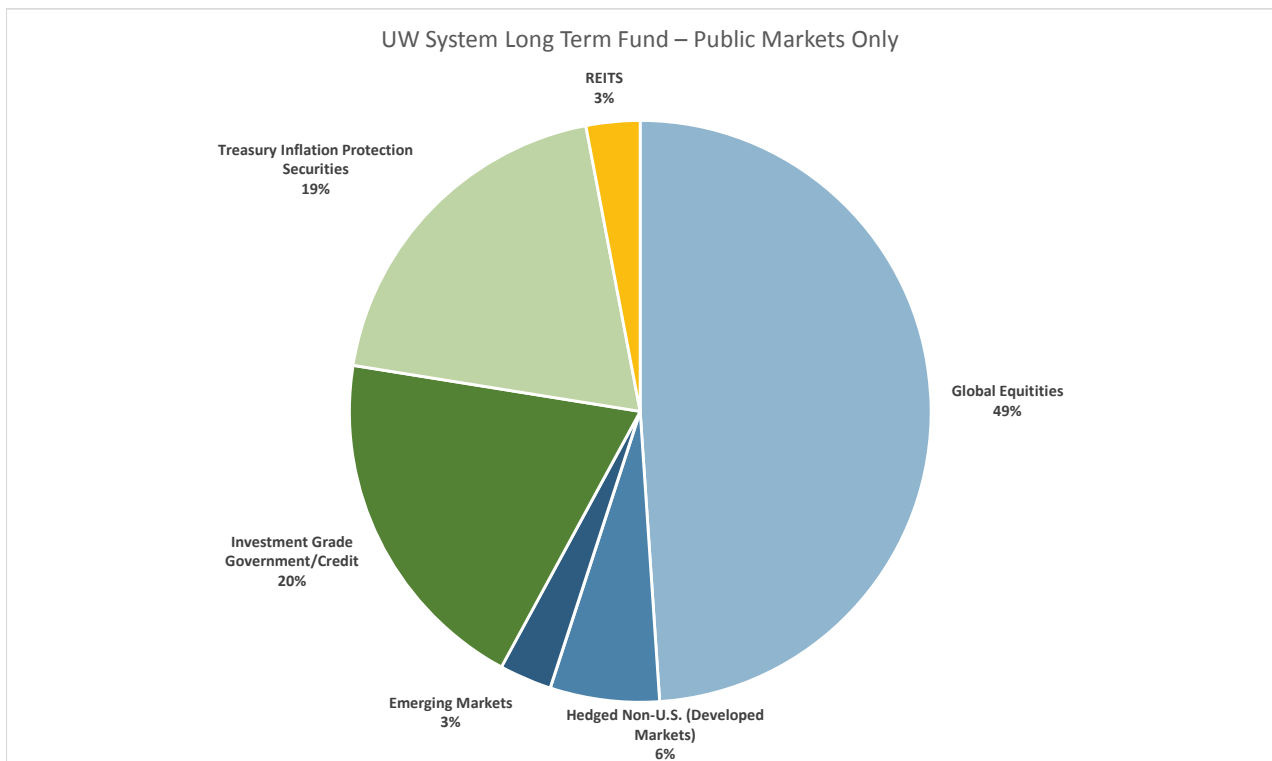
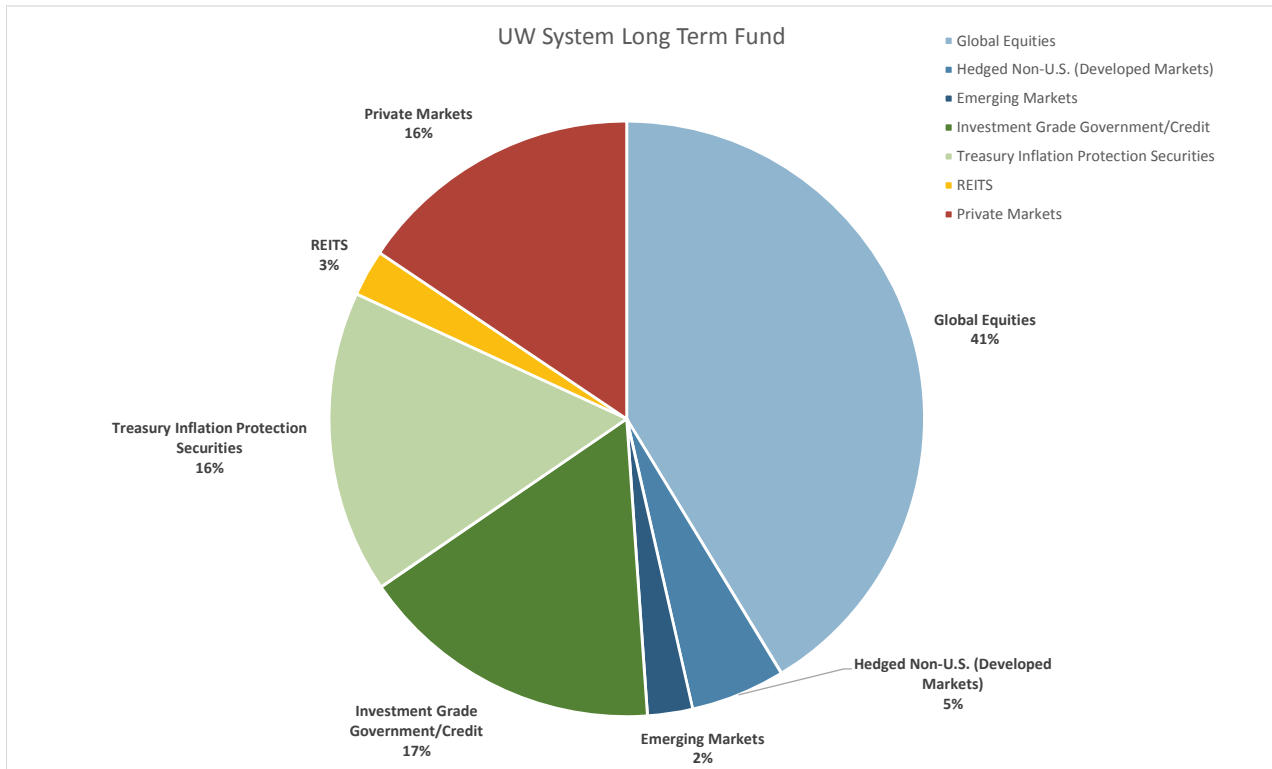
Investment Performance - Periods Ended September 30, 2018

	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
U.S. Large Cap Stocks (S&P 500 Index)	7.71%	10.56%	17.91%	17.31%	13.95%	11.97%
U.S. Small Cap Stocks (Russell 2000 Index)	3.58%	11.51%	15.24%	17.12%	11.07%	11.11%
U.S. Broad Market Stocks (Russell 3000 Index)	7.12%	10.57%	17.58%	17.07%	13.46%	12.01%
International Stocks (MSCI World ex US Index)	1.31%	-1.50%	2.67%	9.32%	4.24%	5.18%
International Stocks - Local Currency (MSCI World ex US Index)	2.06%	1.33%	5.11%	9.33%	7.80%	6.54%
Emerging Markets Stocks (MSCI EM Net Index)	-1.09%	-7.68%	-0.81%	12.36%	3.61%	5.40%
Global Stocks (MSCI ACWI Gross Index)	4.40%	4.26%	10.35%	14.02%	9.25%	8.77%
Government/Credit (Bloomberg Barclays Capital Gov/Credit)	0.06%	-1.85%	-1.37%	1.45%	2.23%	3.95%
U.S. TIPS (Bloomberg Barclays U.S TIPS Index)	-0.82%	-0.84%	0.41%	2.04%	1.37%	3.32%
Real Estate (FTSE EPRA/NAREIT Developed Net Index)	-0.30%	0.06%	3.66%	6.19%	5.43%	6.04%

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

UW System Trust Funds: Asset Allocations

Quarter Ended September 30, 2018



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

UW System Trust Funds: Actual Versus Target Asset Allocations

Quarter Ended September 30, 2018

Asset Class/Strategy	Current Allocation (\$MM)	Current Allocation (%)	Target Allocation (%)	Min./Max. Guidelines
Public Equities¹				
Global Equities	\$182,086,881	48.9%	48.0%	44-52%
Hedged Non-U.S. Equities (Developed Markets)	\$22,600,775	6.1%	6.0%	5-7%
Emerging Markets Equities	<u>\$10,807,619</u>	<u>2.9%</u>	<u>3.0%</u>	<u>2-4%</u>
	\$215,495,275	57.9%	57.0%	51-63%
Fixed Income				
Investment Grade Government/Credit	<u>\$72,987,570</u>	<u>19.6%</u>	<u>20.0%</u>	<u>18-22%</u>
	\$72,987,570	19.6%	20.0%	18-22%
Inflation Sensitive				
TIPS (Treasury Inflation Protection Securities)	\$72,489,005	19.5%	20.0%	18-22%
REITS (Real Estate Investment Trusts)	<u>\$11,132,037</u>	<u>3.0%</u>	<u>3.0%</u>	<u>2-4%</u>
	\$83,621,042	22.5%	23.0%	20-26%
Total Public Markets	\$372,103,887	100%	100%	-
Private Markets²	<u>\$68,694,027</u>	-	N/A	N/A
Terrace Holdings II	\$68,694,027	-		
Accrued SWIB Expenses and Residual STIF Cash³	(\$61,997)			
Long Term Fund Total Assets⁴	\$440,735,916			

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

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

³ Accrued SWIB Expenses include custody & middle office fees, SWIB internal management fees, and other pass through fees that accrue until paid. Residual STIF Cash from interest income may exist in account until the next cash need arises.

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

Rebalancing Policy:

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

UW System Trust Funds: Investment Performance Analysis

Quarter Ended September 30, 2018

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

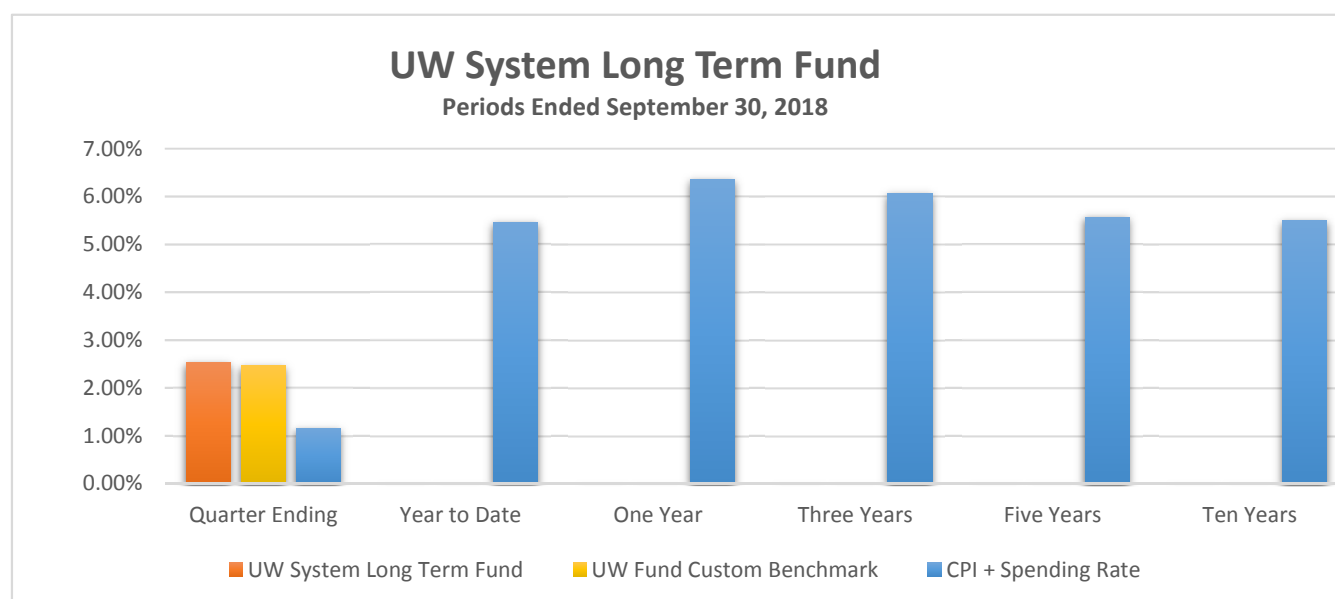
Fund and Benchmark Performance Data						
Investment Performance: Periods Ended September 30, 2018						
	Quarter Ending	Year to Date	One Year	Three Years	Five Years	Ten Years
UW System Long Term Fund¹	2.53%	-	-	-	-	-
UW Fund Custom Benchmark ²	2.46%	-	-	-	-	-
Consumer Price Index (CPI)	0.18%	2.40%	2.28%	1.99%	1.52%	1.44%
CPI + Spending Rate ³	1.17%	5.45%	6.36%	6.06%	5.57%	5.49%
Income Cash Fund (SIF)⁴	0.50%	1.32%	1.60%	0.88%	0.57%	0.44%

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

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

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

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



UW System Trust Funds: Fund and Benchmark Performance Data by Asset Class						
Quarter Ended September 30, 2018						
Asset Class/Strategy	Gross of Fee		Net of Fee ⁶		Net of All ⁷	
	Quarter Ending	Since Inception	Quarter Ending	Since Inception	Quarter Ending	Since Inception
UW System Long Term Fund	2.53%	3.14%	2.52%	3.12%	2.50%	3.08%
UW Fund Custom Benchmark ^{1,9}	2.46%	2.98%	2.46%	2.98%	2.46%	2.98%
Public Equities	3.58%	4.39%	3.58%	4.38%	3.58%	4.38%
UW Public Equity Benchmark ^{2,9}	3.53%	4.18%	3.53%	4.18%	3.53%	4.18%
BlackRock MSCI ACWI Index Fund B	3.96%	4.89%	3.95%	4.88%	3.95%	4.88%
MSCI ACW IM Net Index ⁸	3.88%	4.63%	3.88%	4.63%	3.88%	4.63%
BlackRock EAFE Currency Hedged Equity Index Fund B	2.91%	7.18%	2.90%	7.16%	2.90%	7.16%
MSCI EAFE Net 100% USD Hedged Index	2.91%	6.96%	2.91%	6.96%	2.91%	6.96%
BlackRock Emerging Markets Free Fund B	-1.10%	-8.84%	-1.12%	-8.87%	-1.12%	-8.87%
MSCI Emerging Markets Net Dividend Index ⁸	-1.09%	-8.97%	-1.09%	-8.97%	-1.09%	-8.97%
Fixed Income						
BlackRock Government/Credit Bond Index Fund B	0.11%	-0.18%	0.11%	-0.19%	0.11%	-0.19%
Bloomberg U.S. Gov't/Credit Index	0.06%	-0.27%	0.06%	-0.27%	0.06%	-0.27%
Inflation Sensitive	-0.64%	0.78%	-0.65%	0.77%	-0.65%	0.77%
Inflation Sensitive Benchmark ^{3,9}	-0.75%	0.57%	-0.75%	0.57%	-0.75%	0.57%
BlackRock U.S Treasury Inflation Protected Securities Fund B	-0.76%	0.07%	-0.76%	0.07%	-0.76%	0.07%
Bloomberg Barclays U.S. TIPS Index, Series L	-0.82%	-0.05%	-0.82%	-0.05%	-0.82%	-0.05%
BlackRock Developed Real Estate Index Fund B	0.11%	5.48%	0.09%	5.44%	0.09%	5.44%
FTSE EPRA/NAREIT Developed Net Index ⁸	-0.30%	4.81%	-0.30%	4.81%	-0.30%	4.81%
Private Markets						
Terrace Holdings II ⁴	6.03%	6.03%	5.96%	5.92%	5.96%	5.92%
UW Private Equity Benchmark ⁵	5.96%	5.92%	5.96%	5.92%	5.96%	5.92%

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

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

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

⁴ Returns reflect 6/30/2018 values due to valuation timing lag. The net of fees and net of all returns are net of StepStone manager fees.

⁵ The "Private Equity Benchmark" is comprised of the net of fees return of Terrace Holdings II, a Private Equity fund of funds being administered by StepStone. This is a legacy portfolio that is not being actively managed. No new investments will be made, and the funds will eventually self-liquidate. Due to the timing lag in valuations for the underlying funds, the Terrace Holdings II returns will be used as the benchmark. This Private Markets Benchmark change is pending approval from the SWIB Investment Committee.

⁶ Returns are net of accrued external manager fees (e.g. BlackRock fees.)

⁷ Returns are net of SWIB internal and external investment management fees, custody & middle office fees, and other pass through fees accrued and paid. Returns are gross of internal UW fees.

⁸ A one-time change of benchmark returns for the current reporting period and all prior history was made to adjust returns from gross to net (net of tax withholdings on dividends). This change is to align benchmarks between SWIB and external managers.

⁹ The benchmarks adjusted from gross to net are also reflected within the Custom Benchmark calculation.

APPENDIX

MSCI ACWI IMI Index Fund B

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

Investment objective and strategy

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

Performance

Total return % as of 09/30/2018 (return percentages are annualized as of period end)

	Q3*	YTD*	1 Year*	3 Year	5 Year	Since Inception
Fund return %	3.95	3.93	9.95	13.86	9.07	9.31
Benchmark return %	3.88	3.69	9.63	13.47	8.69	8.93
Difference	0.07	0.24	0.32	0.39	0.38	0.38

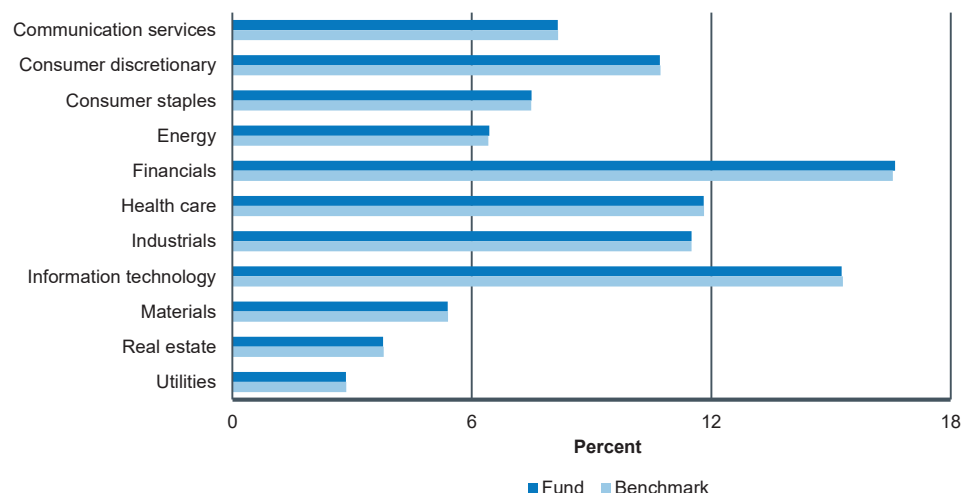
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 09/30/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 09/30/2018)

Benchmark	MSCI ACWI IMI Net Dividend Return Index
Total fund assets	\$3.03 billion
Fund inception date	03/23/2010

Characteristics (as of 09/30/2018)

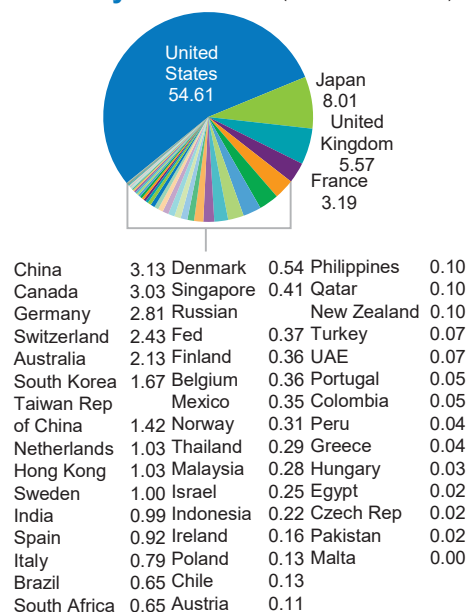
	Fund	Benchmark
Number of securities	8,830	8,863
Dividend yield	2.13	2.13

Top 10 holdings (as of 09/30/2018)

	Country	Fund (% assets)
Apple Inc	United States	2.05
Microsoft Corp	United States	1.54
Amazon Com Inc	United States	1.53
Facebook Class A Inc	United States	0.73
JPMorgan Chase & Co	United States	0.71
Alphabet Inc Class C	United States	0.69
Johnson & Johnson	United States	0.68
Alphabet Inc Class A	United States	0.67
Exxon Mobil Corp	United States	0.66
Bank of America Corp	United States	0.52

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

Country allocation (% as of 09/30/2018)



MSCI EAFE Currency Hedged Equity Index Fund B

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

Investment objective and strategy

The MSCI EAFE Currency Hedged Equity Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities whose total return will approximate as closely as practicable the cap weighted total return of the markets in certain countries for equity securities outside the US, while seeking to eliminate variations based solely on the value of the currencies in the Fund as compared to the US dollar. The primary criterion for selection of investments in the Fund is the Benchmark listed herein.

Performance

Total return % as of 09/30/2018 (return percentages are annualized as of period end)

	Q3*	YTD*	1 Year*	Since Inception
Fund return %	2.90	2.99	7.15	13.08
Benchmark return %	2.91	2.94	7.09	13.04
Difference	-0.01	0.05	0.06	0.04

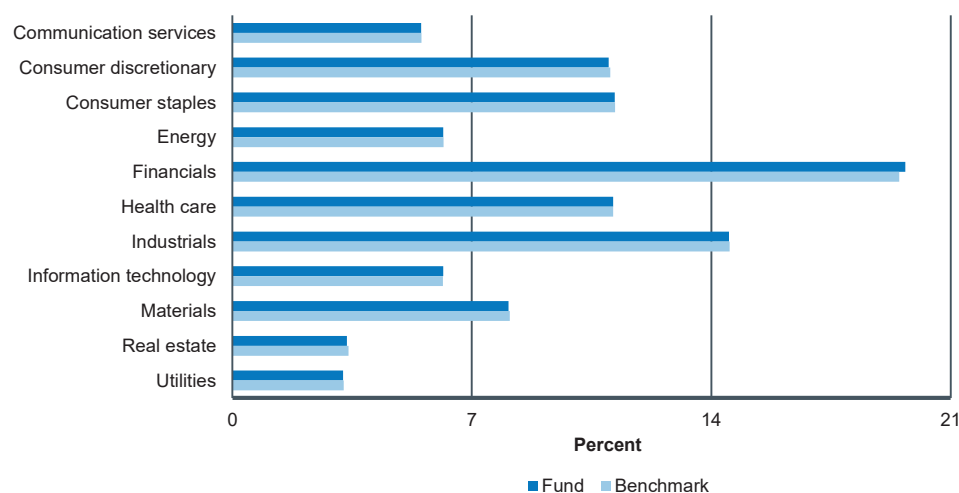
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 09/30/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 09/30/2018)

Benchmark	MSCI EAFE 100% Hedged to USD Net Dividend Return Index
Total fund assets	\$0.30 billion
Fund inception date	04/29/2016

Characteristics (as of 09/30/2018)

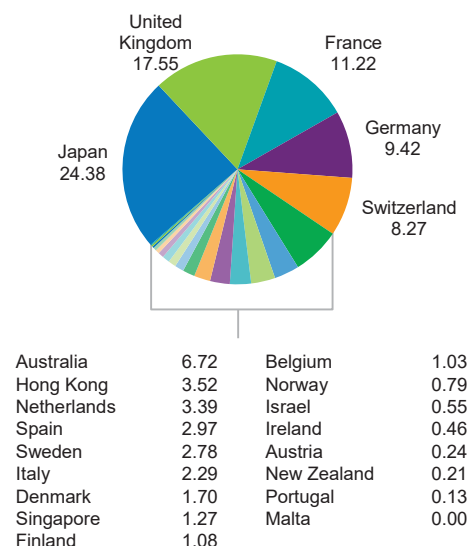
	Fund	Benchmark
Number of securities	928	924
Dividend yield	3.02	3.02

Top 10 holdings (as of 09/30/2018)

	Country	Fund (% assets)
Nestle Sa	Switzerland	1.81
Novartis Ag	Switzerland	1.30
HSBC Holdings Plc	United Kingdom	1.22
Roche Holding Par Ag	Switzerland	1.19
Royal Dutch Shell Plc Class A	United Kingdom	1.10
Total Sa	France	1.08
BP Plc	United Kingdom	1.06
Toyota Motor Corp	Japan	0.98
Royal Dutch Shell Plc Class B	United Kingdom	0.91
SAP	Germany	0.84

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

Country allocation (% as of 09/30/2018)



MSCI Emerging Markets Free Fund B

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

Investment objective and strategy

The MSCI Emerging Markets Free Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities of issuers in emerging markets, with the objective of providing returns which approximate as closely as practicable the capitalization weighted total rates of return of the markets in certain countries for equity securities traded outside of the United States. The primary criterion for selection of investments in the Fund shall be the Benchmark listed herein.

Performance

Total return % as of 09/30/2018 (return percentages are annualized as of period end)

	Q3*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	-1.11	-7.72	-0.87	12.27	3.55	5.30	7.72
Benchmark return %	-1.09	-7.68	-0.81	12.36	3.61	5.40	7.80
Difference	-0.02	-0.04	-0.06	-0.09	-0.06	-0.10	-0.08

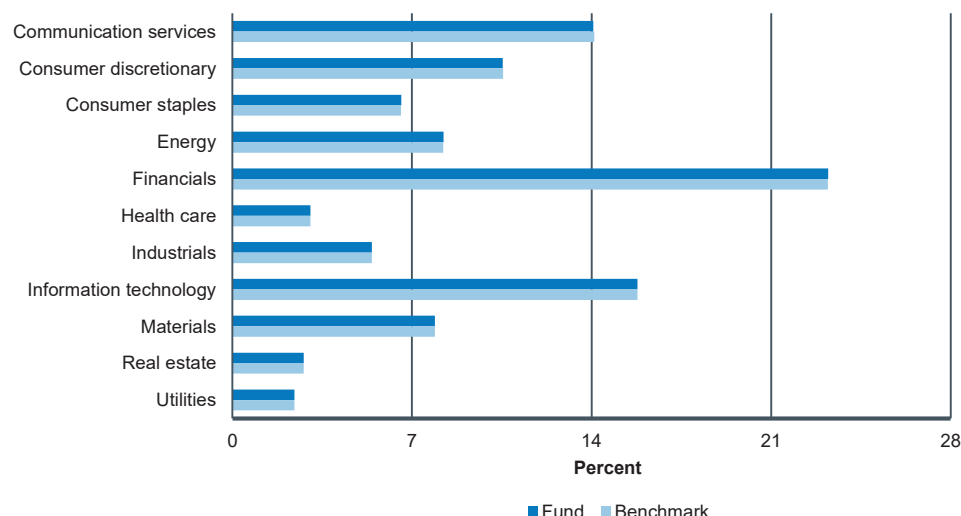
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 09/30/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 09/30/2018)

Benchmark	MSCI Emerging Markets Net Dividend Return Index
Total fund assets	\$8.76 billion
Fund inception date	07/31/2000

Characteristics (as of 09/30/2018)

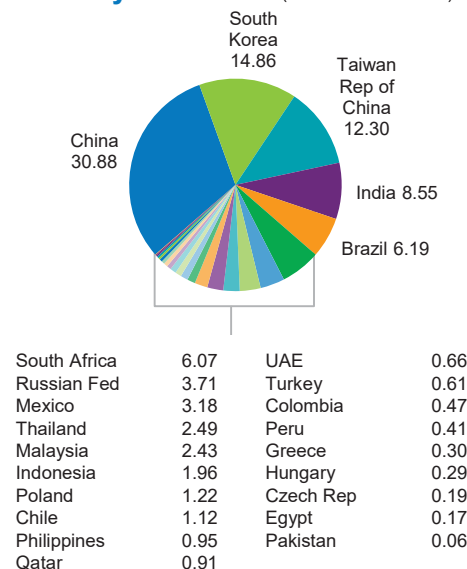
	Fund	Benchmark
Number of securities	1,084	1,152
Dividend yield	2.52	2.52

Top 10 holdings (as of 09/30/2018)

	Country	Fund (% assets)
Tencent Holdings Ltd	China	4.53
Taiwan Semiconductor Manufacturing	Taiwan Rep of China	4.09
Samsung Electronics Ltd	South Korea	3.88
Alibaba Group Holding ADR Represen	China	3.66
Naspers Ltd	South Africa	1.82
China Construction Bank Corp H	China	1.62
Baidu ADR Reptg Inc Class A	China	1.22
China Mobile Ltd	China	1.17
Ping An Insurance (Group) Co of Ch	China	1.02
Industrial and Commercial Bank of	China	0.98

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

Country allocation (% as of 09/30/2018)



Government/Credit Bond Index Fund B

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

Investment objective and strategy

The Government/Credit Bond Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return of the Benchmark listed herein.

Performance

Total return % as of 09/30/2018 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q3*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	-0.65	0.10	-1.77	-1.26	1.55	2.34	4.04	5.75
Benchmark return %	-0.67	0.06	-1.85	-1.37	1.45	2.23	3.95	5.71
Difference	0.02	0.04	0.08	0.11	0.10	0.11	0.09	0.04

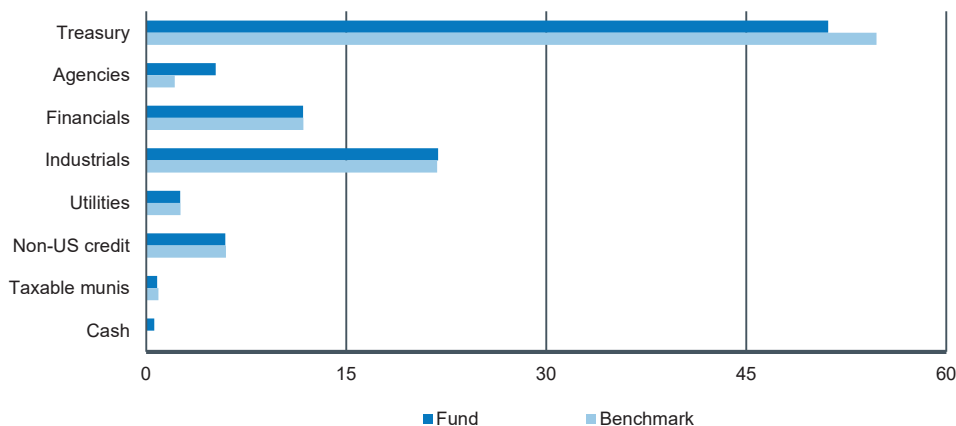
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 09/30/2018



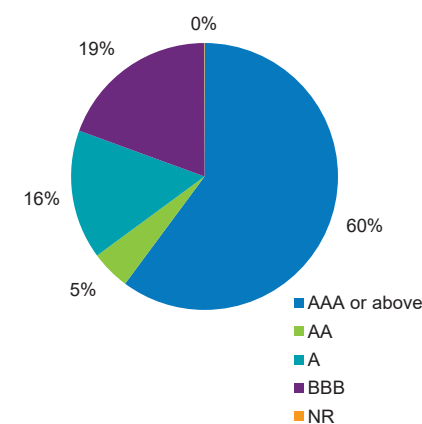
Investment details (as of 09/30/2018)

Benchmark	Bloomberg Barclays U.S. Government/Credit Bond Index
Total fund assets	\$0.23 billion
Fund inception date	03/31/1991

Characteristics (as of 09/30/2018)

	Fund	Benchmark
Number of securities	5,517	7,037
Market value (B)	\$0.23	\$14,110.56
Coupon (%)	3.05	2.99
Yield to maturity (YTM) (%)	3.40	3.40
Weighted avg life (yrs)	8.74	8.78
Effective duration (yrs)	6.31	6.32
Spread duration (yrs)	3.24	3.16
Option adjusted spread (bps)	43	42
Convexity (yrs)	0.85	0.85

Quality breakdown (as of 09/30/2018)



The credit quality of a particular security or group of securities may be based upon a rating from a nationally recognized statistical rating organization or, if unrated by a ratings organization, assigned an internal rating by BlackRock, neither of which ensures the stability or safety of an overall portfolio.

Sources: BlackRock, Bloomberg Finance L.P.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

U.S. Treasury Inflation Protected Securities Fund B

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

Investment objective and strategy

The U.S. Treasury Inflation Protected Securities Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return for all outstanding U.S. Treasury Inflation Protected Securities with a maturity of one year or greater, as defined by the Benchmark listed herein.

Performance

Total return % as of 09/30/2018 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q3*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	-1.05	-0.79	-0.71	0.59	2.24	1.52	3.44	4.89
Benchmark return %	-1.05	-0.82	-0.84	0.41	2.04	1.37	3.32	4.81
Difference	0.00	0.03	0.13	0.18	0.20	0.15	0.12	0.08

Performance disclosure:

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

* Period returns for less than one year are cumulative

Investment details (as of 09/30/2018)

Benchmark	Bloomberg Barclays U.S. Treasury Inflation Protected Securities (TIPS) Index (Series-L)
Total fund assets	\$5.11 billion
Fund inception date	03/05/2002

Characteristics (as of 09/30/2018)

	Fund	Benchmark
Number of securities	39	39
Market value (B)	\$5.11	\$1,155.17
Coupon (%)	0.73	0.76
Yield to maturity (YTM) (%)	2.96	2.97
Weighted avg life (yrs)	8.12	8.17
Effective duration (yrs)	7.46	7.47
Convexity (yrs)	1.03	1.04

Sources: BlackRock, Bloomberg Finance L.P.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Developed Real Estate Index Fund B

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

Investment objective and strategy

The Developed Real Estate Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests in US and non-US equity securities whose total return will approximate as closely as practicable the capitalization weighted total return net of dividend withholding taxes of the Benchmark listed herein. The investment universe consists of publicly traded real estate equity securities of issuers whose principal business is the ownership and operation of real estate as defined by the Benchmark listed herein.

Performance

Total return % as of 09/30/2018 (return percentages are annualized as of period end)

	Q3*	YTD*	1 Year*	3 Year	Since Inception
Fund return %	0.11	0.84	4.62	7.05	4.60
Benchmark return %	-0.30	0.06	3.66	6.19	3.82
Difference	0.41	0.78	0.96	0.86	0.78

Performance disclosure:

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

* Period returns for less than one year are cumulative

Investment details (as of 09/30/2018)

Benchmark	FTSE EPRA/NAREIT Developed Index
Total fund assets	\$0.32 billion
Fund inception date	11/18/2014

Characteristics (as of 09/30/2018)

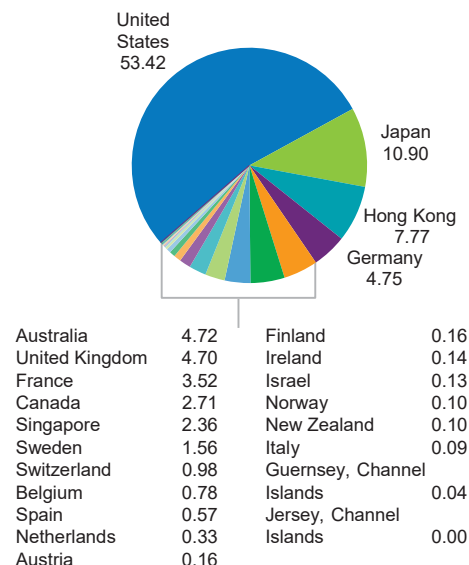
	Fund	Benchmark
Number of securities	325	340
Dividend yield	3.99	3.99

Top 10 holdings (as of 09/30/2018)

	Country	Fund (% assets)
Simon Property Group REIT Inc	United States	3.69
Prologis REIT Inc	United States	2.88
Public Storage REIT	United States	2.03
WFD Unibail Rodamco Stapled Units	France	1.85
Vonovia SE	Germany	1.73
Avalonbay Communities REIT Inc	United States	1.69
Well Tower Inc	United States	1.62
Equity Residential REIT	United States	1.61
Digital Realty Trust REIT Inc Trus	United States	1.57
Mitsui Fudosan Ltd	Japan	1.56

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

Country allocation (% as of 09/30/2018)



Sources: BlackRock, FTSE International Ltd

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

**UNIVERSITY OF WISCONSIN SYSTEM TRUST FUNDS
QUARTERLY INVESTMENT REVIEW AS OF DECEMBER 31, 2018**

EXECUTIVE SUMMARY

BACKGROUND

The attached UW System Trust Funds Quarterly Investment Review as of December 31, 2018, prepared by the State of Wisconsin Investment Board (SWIB), provides the following information: 1) an overview and summary of total Trust Funds assets, investment performance, and cash flows to/from the SWIB-managed portfolios for the period; 2) a market discussion and commentary section; 3) market overview indicators; 4) asset allocation information; 5) more detailed investment performance information at the overall Fund as well as individual asset class levels; and 6) in the appendix, detailed “fact sheets” for each of the BlackRock common trust index funds, which have been selected by SWIB to provide for Trust Funds’ investments in public markets.

REQUESTED ACTION

This item is for informational purposes only.

DISCUSSION

As of December 31, 2018, UW System Trust Funds assets totaled \$560.9 million, comprised of \$418.76 million in the Long Term (endowment) Fund and \$142.15 million in the Income Cash Fund (a component of the State Investment Fund). Cash flows into the SWIB-managed portfolios for the period included a \$2.87 million contribution into the Long Term Fund, and a distribution of \$4.17 million from the legacy private markets funds. The total \$7.3 million was invested into the BlackRock public markets funds. An additional \$277,584 was contributed to the SWIB managed funds for payment of fees.

The fourth quarter saw slowing global economic growth and increased political uncertainty, along with a continuation of trade tensions between the U.S. and China. Slowing global economies led to lower oil and commodity prices, which reduced inflation worries; nevertheless, the Fed raised the federal funds rate to a range of 2.25% -2.5%. Both the U.S. and international equity markets experienced significant sell-offs during the fourth quarter as nervous investors adopted a risk-off bias. The Fund’s public equity investments declined 12.7% during the quarter, while the inflation sensitive investments fell 1.1%. The bond investments increased by 1.5% and the private markets portfolio experienced a gain of 3.7%.

For the quarter ended December 31, the well-diversified Long Term Fund declined in value 5.65% (before fees), while the UW Fund Custom Benchmark lost 5.78%. The Income Cash Fund gained 0.58% for the period.

RELATED REGENT POLICIES

None.



University of Wisconsin System Trust Funds



Quarterly Investment Review December 31, 2018

UW System Trust Funds: Overview and Investment Summary

Quarter Ended December 31, 2018

Investment Objective

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

Market Values 12/31/2018

Total Public Market Assets ¹	\$351,769,092
Total Legacy Private Market Assets ¹	\$66,862,835
Accrued SWIB Expenses and Other Cash ²	\$130,174
Total UW System Long Term Fund ³	\$418,762,101

Income Cash Fund (State Investment Fund 'SIF') ⁴ \$142,154,000

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

² Accrued SWIB Expenses include custody & middle office fees, SWIB internal management fees, and other pass through fees that accrue until paid. Other Cash can include Fund-level STIF cash, STIF Interest and Prepaid Expenses. Balances vary intra-month and can cross into new quarters.

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

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

Performance for Quarter ended 12/31/2018

	Oct-18	Nov-18	Dec-18	3 Months
UW System Long Term Fund (Gross of Fees)	-4.22%	0.98%	-2.45%	-5.65%
UW System Long Term Fund (Net of All Fees) ⁵	-4.23%	0.96%	-2.46%	-5.69%
UW Fund Custom Benchmark	-4.27%	0.91%	-2.47%	-5.78%

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

Contributions/(Withdrawals) for the Quarter ended 12/31/2018

UW System Long Term Fund - Public Markets ⁶	\$ 7,314,752
UW System Long Term Fund - Private Markets ⁷	\$ (4,168,116)
UW System Long Term Fund Contributions for Fees ⁸	\$ 277,584
UW System Long Term Fund Fees Paid ⁹	\$ (248,508)

⁶ Amount represents the net of new contributions and withdrawals, endowment spending distributions, and assessment of UW internal fees.

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

⁸ The Fund has pre-paid fees that can cause Contributions for Fees to not equal Fees Paid.

⁹ Fees paid can include external and internal management fees, custody & middle office fees, and other pass through fees accrued from both the public and private market accounts.

UW System Trust Funds: Market Discussion & Commentary

Quarter Ended December 31, 2018

Fourth Quarter 2018 Performance and Market Discussion

In the fourth quarter, the UW System Trust Funds' investment portfolio returned -5.65% compared to the fund's benchmark return of -5.78%.

During the quarter, developed markets faced considerable headwinds from tightening global financial conditions, slowing growth, and heightened macroeconomic uncertainty throughout the year.

In the U.S., concerns over Federal Reserve (Fed) policy, trade tensions with China, and a potential slowdown in growth contributed to investor anxiety throughout the quarter. The quarter began with Fed chairman Powell's hawkish comment that the U.S. Federal Funds rate was "a long way from neutral." The resulting upward pressure on rates was offset by a reduction in inflation expectations from declining energy prices and softness in portions of the U.S. economy, as demonstrated by a drop in the ISM Manufacturing Index from 59.8 in September to 54.1 in December. This was accompanied by a broad-based risk-off environment in December – which was the stock market's worst December performance on record since 1931 – and the 10-year U.S. Treasury yield ended the quarter at 2.68%, 57 basis points lower than its intra-quarter high. Even though the U.S. and China were able to broker a 90-day trade war "truce" on December 1st, volatility abounded in December in the wake of the FOMC announcement. Though the Fed's December rate hike and lowering of future interest rate projections was largely expected, the Fed's relatively hawkish tone put pressure on the markets.

Equity Performance

Global Equities as measured by the MSCI ACWI Index experienced a decline of 12.65% in the fourth quarter.

The U.S. broad-market Russell 3000 index fell 14.30% as political and economic concerns led to a significant risk-off trade. International developed equity markets fell 12.78% as measured by the MSCI World ex U.S. Index. European markets were hurt by slowing economic activity, broad-market risk-off behavior, and political uncertainty. Continued Brexit turbulence weighed on both consumer and investor sentiment in the U.K. Japan's equity market fell 14.3% in the fourth quarter as a roughly 3.5% jump in the yen against the dollar weighed on the export-orientated equity market. Elsewhere, Australian equities fell 9.7% as the slowdown in China weighed on the country's domestic growth prospects.

Emerging markets experienced a turbulent year throughout all of 2018, as an economic growth slowdown, tighter financial conditions, and rising geopolitical uncertainties created difficulties for emerging economies and weighed on investor sentiment. While emerging markets suffered a 7.46% drawdown in the final quarter, they outperformed the U.S. and developed markets by more than 5%. In Latin America, Brazil outperformed as the country surged more than 13%, while Mexico fell 18.9%. In Asia, Chinese equities declined 12% amid slowing growth indicators. As the emerging markets shifted to a risk-off sentiment in the fourth quarter, defensive sectors such as utilities (+3.68%) and real estate (+1.46%) outperformed, while previous market winners, information technology (-15.27%) and health care (-16.15%), saw the worst quarterly performance. Energy stocks were down more than 10% as oil prices sharply declined 40% on oversupply issues and weakening demand.

UW System's combined equity portfolio, which comprises mainly Global equities, along with smaller allocations to hedged EAFE markets and emerging markets, returned a negative 12.67% overall during the fourth quarter, slightly ahead of the UW Public Equity benchmark return of negative 12.80%.

Fixed Income Performance

UW System's Gov/Credit index fund returned 1.46% in the quarter, in line with the benchmark.

Major sovereign bond markets began the quarter selling off amid a firm economic outlook and expectations of continued U.S. tightening. Despite the firming fundamentals, market sentiment shifted as softer earnings, escalating trade tensions, political uncertainties and signs of weakening global growth drove a strong rally in developed market nominal rates over the rest of the quarter. The 10-year U.S. Treasury yield fell 38 basis points to 2.68% - its lowest level in 10 months.

The December Federal Open Market Committee (FOMC) meeting saw the Federal Reserve unanimously voting to hike rates 25 basis points to a new range of 2.25-2.50%. Somewhat backing off from his early quarter hawkish statements, at the December FOMC meeting Fed Chairman Jerome Powell relayed more dovish comments regarding the uncertainty about both the path and the ultimate destination of any further rate increases. The Fed's data also showed policymakers had lowered their expectations for the number of rate increases in 2019 from three to two. However, the overall message was not as dovish as investors had expected.

Inflation Sensitive Performance

The Bloomberg Barclays U.S. TIPS Index posted returns of -0.42% in the fourth quarter of 2018. The UW System's TIPS portfolio performed slightly better than the index benchmark and returned -0.39%.

Politics dominated the second half of the quarter as the U.S. government was shut down and headlines whipsawed around intensified U.S.-China trade talks. Mixed guidance from the Fed did little to quell market volatility, despite policymakers raising rates by 25 basis points as expected.

Oil prices collapsed in the fourth quarter as fears over an uncertain demand outlook following the equities sell-off exacerbated concerns over rising oil inventories and the potential for significant oversupply. The combination of slumping oil and other commodity prices and weakening expectations of long-term economic growth were contrary to market expectations of inflation. Both headline and core CPI inflation printed at 2.2% year-on-year in November, as the headline rate moved lower on the back of declining energy. The unemployment rate moved to its lowest levels since 1969, stabilizing at around 3.7%.

The Global REIT benchmark declined 5.69% during the fourth quarter, outperforming the broader index of developed market equities, benefitting as the market transitioned from a growth style to more of a value bias. Furthermore, the operating environment for REITS remained sound in 2018, particularly in the U.S. Many U.S. REITS experienced solid net operating income growth, a tepid pace of new construction and an increase in occupancy rates. The UW System's REIT portfolio declined 5.53%, outperforming the benchmark return of -5.69%.

Legacy Private Markets Performance

The legacy private markets funds, consisting of Adams Street Partners, JP Morgan, and TRG funds, returned 3.72% in the fourth quarter.

Asset Allocation

Public Markets allocations ended the quarter at 54.7% in Equities, versus a target of 57%; 21.4% in Fixed Income, versus a target of 20%; and 23.9% in Inflation Sensitive, versus a target of 23%. The UW System allocated an additional \$2,869,052 into the investment funds during the fourth quarter. In addition, \$4,168,116 was received as distributions from the legacy private markets funds. The total contribution amount of \$7,037,168 was allocated into the BlackRock funds in amounts to bring the funds back towards their allocation targets.

UW System Trust Funds: Market Overview

Quarter Ended December 31, 2018

Economic Indicators

	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
GDP Growth Rate (current dollars) ¹	1.31%	5.53%	5.53%	4.47%	4.14%	3.70%
CPI Growth Rate	-0.48%	1.91%	1.91%	2.03%	1.51%	1.80%

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

¹ The GDP growth rate is not adjusted for inflation.

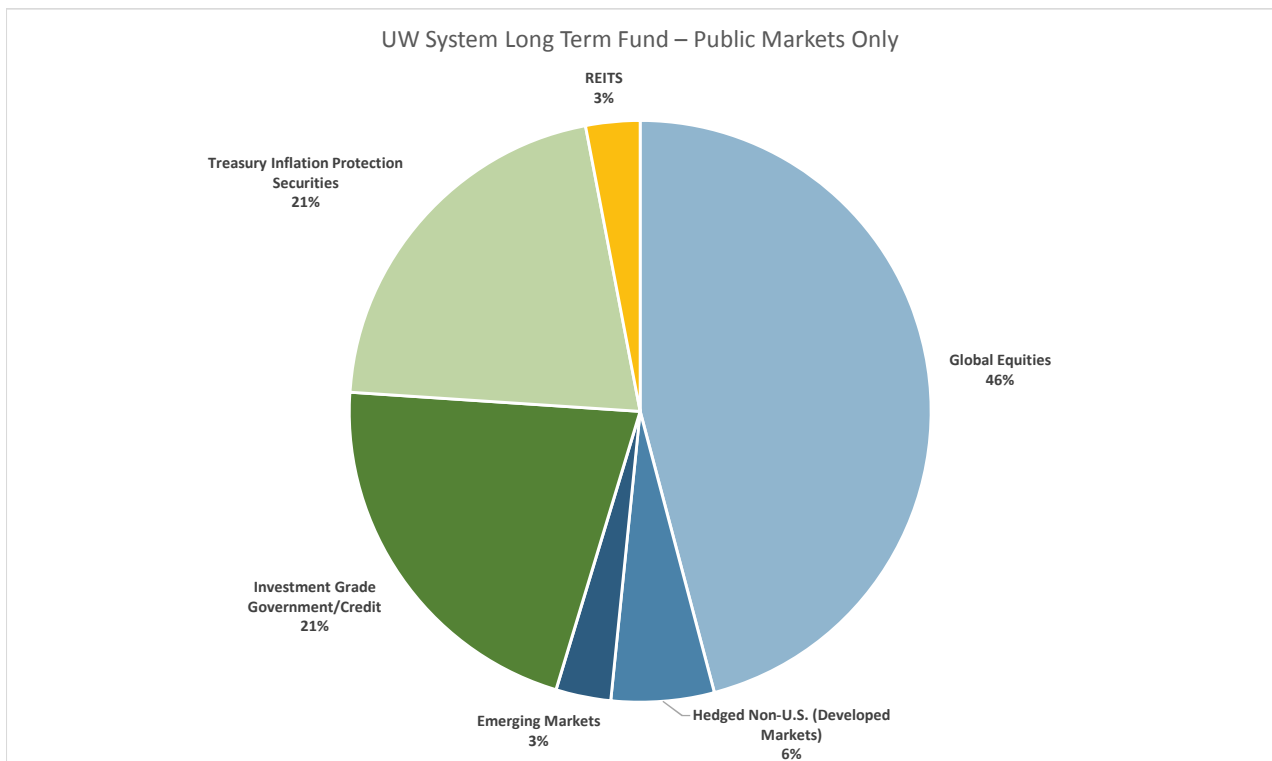
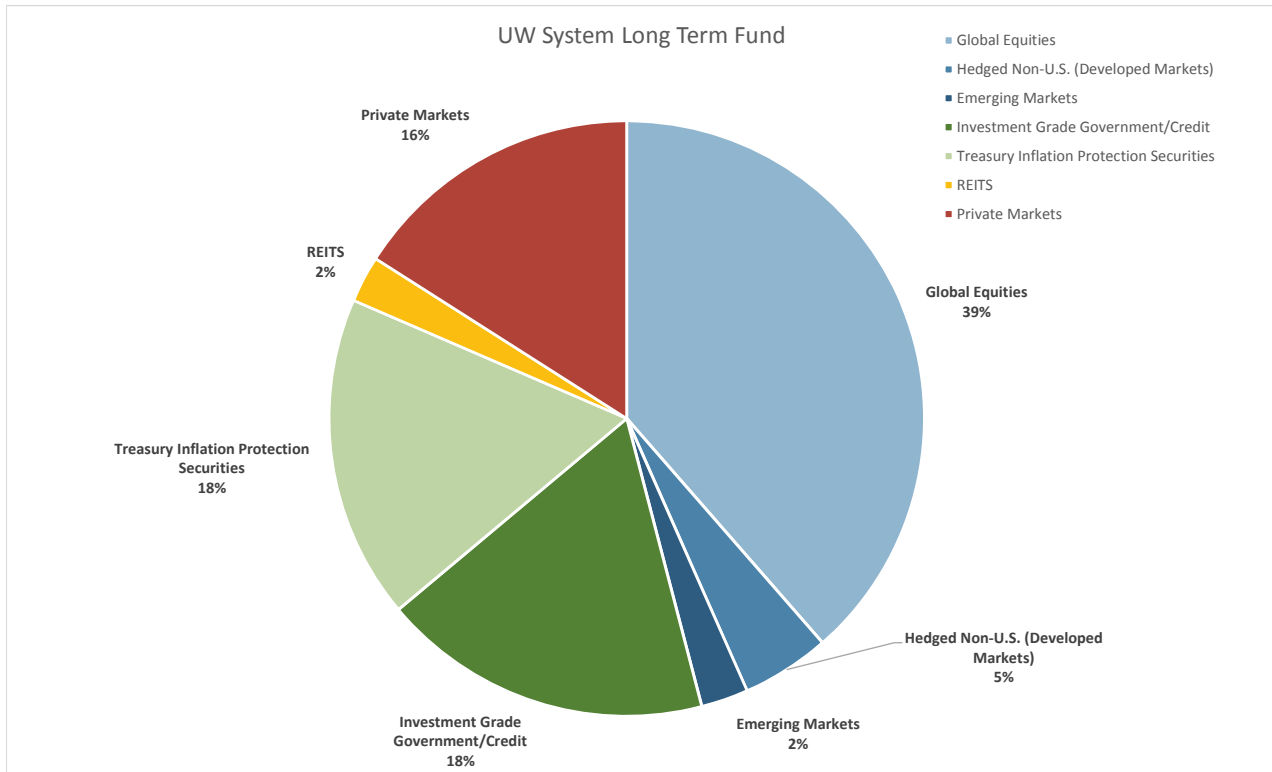
Market Indicators*Investment Performance - Periods Ended December 31, 2018*

	Quarter Ending	YTD	1 Year	3 Year	5 Year	10 Year
U.S. Large Cap Stocks (S&P 500 Index)	-13.52%	-4.38%	-4.38%	9.26%	8.49%	13.12%
U.S. Small Cap Stocks (Russell 2000 Index)	-20.20%	-11.01%	-11.01%	7.36%	4.41%	11.97%
U.S. Broad Market Stocks (Russell 3000 Index)	-14.30%	-5.24%	-5.24%	8.97%	7.91%	13.18%
International Stocks (MSCI World ex US Index)	-12.78%	-14.09%	-14.09%	3.11%	0.34%	6.24%
International Stocks - Local Currency (MSCI World ex US Index)	-12.05%	-10.88%	-10.88%	2.84%	3.76%	7.41%
Emerging Markets Stocks (MSCI EM Net Index)	-7.46%	-14.57%	-14.57%	9.25%	1.65%	8.02%
Global Stocks (MSCI ACWI Gross Index)	-12.65%	-8.93%	-8.93%	7.18%	4.82%	10.05%
Government/Credit (Bloomberg Barclays Capital Gov/Credit)	1.46%	-0.42%	-0.42%	2.19%	2.53%	3.46%
U.S. TIPS (Bloomberg Barclays U.S TIPS Index)	-0.42%	-1.26%	-1.26%	2.11%	1.69%	3.64%
Real Estate (FTSE EPRA/NAREIT Developed Net Index)	-5.69%	-5.63%	-5.63%	2.72%	4.34%	9.65%

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

UW System Trust Funds: Asset Allocations

Quarter Ended December 31, 2018



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

UW System Trust Funds: Actual Versus Target Asset Allocations

Quarter Ended December 31, 2018

Asset Class/Strategy	Current Allocation (\$MM)	Current Allocation (%)	Target Allocation (%)	Min./Max. Guidelines
Public Equities¹				
Global Equities	\$161,450,386	45.9%	48.0%	44-52%
Hedged Non-U.S. Equities (Developed Markets)	\$20,135,688	5.7%	6.0%	5-7%
Emerging Markets Equities	<u>\$10,732,634</u>	<u>3.1%</u>	<u>3.0%</u>	<u>2-4%</u>
	\$192,318,708	54.7%	57.0%	51-63%
Fixed Income				
Investment Grade Government/Credit	<u>\$75,211,937</u>	<u>21.4%</u>	<u>20.0%</u>	<u>18-22%</u>
	\$75,211,937	21.4%	20.0%	18-22%
Inflation Sensitive				
TIPS (Treasury Inflation Protection Securities)	\$73,641,543	20.9%	20.0%	18-22%
REITS (Real Estate Investment Trusts)	<u>\$10,596,904</u>	<u>3.0%</u>	<u>3.0%</u>	<u>2-4%</u>
	\$84,238,447	23.9%	23.0%	20-26%
Total Public Markets	\$351,769,092	100%	100%	-
Private Markets²	<u>\$66,862,835</u>	-	N/A	N/A
Terrace Holdings II	\$66,862,835	-		
Accrued SWIB Expenses and Other Cash³	\$130,174			
Long Term Fund Total Assets⁴	\$418,762,101			

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

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

³ Accrued SWIB Expenses include custody & middle office fees, SWIB internal management fees, and other pass through fees that accrue until paid. Other Cash can include Fund-level STIF cash, STIF Interest and Prepaid Expenses. Balances vary intra-month and can cross into new quarters.

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

Rebalancing Policy:

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

UW System Trust Funds: Investment Performance Analysis

Quarter Ended December 31, 2018

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

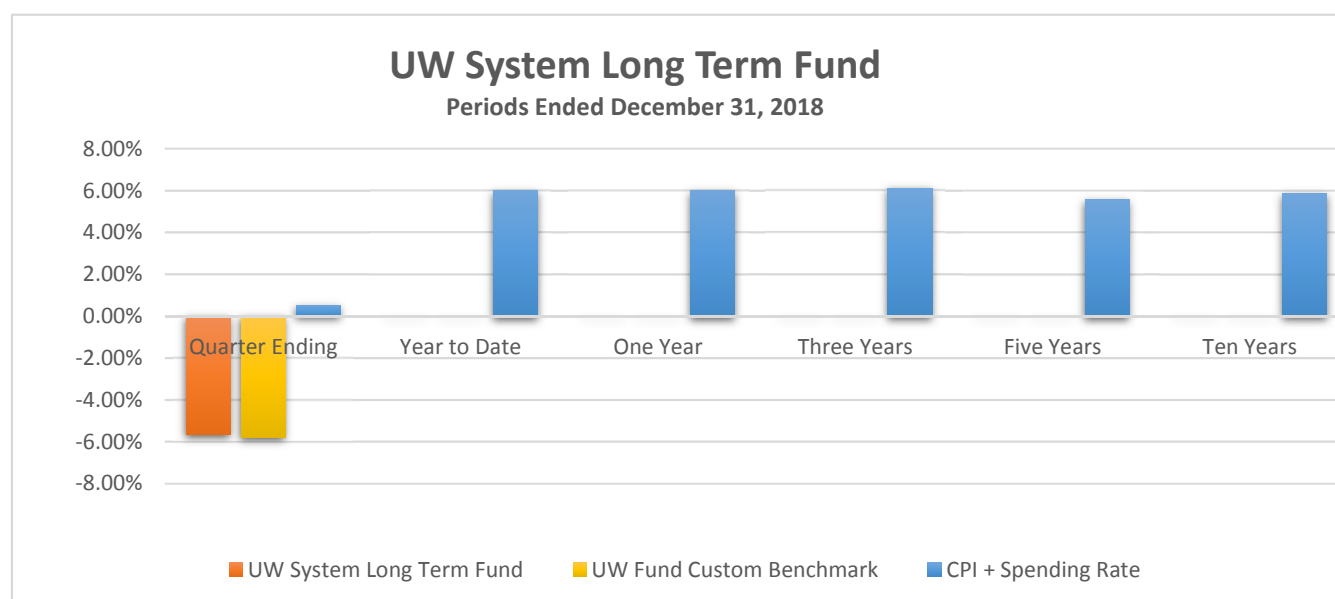
Fund and Benchmark Performance Data						
Investment Performance: Periods Ended December 31, 2018						
	Quarter Ending	Year to Date	One Year	Three Years	Five Years	Ten Years
UW System Long Term Fund¹	-5.65%	-	-	-	-	-
UW Fund Custom Benchmark ²	-5.78%	-	-	-	-	-
Consumer Price Index (CPI)	-0.48%	1.91%	1.91%	2.03%	1.51%	1.80%
CPI + Spending Rate ³	0.50%	5.98%	5.98%	6.11%	5.57%	5.86%
Income Cash Fund (SIF)⁴	0.58%	1.90%	1.90%	1.05%	0.68%	0.45%

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

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

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

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



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

Quarter Ended December 31, 2018

Asset Class/Strategy	Gross of Fee		Net of Fee ⁶		Net of All ⁷	
	Quarter Ending	Since Inception ⁸	Quarter Ending	Since Inception	Quarter Ending	Since Inception
UW System Long Term Fund	-5.65%	-2.69%	-5.67%	-2.73%	-5.69%	-2.78%
UW Fund Custom Benchmark ¹	-5.78%	-2.98%	-5.78%	-2.98%	-5.78%	-2.98%
Public Equities	-12.67%	-8.83%	-12.67%	-8.85%	-12.67%	-8.85%
UW Public Equity Benchmark ²	-12.80%	-9.16%	-12.80%	-9.16%	-12.80%	-9.16%
BlackRock MSCI ACWI Index Fund B	-13.16%	-8.91%	-13.16%	-8.93%	-13.16%	-8.93%
MSCI ACW IM Net Index	-13.28%	-9.27%	-13.28%	-9.27%	-13.28%	-9.27%
BlackRock EAFE Currency Hedged Equity Index Fund B	-11.51%	-5.15%	-11.52%	-5.18%	-11.52%	-5.18%
MSCI EAFE Net 100% USD Hedged Index	-11.56%	-5.40%	-11.56%	-5.40%	-11.56%	-5.40%
BlackRock Emerging Markets Free Fund B	-7.53%	-15.70%	-7.54%	-15.74%	-7.54%	-15.74%
MSCI Emerging Markets Net Dividend Index	-7.46%	-15.76%	-7.46%	-15.76%	-7.46%	-15.76%
Fixed Income						
BlackRock Government/Credit Bond Index Fund B	1.46%	1.27%	1.45%	1.26%	1.45%	1.26%
Bloomberg U.S. Gov't/Credit Index	1.46%	1.18%	1.46%	1.18%	1.46%	1.18%
Inflation Sensitive	-1.07%	-0.30%	-1.07%	-0.31%	-1.07%	-0.31%
Inflation Sensitive Benchmark ³	-1.09%	-0.53%	-1.09%	-0.53%	-1.09%	-0.53%
BlackRock U.S Treasury Inflation Protected Securities Fund B	-0.39%	-0.31%	-0.39%	-0.32%	-0.39%	-0.32%
Bloomberg Barclays U.S. TIPS Index, Series L	-0.42%	-0.48%	-0.42%	-0.48%	-0.42%	-0.48%
BlackRock Developed Real Estate Index Fund B	-5.53%	-0.35%	-5.55%	-0.41%	-5.55%	-0.41%
FTSE EPRA/NAREIT Developed Net Index	-5.69%	-1.16%	-5.69%	-1.16%	-5.69%	-1.16%
Private Markets						
Terrace Holdings II ⁴	3.72%	9.98%	3.62%	9.76%	3.62%	9.76%
UW Private Equity Benchmark ⁵	3.62%	9.76%	3.62%	9.76%	3.62%	9.76%

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

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

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

⁴ Returns reflect 9/30/2018 values due to valuation timing lag. The net of fees and net of all returns are net of StepStone manager fees.

⁵ The "Private Equity Benchmark" is comprised of the net of fees return of Terrace Holdings II, a Private Equity fund of funds being administered by StepStone. This is a legacy portfolio that is not being actively managed. No new investments will be made, and the funds will eventually self-liquidate. Due to the timing lag in valuations for the underlying funds, the Terrace Holdings II returns will be used as the benchmark. The Private Markets Benchmark change has been approved by both the Investment and Benchmark Committees.

⁶ Returns are net of accrued external manager fees (e.g. BlackRock fees.)

⁷ Returns are net of SWIB internal and external investment management fees, custody & middle office fees, and other pass through fees accrued and paid. Returns are gross of internal UW fees.

⁸ All Funds have an inception date of 04/01/2018.

APPENDIX

MSCI ACWI IMI Index Fund B

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

Investment objective and strategy

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

Performance

Total return % as of 12/31/2018 (return percentages are annualized as of period end)

	Q4*	YTD*	1 Year*	3 Year	5 Year	Since Inception
Fund return %	-13.19	-9.78	-9.78	6.86	4.53	7.28
Benchmark return %	-13.28	-10.08	-10.08	6.49	4.17	6.91
Difference	0.09	0.30	0.30	0.37	0.36	0.37

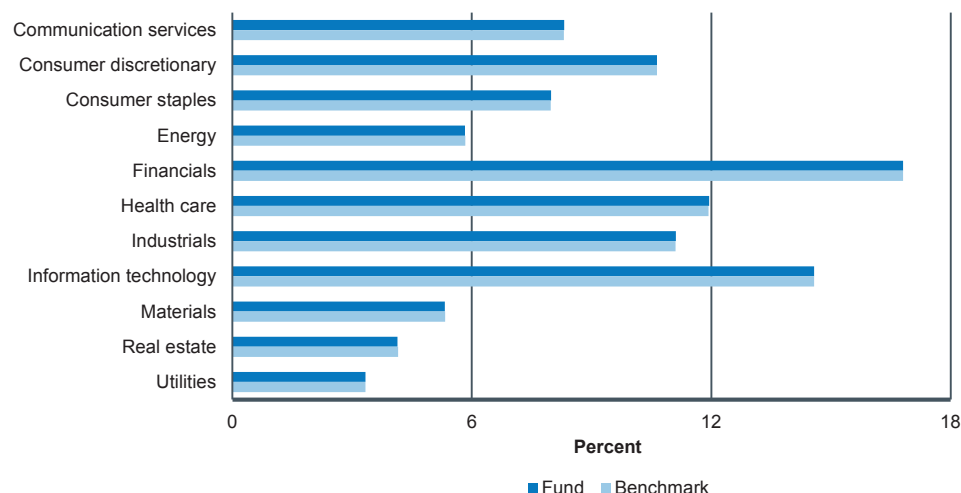
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 12/31/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 12/31/2018)

Benchmark	MSCI ACWI IMI Net Dividend Return Index
Total fund assets	\$2.46 billion
Fund inception date	03/23/2010

Characteristics (as of 12/31/2018)

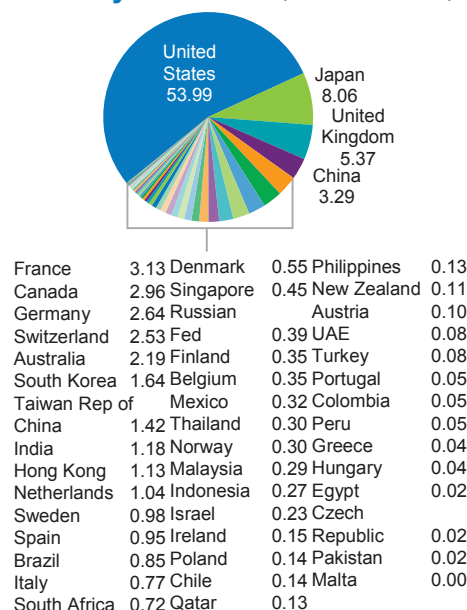
	Fund	Benchmark
Number of securities	8,722	8,714
Dividend yield	2.53	2.53

Top 10 holdings (as of 12/31/2018)

	Country	Fund (% assets)
Apple Inc	United States	1.64
Microsoft Corp	United States	1.59
Amazon Com Inc	United States	1.34
Johnson & Johnson	United States	0.75
JPMorgan Chase & Co	United States	0.71
Alphabet Inc Class C	United States	0.70
Facebook Class A Inc	United States	0.68
Alphabet Inc Class A	United States	0.67
Exxon Mobil Corp	United States	0.62
Berkshire Hathaway Inc Class B	United States	0.57

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

Country allocation (% as of 12/31/2018)



MSCI EAFE Currency Hedged Equity Index Fund B

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

Investment objective and strategy

The MSCI EAFE Currency Hedged Equity Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities whose total return will approximate as closely as practicable the cap weighted total return of the markets in certain countries for equity securities outside the US, while seeking to eliminate variations based solely on the value of the currencies in the Fund as compared to the US dollar. The primary criterion for selection of investments in the Fund is the Benchmark listed herein.

Performance

Total return % as of 12/31/2018 (return percentages are annualized as of period end)

	Q4*	YTD*	1 Year*	Since Inception
Fund return %	-11.51	-8.86	-8.86	6.77
Benchmark return %	-11.56	-8.96	-8.96	6.71
Difference	0.05	0.10	0.10	0.06

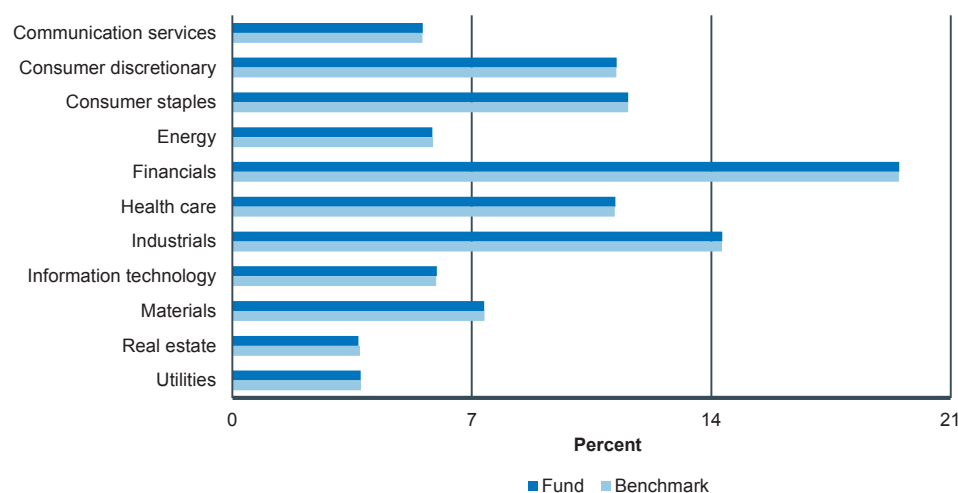
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 12/31/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 12/31/2018)

Benchmark	MSCI EAFE 100% Hedged to USD Net Dividend Return Index
Total fund assets	\$0.27 billion
Fund inception date	04/29/2016

Characteristics (as of 12/31/2018)

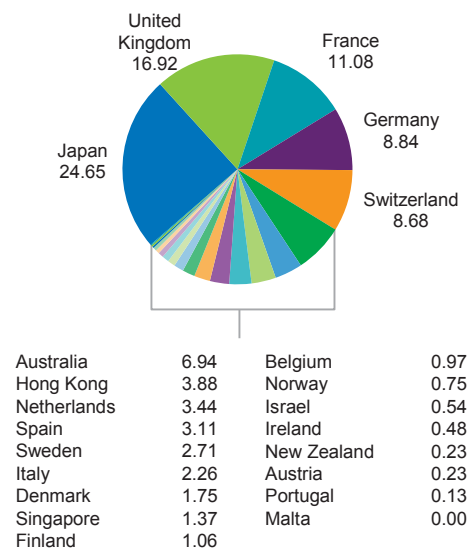
	Fund	Benchmark
Number of securities	926	920
Dividend yield	3.57	3.57

Top 10 holdings (as of 12/31/2018)

	Country	Fund (% assets)
Nestle Sa	Switzerland	1.99
Novartis Ag	Switzerland	1.48
Roche Holding Par Ag	Switzerland	1.39
HSBC Holdings Plc	United Kingdom	1.31
Royal Dutch Shell Plc	United Kingdom	1.08
Toyota Motor Corp	Japan	1.07
Total Sa	France	1.01
BP Plc	United Kingdom	1.01
Royal Dutch Shell Plc Class B	United Kingdom	0.89
AIA Group Ltd	Hong Kong	0.80

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

Country allocation (% as of 12/31/2018)



MSCI Emerging Markets Free Fund B

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

Investment objective and strategy

The MSCI Emerging Markets Free Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests primarily in international equity securities of issuers in emerging markets, with the objective of providing returns which approximate as closely as practicable the capitalization weighted total rates of return of the markets in certain countries for equity securities traded outside of the United States. The primary criterion for selection of investments in the Fund shall be the Benchmark listed herein.

Performance

Total return % as of 12/31/2018 (return percentages are annualized as of period end)

	Q4*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	-7.47	-14.61	-14.61	9.16	1.56	7.90	7.16
Benchmark return %	-7.47	-14.58	-14.58	9.25	1.65	8.02	7.24
Difference	0.00	-0.03	-0.03	-0.09	-0.09	-0.12	-0.08

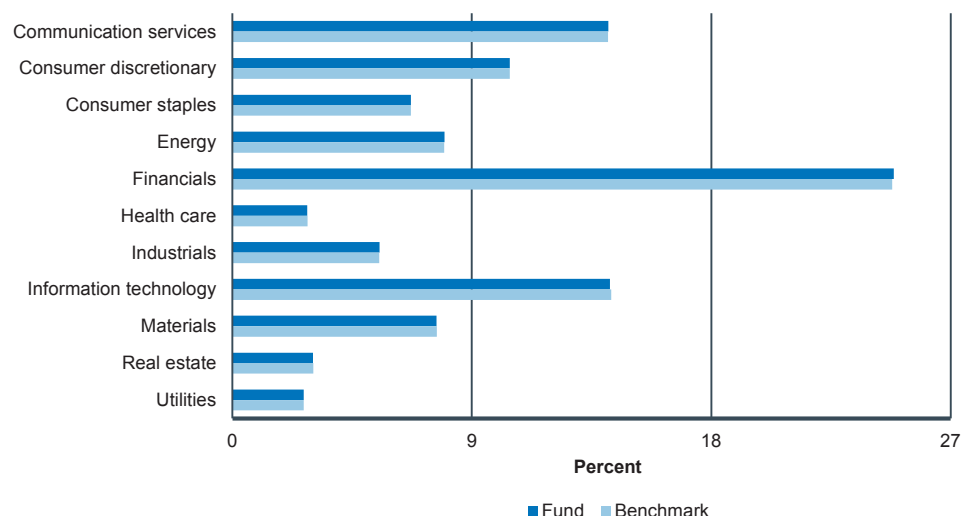
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 12/31/2018



Sources: BlackRock, MSCI Inc.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 12/31/2018)

Benchmark	MSCI Emerging Markets Net Dividend Return Index
Total fund assets	\$7.85 billion
Fund inception date	07/31/2000

Characteristics (as of 12/31/2018)

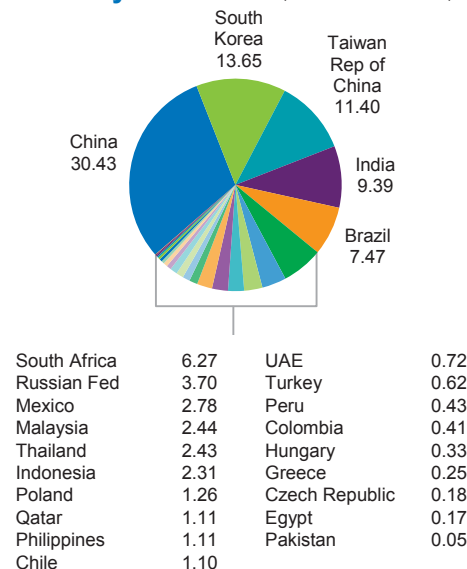
	Fund	Benchmark
Number of securities	1,068	1,125
Dividend yield	2.71	2.71

Top 10 holdings (as of 12/31/2018)

	Country	Fund (% assets)
Tencent Holdings Ltd	China	4.77
Taiwan Semiconductor Manufacturing	Taiwan Rep of China	3.76
Alibaba Group Holding ADR Represent	China	3.70
Samsung Electronics Ltd	South Korea	3.44
Naspers Limited N Ltd	South Africa	1.84
China Construction Bank Corp H	China	1.65
China Mobile Ltd	China	1.23
Industrial and Commercial Bank of China	China	1.03
Ping An Insurance (group) Coof Ch	China	0.96
Reliance Industries Ltd	India	0.95

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

Country allocation (% as of 12/31/2018)



Government/Credit Bond Index Fund B

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

Investment objective and strategy

The Government/Credit Bond Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return of the Benchmark listed herein.

Performance

Total return % as of 12/31/2018 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q4*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	1.86	1.44	-0.35	-0.35	2.30	2.64	3.55	5.75
Benchmark return %	1.86	1.46	-0.42	-0.42	2.19	2.53	3.46	5.71
Difference	0.00	-0.02	0.07	0.07	0.11	0.11	0.09	0.04

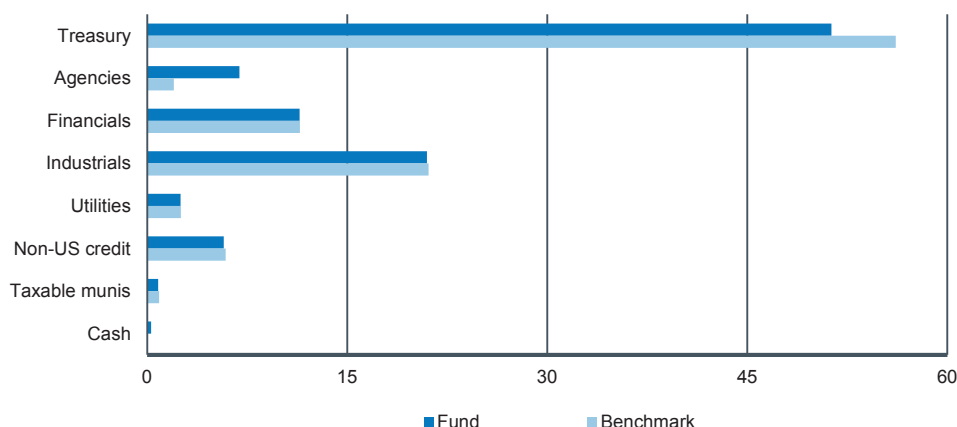
Performance disclosure:

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

* Period returns for less than one year are cumulative

Sector allocation

% of Fund or Benchmark as of 12/31/2018



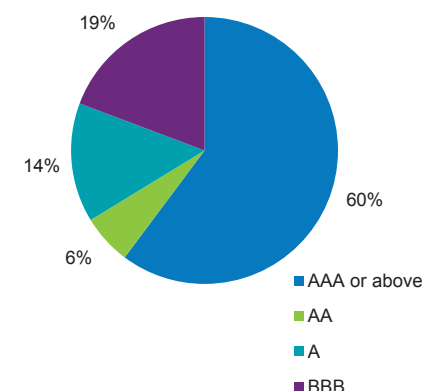
Investment details (as of 12/31/2018)

Benchmark	Bloomberg Barclays U.S. Government/Credit Bond Index
Total fund assets	\$0.23 billion
Fund inception date	03/31/1991

Characteristics (as of 12/31/2018)

	Fund	Benchmark
Number of securities	5,518	7,073
Market value (B)	\$0.23	\$14,435.42
Coupon (%)	3.01	3.04
Yield to maturity (YTM) (%)	3.24	3.24
Weighted avg life (yrs)	8.67	8.74
Effective duration (yrs)	6.24	6.27
Spread duration (yrs)	3.08	3.00
Option adjusted spread (bps)	59	58
Convexity (yrs)	0.84	0.84

Quality breakdown (as of 12/31/2018)



The credit quality of a particular security or group of securities may be based upon a rating from a nationally recognized statistical rating organization or, if unrated by a ratings organization, assigned an internal rating by BlackRock, neither of which ensures the stability or safety of an overall portfolio.

Sources: BlackRock, Bloomberg Finance L.P.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

U.S. Treasury Inflation Protected Securities Fund B

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

Investment objective and strategy

The U.S. Treasury Inflation Protected Securities Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund shall be invested and reinvested primarily in a portfolio of debt securities with the objective of closely approximating the total rate of return for all outstanding U.S. Treasury Inflation Protected Securities with a maturity of one year or greater, as defined by the Benchmark listed herein.

Performance

Total return % as of 12/31/2018 (Return percentages are annualized as of period end. Returns for periods less than one year are cumulative.)

	Month*	Q4*	YTD*	1 Year*	3 Year	5 Year	10 Year	Since Inception
Fund return %	0.54	-0.41	-1.12	-1.12	2.29	1.84	3.74	4.79
Benchmark return %	0.55	-0.42	-1.26	-1.26	2.11	1.69	3.64	4.71
Difference	-0.01	0.01	0.14	0.14	0.18	0.15	0.10	0.08

Performance disclosure:

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

* Period returns for less than one year are cumulative

Investment details (as of 12/31/2018)

Benchmark	Bloomberg Barclays U.S. Treasury Inflation Protected Securities (TIPS) Index (Series-L)
Total fund assets	\$5.11 billion
Fund inception date	03/05/2002

Characteristics (as of 12/31/2018)

	Fund	Benchmark
Number of securities	39	39
Market value (B)	\$5.11	\$1,142.50
Coupon (%)	0.72	0.76
Yield to maturity (YTM) (%)	2.66	2.63
Weighted avg life (yrs)	7.91	7.91
Effective duration (yrs)	7.25	7.23
Convexity (yrs)	1.00	1.00

Sources: BlackRock, Bloomberg Finance L.P.

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Developed Real Estate Index Fund B

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

Investment objective and strategy

The Developed Real Estate Index Fund B (the "Fund") is an index fund that seeks investment results that correspond generally to the price and yield performance, before fees and expenses, of a particular index. The Fund invests in US and non-US equity securities whose total return will approximate as closely as practicable the capitalization weighted total return net of dividend withholding taxes of the Benchmark listed herein. The investment universe consists of publicly traded real estate equity securities of issuers whose principal business is the ownership and operation of real estate as defined by the Benchmark listed herein.

Performance

Total return % as of 12/31/2018 (return percentages are annualized as of period end)

	Q4*	YTD*	1 Year*	3 Year	Since Inception
Fund return %	-5.53	-4.73	-4.73	3.57	2.89
Benchmark return %	-5.69	-5.63	-5.63	2.72	2.12
Difference	0.16	0.90	0.90	0.85	0.77

Performance disclosure:

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

* Period returns for less than one year are cumulative

Sources: BlackRock, FTSE International Ltd

Data is used for analytical purposes only. Index data may differ to those published by the Index due to calculation methods. Breakdowns may not sum to 100% due to rounding, exclusion of cash, STIF and other statistically immaterial factors.

Investment details (as of 12/31/2018)

Benchmark	FTSE EPRA/NAREIT Developed Index
Total fund assets	\$0.32 billion
Fund inception date	11/18/2014

Characteristics (as of 12/31/2018)

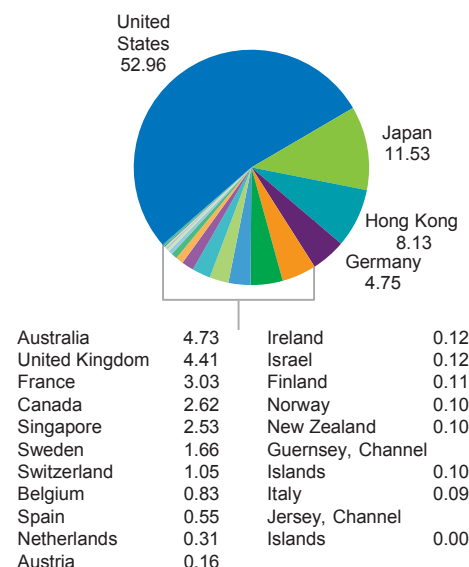
	Fund	Benchmark
Number of securities	321	334
Dividend yield	4.19	4.19

Top 10 holdings (as of 12/31/2018)

	Country	Fund (% assets)
Simon Property Group REIT Inc	United States	3.77
Prologis REIT Inc	United States	2.68
Public Storage REIT	United States	2.19
Welltower Inc	United States	1.88
Avalonbay Communities REIT Inc	United States	1.75
Equity Residential REIT	United States	1.72
Vonovia SE	Germany	1.72
Digital Realty Trust REIT Inc	United States	1.60
Link Real Estate Investment Trust	Hong Kong	1.56
Mitsui Fudosan Ltd	Japan	1.55

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

Country allocation (% as of 12/31/2018)



Amendment of Regent Policy Document 21-9,
“Institutional Relationships with Foundations”

BUSINESS AND FINANCE COMMITTEE

Resolution I.2.i.

That, upon the recommendation of the President of the University of Wisconsin System,
the Board of Regents approves amendments to Regent Policy Document 21-9,
“Institutional Relationships with Foundations.

**REGENT POLICY DOCUMENT 21-9:
INSTITUTIONAL RELATIONSHIPS WITH FOUNDATIONS**

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 early 2017, UW System President Ray Cross developed a set of principles, best practices, and requirements for UW institutions to implement with regard to their primary fundraising foundations and any real estate foundations. All UW System institutions were expected to be in compliance with the requirements by November 1, 2017.

At its December 2017 meeting, the Board approved a new Regent Policy Document, "Institutional Relationships with Foundations," to memorialize and codify these expectations and requirements. As codified, RPD 21-9 "establishes standards to ensure that the relationships between UW institutions and their supporting foundations are stable and long-term, productive and efficient, and foster the maximum support possible for the UW System and its institutions."

REQUESTED ACTION

Adoption of Resolution I.2.i., which amends Regent Policy Document 21-9, "Institutional Relationships with Foundations."

DISCUSSION

Subsequent to the Board's approval of RPD 21-9 in December 2017, Appendix A to RPD 21-9 was edited to expand to all employees the requirement that university officials who are a member of the university's respective foundation board be ex-officio and non-voting members, consistent with the language of RPD 21-9.

In addition, the proposed amendment to RPD 21-9 would explicitly require any executive director of a university foundation who is a university employee to comply with the requirements

of Chapter UWS 8, Wis. Admin. Code and Chapter 19, Wis. Stats. Among these requirements, an executive director would be required to file an annual statement of economic interest with the Office of the Board of Regents, identify and disclose any potential conflict of interest, and manage any conflicts in accordance with the relevant code of ethics.

President Cross is recommending that the Board of Regents approve the amended Regent Policy included in the attached document.

RELATED REGENT POLICY

Regent Policy Document 22-4, “Fundraising Principles and Guidelines”

Regent Policy Document 21-9

Institutional Relationships with Foundations

Scope

This policy applies to all University of Wisconsin (UW) System institutions as they manage their relationship and transactions with and their primary fundraising foundation and any real estate foundation.

Purpose

The purpose of this policy is to ensure that UW institutions and their primary fundraising foundation and any real estate foundation operate effectively and responsibly, consistent with the reasonable expectations of both public and private interests, on behalf of UW System and its institutions.

Policy Statement

The Board of Regents recognizes the important and valuable role that private foundations play in supporting the UW System and its institutions. This policy establishes standards to ensure that the relationships between UW institutions and their supporting foundations are stable and long-term, productive and efficient, and foster the maximum support possible for the UW System and its institutions.

A foundation that exists to provide fundraising or real estate development support to a UW institution must exist as separate and legally incorporated non-profit organization, with its own articles of incorporation, bylaws, board of directors and officers, and maintain a legal distance between itself and the UW institution it supports. If the foundation board of directors includes any employees of the UW System or UW institutions, the employees shall not constitute a majority of the board. In addition, any university employee that is a member of the foundation board of directors shall serve as an ex-officio and nonvoting member of the foundation board; exceptions to this provision may be granted with the approval of the System President in consultation with the General Counsel.

Any real estate projects undertaken by a foundation that involves state or university funding or property, require the approval of the appropriate UW chancellor, the System President, and the Board of Regents. A foundation cannot legally obligate a UW institution or the UW System to secure the financing of a capital project for the benefit of the institution or the system. As a state agency, the UW System and its institutions cannot secure or guarantee the debt or obligations of private entities such as foundations.

Wisconsin Statutes, Section 36.29(4) prohibits reassignment of donations from a UW institution to a foundation. Thus, if a check is made payable to the University, or a gift instrument names the University, the funds presumptively belong to the University, and must be deposited accordingly in University accounts. However, for any donation, it is necessary to establish donor intent. If a check or gift instrument names the University, but there is documented extrinsic evidence establishing donor intent to direct the check or gift to the Foundation, then the check or gift are Foundation funds and must be deposited with the Foundation. If a check or gift instrument names the University, and there is no documented extrinsic evidence establishing

donor intent to direct the check or gift to the Foundation, then the check or gift are University funds and must be deposited in University accounts. Once funds are received by the University, they are state funds and are fully subject to all state law requirements and restrictions. Such funds must not be deposited with the Foundation or transferred to the Foundation as a means of avoiding state law requirements and restrictions on the use of state funds.

Each UW institution shall develop and maintain a memorandum of understanding (MOU) with its primary fundraising foundation and its real estate foundation that describes the respective responsibilities of the institution and the foundation as well as other necessary provisions consistent with the principles, best practices and requirements described in [Appendix A](#).

The executive director of a university's primary fundraising foundation or real estate foundation who is a university employee shall annually on or before April 30, file a statement of economic interest with the Office of the Board of Regents. The statement shall be filed on a form provided by the Office of the Board of Regents and shall be considered a matter of public record. The statement shall contain the information required by s. 19.44, Wis. Stats.

Each executive director is responsible for identifying and disclosing any potential conflict of interest and managing any conflicts in accordance with Chapter UWS 8, Wis. Admin. Code and Chapter 19, Wis. Stats., whichever is applicable.

An executive director may request an opinion on a conflict from the applicable UW institution ethics committee established under Chapter UWS 8, Wis. Admin. Code or the UW System Office of General Counsel. Executive directors who are public officials under Chapter 19, Wis. Stats., may request an opinion from the Wisconsin Ethics Commission.

Oversight, Roles, and Responsibilities

The UW System President is responsible for developing policies and procedures implementing this Regent Policy Document.

UW chancellors are responsible for complying with the provisions of this Regent Policy Document, all subsequent policies and procedures developed by System Administration, and the principles, best practices and requirements described in [Appendix A](#). In particular, UW chancellors are responsible for ensuring that a university's MOU with its foundation requires the annual submission of financial statements and audits, to the university, consistent with the requirements of [Appendix A](#), page 11, Periodic Reports and Accounting Requirements, and for ensuring that any university employee who is also the executive director of a university foundation complies with the requirements of this policy, Chapter UWS 8, Wis. Admin. Code and Chapter 19, Wis. Stats.

Related Regent Policies and Applicable Laws

Regent Policy Document 22-4, Fundraising Principles and Guidelines
[Chapter UWS 8, Wisconsin Administrative Code](#)
[Chapter 19, Wisconsin State Statutes](#)

History: Res. 10969, adopted 12/07/2017, created Regent Policy Document 21-9.

Appendix A

PRINCIPLES, BEST PRACTICES AND REQUIREMENTS RELATING TO THE RELATIONSHIP BETWEEN A UW UNIVERSITY OR UW COLLEGE AND ITS PRIMARY FUNDRAISING FOUNDATION AND ANY REAL ESTATE FOUNDATION***

Memorandum of Understanding

Each UW University and UW College (hereinafter referred to as “University”) must have a memorandum of understanding (MOU) with its primary fundraising Foundation, and with any Real Estate Foundation, that lays out the respective responsibilities of the University and the Foundation as well as other necessary provisions. A list of operational practices follows, as does a general checklist for necessary provisions that must be included in each MOU.

Operational Practices:

1. Ensure that both parties (University and Foundation) understand the separate and legally independent nature of the Foundation and the core competencies the Foundation needs to operate (i.e. legal, audit, governance, etc.).
2. Ensure that both parties understand, in light of the highly visible and critical role of the Foundation, and the strong association that alumni, friends, and the public make between the University and the Foundation, that the University has an important and legitimate interest in the Foundation’s policies and actions.
3. Ensure that there is a conflict of interest policy for the Foundation.
4. Ensure the Foundation has appropriate articles of incorporation, bylaws, and board member criteria, including term limits, expectations, and minimum qualifications.
5. Ensure that Foundation Board members understand their fiduciary duty to the Foundation.
6. Ensure that Foundation Board members understand that the Foundation’s purpose is to support the University’s mission.

General Checklist:

Maintain a MOU between the University and Foundation that:

1. Clearly establishes the working relationship between the University and Foundation.

2. Assures the preservation of mission alignment over time.
3. Is periodically reviewed, assessed, and adapted in keeping with changing circumstances and the passage of time.
4. Ensures that the Foundation has policies, resolutions, and/or controls that define the circumstances, if any, in which University employees can approve transactions and enter into obligations on behalf of the Foundation. These policies, resolutions, and/or controls must define circumstances (e.g., dollar limits, long-term contracts) for which formal pre-approval and/or post-transaction review by the Foundation's Board is required.
5. Ensures that the Foundation and the University define the services and support to be provided by the Foundation, including any fundraising activities, and the services and support to be provided by the University. Specific details regarding the services and support provided respectively by the Foundation and the University may be contained in a separate, operational agreement between the University and the Foundation that is reviewed and renewed annually.
6. Outlines methodology for any additional compensation or benefits to be paid to University leaders (compensation, housing, car, etc.) and that it be evaluated by both the University and Foundation to be appropriate, at market value, and defensible. The methodology chosen should express the clear understanding that the additional compensation or benefits is intended as remuneration for activities, such as fundraising, undertaken on behalf of the Foundation. (Note: This methodology needs to be included in MOU's only if applicable, i.e. if university chancellors or other leaders are paid (or are contemplated to be paid) any additional compensation or benefits.)
7. Establishes guidelines and conditions under which the MOU may be terminated and outlines a process for an orderly separation as well as the distribution of Foundation assets consistent with its articles of incorporation and bylaws.
8. Defines reciprocal responsibilities and mutual expectations regarding the frequency, content, and method of reporting between the University and Foundation, including a requirement for an annual independent audit of the Foundation be provided to the University if the Foundation receives annual contributions of \$500,000 or more. MOUs with Foundations that have annual contributions over \$300,000 and less than \$500,000 must require the Foundation to provide to the University a financial statement reviewed by an independent CPA. MOUs with Foundations that have annual contributions less than \$300,000 must state that the Foundation will provide an annual financial report to the University for informational purposes and potential review.
9. Describes generally the terms and processes by which Foundation funds and gifts, including gifts-in-kind, will be provided to and accepted by the University. Specific details regarding these terms and processes may be contained in a separate, operational agreement between the University and the Foundation that is reviewed and renewed annually.

10. Defines terms for the Foundation's use of the University's name, branding, and other University intellectual property.
11. Requires Foundation books and records be maintained in a professional manner and be available for review by the University.

Governance

Legal Separation of the University and its related Foundation: A public University Foundation provides fundraising and development operations as a separate non-profit organization. As a separately incorporated entity, the Foundation's primary purpose is to support the University it serves through receiving, investing, and guaranteeing good stewardship of gifts. Having its own articles of incorporation, bylaws, board of directors, and officers, the Foundation must maintain a legal distance between itself and the public University it supports.

A Foundation has no formal or legal role in the governance of the University, the setting of academic priorities, or other matters that are part of the University's responsibilities. As with any other citizen board, the Foundation Board is free to express its opinions and, in some cases, the University may ask for the Foundation Board's thoughts about certain issues. Likewise, the University does not have a formal or legal role in the governance of the Foundation but may have representation on its board of directors, or otherwise provide input and advice on Foundation matters.

It is important to establish and maintain independence between the University and its related Foundation. Blurring of these lines could lead to the conclusion that the Foundation is insufficiently separate from the University and is, therefore, subject to statutes and rules governing the University.

University Employees on Foundation Board: It is common and reasonable for University employees to be members of the Foundation Board because of their official connection to the University, which the Foundation is formed to support. However, these employees must be ex-officio and non-voting members of the Foundation Board. This arrangement helps to demonstrate independence by ensuring that University employees have no voting control over governance of the Foundation. Under this approach, if the ex-officio member of the Board is paid by the University, then he/she must not have voting power.

As with any other non-voting, ex-officio member of the Foundation Board, the University Chancellor can nominate individuals for Board membership, but the final decision on new members (and officers) is the prerogative of the voting members of the Board. Foundations should have membership or nomination committees, or similar processes, for nominating Board members. To further demonstrate Foundation independence from the University, the number of University employees on the Board must be kept to a minimum and preferably should not exceed two or three members depending on the size of the Board. In no circumstance may University employees constitute a majority of the Foundation Board.

Oversight by the Board of Regents, System President, and Chancellors of Foundation Real Estate Projects: The Board of Regents, System President, and Chancellors must have oversight responsibility over real estate projects undertaken by Foundations, particularly where state resources such as real property or funding are involved in the projects.

Since Foundations exist solely to support the University with whom they are affiliated, such real estate projects require the involvement and support of the University Chancellor. Real estate projects for which the Chancellor would have otherwise needed to seek Board of Regents or System President approval had they been University projects must be brought to the attention of the Board and System President by the Chancellor before the planning process begins and before commitments are made by the University or Foundation.

Projects that are planned to occur on state land, with state bonding, or with other state resources requiring approval of the Department of Administration or Governor, and legislative support, must also be brought to the attention of the Board of Regents and System President by the Chancellor before the planning process begins and before commitments are made by the University or Foundation. Such projects likely will require involvement by DOA, the Governor's Office, and/or legislators as they are being developed.

Ethical Obligations of University Employees Serving on a Foundation Board: University personnel serving on a Foundation Board are covered by conflict of interest laws applicable to directors of non-profit organizations (Section 181.0831, Wisconsin Statutes) and any requirements imposed by the Foundation Board's bylaws, articles of incorporation, or resolutions. These ethical obligations are in addition to those contained in UWS Chapter 8, Wisconsin Administrative Code (Unclassified Staff Code of Ethics), and for University employees who are public officials, those contained in Subchapter III of Chapter 19 of the Wisconsin Statutes (Code of Ethics for Public Officials).

Personnel

Hiring of a New Chancellor: The hiring of a new Chancellor is a responsibility of the Board of Regents and the UW System President. Foundation Board members may be asked by the System President to serve as community members on the University search and screen committee. Additionally, during the University interview process, a courtesy meeting between candidates and Foundation representatives would be appropriate. The Foundation cannot have controlling involvement in hiring a new Chancellor.

Provision of Additional Chancellor Compensation: Upon approval of the Foundation Board, it is acceptable for the Foundation to provide income supplements to fund a portion of the Chancellor's salary.

Any supplement or compensation provided to a Chancellor by a Foundation must be approved by the Board of Regents and the System President to ensure that the Chancellor is not in violation of University policies and state law. The Board of Regents and System President hire Chancellors

and set their compensation levels, and they must approve in advance any compensation provided to a Chancellor from the Foundation. Total compensation, including that provided by the Foundation, must be within the Board approved compensation ranges and will depend on those factors used by the Board and President to set and adjust Chancellor compensation. Foundation payments must be deposited with the University. The University then uses the funds to payroll the Chancellor. Direct payment of compensation by a Foundation to a Chancellor is not permitted.

Provision of Additional Compensation for Other University Employees: Upon approval of the Foundation Board, it is acceptable for the Foundation to fund a portion of a University employee's salary. This includes such practices as endowing chairs and faculty positions, or augmenting the compensation provided to coaches. Again, any supplement or compensation provided to a University employee must be approved by the University hiring authority to ensure compliance with University policies and state law. In those situations, Foundation payments are deposited with the University. The University then uses the funds to payroll the individual. Direct payment of compensation by a Foundation to a University employee is not permitted.

Hiring and Evaluating the Executive Director of the Foundation: The Foundation Board is typically responsible for hiring and evaluating the Executive Director of the Foundation. When the Executive Director position is completely separate from the University, Foundations are encouraged to obtain input from the University in the hiring and evaluation process in order to preserve or build the close relationship that needs to exist between both entities.

It is preferred that the Executive Director of the Foundation be hired and paid for by the Foundation. However, the expense required to do this for modest and growing Foundations may render this option difficult. Thus the dual-role title is a common practice, in Wisconsin and elsewhere, but must be managed to minimize potential conflicts.

At times, a University employee (e.g., the Vice Chancellor for Advancement/Chief Advancement Officer) is given the title of Executive Director of the Foundation. This dual title means that a state employee is hired (and paid) as the executive leader of a separate nonprofit organization in order to perform necessary administrative functions. It might be possible to designate a University employee as an official liaison to the Foundation to assist with the logistics involved in managing and operating the Foundation without naming that employee Executive Director, but appropriate care should be taken in accounting for the services provided to the Foundation. A Foundation may fund the portion of the University employee's time that is spent undertaking activities directly tied to the role as Executive Director of the Foundation. Any funding arrangement must be documented and may be done via a direct transfer of Foundation funds to the University or through an in-kind arrangement spelled out in the MOU or in the separate, related annual operational agreement that is in place between the University and the Foundation.

The University Chancellor holds full and sole authority to hire and evaluate the Vice Chancellor for Advancement/Chief Advancement Officer when that person is employed by the University and also serves as the Foundation Executive Director. The University is the employer and therefore has this responsibility. The Foundation does have an interest in who fills the Executive

Director position and how well they perform the Foundation-related administrative duties assigned to them. As such, it is desirable that the Foundation Board have a non-decision-making role in the hiring and evaluation when the individual holds both titles.

Hiring and Evaluating Other University Personnel Whose Positions Are Funded from Foundation Resources: Resources provided through the Foundation commonly fund, in whole or in part, a number of University positions (e.g. endowed chairs, coaches, and administrative positions that support development and development related activities such as accounting). The University is the employer and therefore has sole hiring, supervision, and evaluation responsibilities. In most cases, the University employee will have no direct relationship with the Foundation outside of funding for the position, and the Foundation will not have a role in the hiring or evaluation of the employee. Where the employee does have a direct role in assisting with Foundation-related activities, the University may request that the Foundation communicate with the Chancellor or Chief Advancement Officer regarding the employee's performance.

University Employees Must Not Directly Receive Any Payments from the Foundation for Services or Honoraria: For accounting and tax reasons, payments to University employees for services, including any awards or honoraria, must be made through the University's payroll system. If the Foundation in a separate transaction has provided funds to the University to cover such payments, the Foundation should be acknowledged as the source of funds.

Reimbursements to University Employees from the Foundation: University employee business expenses that are allowable under University rules and guidelines should preferably be reimbursed through the University's business expense systems rather than through direct reimbursement from the Foundation. The Foundation, in a separate transaction, may provide funds to the University that cover such expenses generally. If a University employee seeks direct reimbursement from a Foundation for a business expense, in accordance with University or state rules and requirements, the Foundation should ensure proper accounting for reimbursements in accordance with IRS rules.

Universities and Foundations are required to adopt guidelines that assist in determining which reimbursements will be acceptable.

Finances

Funds Donated to a Foundation: If a check is made payable to the Foundation, the funds belong to the Foundation. If a gift instrument names the Foundation, or the gift instrument or other documented extrinsic evidence otherwise indicate the donor's intent to gift to the Foundation, the gift must be deposited with the Foundation. When funds are donated to the Foundation, it is important to understand that the intent of the donor is to give to projects of the University. Thus these funds are managed by the Foundation but for support of the University. However, only the Foundation Board can approve a transfer of Foundation funds to the University, and the University has no authority to direct the Foundation to transfer funds to the University. It is also important to recognize that once Foundation funds are deposited in

University accounts, they are state funds and are fully subject to all state law requirements and restrictions.

Funds Donated to a University: Wisconsin Statutes, Section 36.29(4) prohibits reassignment of donations from the University to the Foundation. Thus, if a check is made payable to the University, or a gift instrument names the University, the funds presumptively belong to the University, and must be deposited accordingly in University accounts. However, for any donation, it is necessary to establish donor intent. If a check or gift instrument names the University, but there is documented extrinsic evidence establishing donor intent to direct the check or gift to the Foundation, then the check or gift are Foundation funds and must be deposited with the Foundation. If a check or gift instrument names the University, and there is no documented extrinsic evidence establishing donor intent to direct the check or gift to the Foundation, then the check or gift are University funds and must be deposited in University accounts. It is very important to recognize that once funds are received by the University, they are state funds and are fully subject to all state law requirements and restrictions. Such funds must not be deposited with the Foundation or transferred to the Foundation, as a means of avoiding state law requirements and restrictions on the use of state funds.

Funds Derived from University Revenue Producing Activities: Funds derived from University revenue producing activities, such as fees for services or use of university facilities, revenues from ticket sales, registration fees, and similar activities, or from grants, contracts or business arrangements, belong to the University and all such funds must be deposited directly with the University into appropriate accounts. Such funds must not be deposited with the Foundation or transferred to the Foundation, as a means of avoiding state law requirements and restrictions on the use of state funds.

University funds cannot be transferred, gifted or loaned to the Foundation: The University cannot transfer, gift, or loan state funds to the Foundation. University funds are “state” funds regardless of the funding source (e.g., General Purpose Revenue, Program Revenue, gifts and grants, tuition, etc.) This includes Foundation funds that have passed through the University. State funds include funding generated by the University, funding provided by the state, and also funding given to the University by the Foundation. As stated above, all University funds, regardless of source, are subject to the same restrictions that govern use of “state” funds. The University only may make such funding available to the Foundation in exchange for specific related services or other forms of consideration that the Foundation might provide.

Use of State Funds for the Hiring of University Personnel to Raise Funds for the University through the Foundation: Personnel hired and paid by the University in order to raise funds for the University are in the employ of the University, not the Foundation. If successful, these employees are a good investment for the University’s future. It is common practice for Universities to pay for these individuals from University budgets. The total state resources used to support fundraising personnel and activities need to be weighed against the benefits to the University derived from the investment, as well as alternative demands on those resources.

Direct Purchases by a Foundation for Equipment, Services or Other Purposes on the University’s Behalf: Nearly all the funds raised and deposited in Foundation accounts will

eventually be transferred to the University's gift fund budget and spent strictly according to state requirements and donor intent. In unusual circumstances, funds may be spent directly by the Foundation for equipment, services, or other purposes on the University's behalf. When this is done, it is important that the University and Foundation are aware of UW policies and guidance that may govern or affect such expenditures and that appropriate accounting measures are in place. Adequate justification must be provided for why University funds could not be used to make the expenditure, and documentation must be provided supporting the expenditure. The request for payment of the expenditure must be approved by the Chancellor or designee. Foundations also must have clearly defined internal policies and procedures guiding this type of direct payment using donor funds. If applicable, internal Foundation legal, finance, and fund administration departments should be consulted and should provide approval.

The University Cannot Allow Direct Payments to Student Recipients of Scholarships, Fellowships or Similar Awards: The University cannot allow direct payments to students for scholarships, fellowships, prizes, and similar awards. Federal financial aid reporting rules require accounting for financial aid payments by the University and its affiliates. Foundations are unlikely to have the processes in place necessary to assure compliance.

Use of Foundation Funds Obviously Must Comply Strictly with Donor Intent: Funds that are deposited in restricted accounts at the Foundation to be used for specified purposes such as scholarships must not be used, even temporarily, for any purpose other than that which the donor intended. The Foundation must not borrow, loan, or transfer monies from restricted accounts for any purpose.

Use of University Space and Assets

University Allocation of Space at the University for a Foundation's Business Activities: Ideally, a Foundation would have its own office space, showing a physical separation from the University. If the Foundation is allocated space at the University, which is common across the country, the MOU between the University and Foundation, or the related operational agreement between the University and Foundation, must include the rent the Foundation will pay for use of the space, or that the Foundation may use such space rent-free as an "in-kind" payment by the University for specified services rendered by the Foundation. Rent or in-kind payments must be documented by the University at the fair market rate for the space.

University Assets Cannot be Gifted or Loaned to the Foundation: The University cannot "gift" or loan equipment, personnel time, or other assets to a Foundation. The University may make such assets available to the Foundation in exchange for specific related services, payments, and other forms of remuneration that the Foundation might provide as described in the MOU or related operational agreement. University assets (equipment, etc.) are "state" assets regardless of the funding source (General Purpose Revenue, Program Revenue, Foundation gifts, etc.) used to secure the asset.

Public Records

Maintenance of a Foundation in accordance with these principles and practices should mean that a UW Foundation is not subject to the Wisconsin Public Records Law. While a Wisconsin appellate court has not ruled on this issue, some courts in other states have found their public university foundations to be entities subject to their public records laws. Even if the Wisconsin Public Records Law were found to apply, the law contains protection for specific records where the public interest in confidentiality outweighs the public interest in release of the record.

Requests for records of the Foundation should be reviewed with both Foundation and University legal counsel so that the appropriate decisions can be made regarding records release. To place the Foundation in the best possible position, requests for donor confidentiality should be well-documented.

Capital Projects and Related Debt

A University Must Not Secure or Guarantee a Foundation's Debt: A Foundation cannot legally obligate the University to secure the financing of a capital project for the benefit of the University. As a state agency, the University cannot secure or guarantee the debt or obligations of a private entity like the Foundation. Any such guarantee violates the state constitution and state statute.

Foundation Undertaking and Paying for a Capital Project: If the project will require commitment of state funding or income streams for maintaining the project or otherwise obligate the University in the future, a discussion between the Foundation and the University must occur as the project is being planned. If it appears that the University will not be able to maintain the facility, then the project must not continue unless maintenance will be paid for through other Foundation resources. **Foundation's Role in Capital Projects That Include Gift Funding:** Gift funds provided by a Foundation may be a source of revenue for cash deposits into a state capital project. The gift funds can cover the full cost of the project or any portion. The UW System Gift Funding Policy for capital projects is available at:

<https://www.wisconsin.edu/regents/policies/funding-of-university-facilities-capital-costs/>

A Foundation May Hold and Develop Property for the Benefit of the University:

Foundations may acquire property for the benefit of the University, either directly or through the creation of a subsidiary real estate Foundation. Such property may subsequently be given to the University, or made available for University use through a use or management agreement or other appropriate arrangement. If a Foundation funds a development on private land that will be of benefit to the University (e.g., a private residence hall adjacent to the University), competitive bidding procedures must be used in constructing the project. Foundations and subsidiaries may construct, own, and operate such facilities without Board of Regents or State Building Commission approval if the facility is financed and operated independently of the University. If the facility has financial or operational ties to the University, the University advancement and planning offices must consult with the UW System Office of Capital Planning and Budget (and with the UW System Office of General Counsel) to determine an appropriate arrangement.

Dummy Building Corporation Concerns with Respect to Foundation Building Projects:

Prior to the amendment of Article VIII, Section 7(2)(d) of the Wisconsin Constitution in 1969, the state was prohibited from incurring debt except in very limited circumstances. This created significant problems with respect to financing large construction projects and led to the use of "dummy building corporations." Dummy building corporations were non-profit shell corporations, where state officials acted as the corporate officers. Both the Regents of the University of Wisconsin (the predecessor to the current Board of Regents) and the Regents of the 10 State Colleges (the former governing board of the comprehensive campuses) created dummy corporations in order to finance construction projects for the campuses. The dummy corporations would enter into a lease for a facility with the University and use the lease to secure financing from banks and other financial institutions. The state would be neither a guarantor nor cosigner of the debt, but would, in effect, pay off the corporation's debt.

In 1969, the Constitution was amended to permit the state to contract public debt, while prohibiting the use of dummy building corporations. Section 7(2)(d) of the Constitution, as amended, reads as follows:

(d) No money shall be paid out of the treasury, with respect to any lease, sublease or other agreement entered into after January 1, 1971, to the Wisconsin State Agencies Building Corporation, Wisconsin State Colleges Building Corporation, Wisconsin State Public Building Corporation, Wisconsin University Building Corporation or any Similar entity existing or operating for similar purposes pursuant to which such nonprofit corporation or such other entity undertakes to finance or provide a facility for use or occupancy by the state or an agency, department or instrumentality thereof.

Interpreting this amended provision of the constitution in *State ex. rel. Warren v. Nusbaum*, 59 Wis.2d 391, 208 N.W.2d 780 (1973); the Wisconsin Supreme Court held:

The purpose of this section [Art. VIII, Sec. 7(2)(d)] was to prevent the utilization of state money to liquidate the construction debts of nonprofit corporations established to provide facilities for the use or occupancy of the state. * * *

Sec. 7(2)(d), art. VIII, Wis. Const., does not prevent all nonprofit organizations or corporations established for a public purpose, from carrying on that purpose. It prohibits the type of indirect financing [used by dummy building agreements]. Where no state money is appropriated out of the state treasury for the purpose of meeting the state's obligations under such an agreement, sec. 7(2)(d), art. VIII is not violated.

Nusbaum, 59 Wis.2d at 427, 208 N.W.2d at 802.

Over the past few years, as demand for facilities has increased faster than available state funds, additional emphasis has been placed upon the use of external monies to fund University facilities. Various arrangements have been proposed, but in general, any attempt to utilize the state's credit or state funds as collateral and any attempt to guarantee or otherwise secure a loan

based upon the state purchasing or otherwise acquiring a facility has been rejected as inconsistent with the constitution and cannot be allowed.

Additionally, it is quite clear that any lease-purchase arrangement with a non-profit would violate the Constitution and cannot be allowed. Any attempt to have a non-profit build a building and have the University buy the building for the amount of the indebtedness would be constitutionally impermissible.

In general, it appears that the only viable way to accept the financial assistance of a private nonprofit foundation is if the assistance is provided with no strings attached, thereby ensuring that no money is paid out of the state treasury to the foundation to directly or indirectly fund a capital project. The transaction as a whole has to be examined and a number of questions would have to be answered.

Periodic Reports and Accounting Requirements

Periodic Reports to the University: The Foundation must provide to the University periodic information regarding funds raised by the Foundation. Language must be included in the MOU between the Foundation and the University stating that the Foundation will submit an annual financial statement and annual independent audit to the University. Except that, as provided for in Wis. Stats., Section 202.11, the MOU with a Foundation that receives annual contributions of less than \$500,000 and over \$300,000 must state that the Foundation will submit to the University a financial statement reviewed by an independent CPA. Foundations that receive annual contributions equal to or less than \$300,000 must submit an annual financial report to the University for informational purposes and potential review.

Applicability of GASB Standards: The authority of the Governmental Accounting Standards Board (GASB) to establish standards for determining when affiliated organizations must be included within the financial statements of a public university or other governmental entity must be recognized by the Foundation in the MOU between the Foundation and the University. Accordingly, the Foundation must agree in the MOU to provide the University, upon request, all information required to be in compliance with pronouncements from GASB or with any applicable state law.

Data/Public Records Law

Data Sharing Agreement: It is a best practice for a University and related Foundation to agree in writing (preferably in the MOU) regarding location, ownership and sharing of student, alumni, and donor data and records. These types of information routinely are shared among Foundation and University employees. Without a clear understanding regarding data location, ownership and sharing, risks increase for liability and/or compliance issues under the state public records law and the federal Family Educational Rights and Privacy Act (FERPA). It should be understood that records held by the University are generally subject to the state public records law.

Tax Law Compliance

Federal and state tax law create complexities with gift acceptance, payments to both UW and foundation employees (even if indirect), and tax exempt status. Both UW institutions and Foundations should seek help from legal counsel and controllers regarding any transactions that could have tax implications.

NOTE This document is substantially based on a draft document entitled “General Considerations and Discussion of Commonly-asked Questions Concerning Advancement, Fundraising, Development, and Foundations,” dated October 9, 2013, and prepared by Don Gray, former Senior Special Assistant, UW System and Chris Ashley, former Deputy General Counsel, UW System.

Last edited: December 19, 2018

UW-Madison Contractual Agreement with
Minnesota Mining and Manufacturing Company (3M)

BUSINESS AND FINANCE 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 Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and Minnesota Mining and Manufacturing Company (3M). This contract is to have a three-year term, with the possibility of one five-year extension.

**UW-MADISON CONTRACTUAL AGREEMENT
WITH MINNESOTA MINING AND MANUFACTURING COMPANY (3M)**

EXECUTIVE SUMMARY

BACKGROUND

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

REQUESTED ACTION

Adoption of Resolution I.2.j., approving the contractual agreement between the Board of Regents and Minnesota Mining and Manufacturing Company (3M).

DISCUSSION AND RECOMMENDATIONS

The College of Engineering, with assistance from the Office of Research and Sponsored Programs at the University of Wisconsin-Madison, has negotiated a Sponsored Research Agreement with 3M. In consideration for providing requested research, 3M may pay the University in excess of \$1,000,000. The Master Agreement is anticipated to cover research projects starting after the date of execution of the Master Agreement and for three years thereafter. It may be extended for one additional five-year term upon mutual agreement of 3M and UW-Madison. The research will be conducted in the College of Engineering under the direction of numerous Engineering researchers.

RELATED REGENT POLICIES

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

**UNIVERSITY OF WISCONSIN SYSTEM
SEMIANNUAL BUDGET TO ACTUAL REPORT
FY2018-19 (Mid-Year)**

BACKGROUND

The Business and Finance Committee receives periodic reports regarding the status of the UW System budget. These reports are prepared twice each year based on financial information as of December 31st and June 30th reflecting budget status at the midpoint and close of the fiscal year respectively.

The reports provide budget-to-actual revenue and expense information along with variances of that activity from approved budgets. They are intended to provide a high-level summary of activity in significant fund groupings and areas of activity and provide the information necessary for the Committee to meet its fiduciary responsibilities with respect to UW System budget management and oversight. These cash-basis reports are prepared as internal management reports offering management and the Board a dashboard-type tool for use in monitoring the status of the University's budget. Such interim financial reports are not meant to replace the UW System's Annual Financial Report and related accrual-based, audited Financial Statements. The UW System Annual Financial Report presents a comprehensive look at the University's financial activities for a given fiscal year.

The high-level budget-to-actual reports presented here include a comparison of actual revenues and expenses to the Regent-approved budgets, along with variances from budget for the following major funding source categories:

- Tuition & Fees and State General Purpose Revenue (GPR)
- Auxiliary Operations
- General Operations
- Gifts, Grants, and Contracts
- Other Funding not included in the above categories

These semiannual budget status reports include year-to-date actuals for both the current year and the prior year.

REQUESTED ACTION

This report is for information only.

DISCUSSION

The attached Budget to Actual Report is based on financial data at the midpoint of fiscal year 2018-19 and presents the status of the UW System budget by major areas of activity for the

period July 1, 2018 through December 31, 2018. While there may be significant variances within individual fund groupings, this mid-year report for FY2019 shows total UW System expenses at approximately 47.0% of the Regent-approved budget, while revenues were at 51.2% of the budgeted level.

RELATED REGENT POLICIES

None

University of Wisconsin System
Fiscal Year 2019 Budget to Actual Summary
as of December 31, 2018 (Mid-year)

Tuition & Fees and GPR

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$2,611,473,227	\$1,306,940,130	(\$1,304,533,097)	50.0%	50.6%
Expenses	\$2,657,227,858	\$1,132,149,222	(\$1,525,078,636)	42.6%	42.1%
Revenue less Expense	(\$45,754,631)	\$174,790,908	\$220,545,539		

Auxiliary Operations

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$740,187,570	\$523,714,604	(\$216,472,966)	70.8%	68.9%
Expenses	\$770,071,581	\$355,419,226	(\$414,652,355)	46.2%	46.9%
Revenue less Expense	(\$29,884,011)	\$168,295,378	\$198,179,389		

General Operations

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$291,387,199	\$198,942,589	(\$92,444,610)	68.3%	59.0%
Expenses	\$304,563,677	\$205,993,429	(\$98,570,248)	67.6%	65.1%
Revenue less Expense	(\$13,176,478)	(\$7,050,840)	\$6,125,638		

Gifts, Grants, and Contracts

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$1,285,457,520	\$669,394,786	(\$616,062,734)	52.1%	53.7%
Expenses	\$1,285,457,520	\$677,534,686	(\$607,922,834)	52.7%	51.7%
Revenue less Expense	\$0	(\$8,139,900)	(\$8,139,900)		

Other Funding

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$1,321,166,413	\$498,245,072	(\$822,921,341)	37.7%	37.7%
Expenses	\$1,331,207,067	\$612,872,066	(\$718,335,001)	46.0%	46.8%
Revenue less Expense	(\$10,040,654)	(\$114,626,994)	(\$104,586,340)		

SUMMARY TOTAL OF ALL FUNDS

	<u>Budgeted Amount</u>	<u>Actual</u>	<u>Variance</u>	<u>YTD %</u>	<u>PYTD %</u>
Revenue	\$6,249,671,929	\$3,197,237,180	(\$3,052,434,749)	51.2%	50.9%
Expenses	\$6,348,527,703	\$2,983,968,628	(\$3,364,559,075)	47.0%	46.7%
Revenue less Expense	(\$98,855,774)	\$213,268,552	\$312,124,326		

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

All Funds

Current Year - Budget to Actual					Prior Year - Budget to Actual			
---------------------------------	--	--	--	--	-------------------------------	--	--	--

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD%
Revenues	6,249,671,929	3,197,237,180	(3,052,434,749)	51.2%	6,110,592,174	3,110,828,393	(2,999,763,781)	50.9%
Madison	3,208,611,498	1,669,373,086	(1,539,238,412)	52.0%	3,038,719,095	1,616,860,479	(1,421,858,616)	53.2%
Milwaukee	693,260,646	346,911,213	(346,349,433)	50.0%	679,659,083	319,892,340	(359,766,743)	47.1%
Eau Claire	220,447,616	114,888,100	(105,559,516)	52.1%	231,373,484	115,898,599	(115,474,885)	50.1%
Green Bay	124,607,445	66,093,119	(58,514,326)	53.0%	126,367,620	64,261,200	(62,106,420)	50.9%
La Crosse	223,888,876	119,671,875	(104,217,001)	53.5%	222,428,442	115,030,572	(107,397,870)	51.7%
Oshkosh	245,538,160	124,186,916	(121,351,244)	50.6%	263,917,660	116,770,915	(147,146,745)	44.2%
Parkside	97,249,415	43,575,635	(53,673,780)	44.8%	99,190,995	44,639,796	(54,551,199)	45.0%
Platteville	176,846,234	88,721,863	(88,124,371)	50.2%	191,159,696	88,131,414	(103,028,282)	46.1%
River Falls	136,286,420	70,894,249	(65,392,171)	52.0%	129,594,681	70,988,970	(58,605,711)	54.8%
Stevens Point	197,583,851	102,030,626	(95,553,225)	51.6%	211,725,161	109,201,881	(102,523,280)	51.6%
Stout	204,059,395	105,354,076	(98,705,319)	51.6%	207,024,378	106,961,903	(100,062,475)	51.7%
Superior	70,000,255	35,132,481	(34,867,774)	50.2%	68,872,729	37,061,541	(31,811,188)	53.8%
Whitewater	265,735,621	147,501,576	(118,234,045)	55.5%	264,017,967	143,452,404	(120,565,563)	54.3%
Colleges	114,241,844	53,445,701	(60,796,143)	46.8%	119,691,667	59,937,269	(59,754,398)	50.1%
Extension	136,712,658	48,780,993	(87,931,665)	35.7%	137,927,371	45,472,414	(92,454,957)	33.0%
System Administration	13,795,016	3,896,730	(9,898,286)	28.2%	13,650,320	4,327,139	(9,323,181)	31.7%
Systemwide	120,806,979	56,778,942	(64,028,037)	47.0%	105,271,825	51,939,557	(53,332,268)	49.3%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD%
Expenses	6,348,527,703	2,983,968,628	3,364,559,075	47.0%	6,223,796,354	2,905,330,973	3,318,465,381	46.7%
Madison	3,219,245,621	1,523,573,198	1,695,672,423	47.3%	3,075,360,912	1,445,469,010	1,629,891,902	47.0%
Milwaukee	699,760,646	323,940,846	375,819,800	46.3%	686,676,622	322,799,359	363,877,263	47.0%
Eau Claire	241,230,961	108,013,500	133,217,461	44.8%	239,869,388	103,000,279	136,869,109	42.9%
Green Bay	127,821,466	60,371,070	67,450,396	47.2%	131,197,818	61,801,930	69,395,888	47.1%
La Crosse	229,527,712	104,445,286	125,082,426	45.5%	227,805,432	100,677,249	127,128,183	44.2%
Oshkosh	251,586,660	114,025,962	137,560,698	45.3%	267,483,821	118,807,891	148,675,930	44.4%
Parkside	99,551,787	43,143,510	56,408,277	43.3%	101,407,862	43,005,006	58,402,856	42.4%
Platteville	183,443,490	84,297,318	99,146,172	46.0%	193,377,259	85,007,867	108,369,392	44.0%
River Falls	141,539,506	61,937,232	79,602,274	43.8%	135,213,778	62,434,241	72,779,537	46.2%
Stevens Point	199,086,736	97,211,679	101,875,057	48.8%	215,318,779	101,722,062	113,596,717	47.2%
Stout	206,630,976	96,108,710	110,522,266	46.5%	207,591,903	94,070,512	113,521,391	45.3%
Superior	70,213,648	32,633,781	37,579,867	46.5%	70,241,498	32,176,653	38,064,845	45.8%
Whitewater	269,568,021	128,947,027	140,620,994	47.8%	266,237,659	133,175,311	133,062,348	50.0%
Colleges	121,382,826	49,146,423	72,236,403	40.5%	122,306,510	58,033,562	64,272,948	47.4%
Extension	143,452,118	60,448,183	83,003,935	42.1%	141,088,481	63,159,614	77,928,867	44.8%
System Administration	14,492,137	10,585,009	3,907,128	73.0%	13,818,338	6,896,215	6,922,123	49.9%
Systemwide	129,993,392	85,139,895	44,853,497	65.5%	128,800,294	73,094,211	55,706,083	56.8%

	Budget	YTD	Net Variance	Budget	Prior YTD	Net Variance
Revenues less Expenses	(98,855,774)	213,268,552	312,124,326	(113,204,180)	205,497,421	318,701,601
Madison	(10,634,123)	145,799,888	156,434,011	(36,641,817)	171,391,468	208,033,285
Milwaukee	(6,500,000)	22,970,367	29,470,367	(7,017,539)	(2,907,019)	4,110,520
Eau Claire	(20,783,345)	6,874,601	27,657,946	(8,495,904)	12,898,320	21,394,224
Green Bay	(3,214,021)	5,722,049	8,936,070	(4,830,198)	2,459,270	7,289,468
La Crosse	(5,638,836)	15,226,589	20,865,425	(5,376,990)	14,353,323	19,730,313
Oshkosh	(6,048,500)	10,160,954	16,209,454	(3,566,161)	(2,036,975)	1,529,186
Parkside	(2,302,372)	432,125	2,734,497	(2,216,867)	1,634,790	3,851,657
Platteville	(6,597,256)	4,424,546	11,021,802	(2,217,563)	3,123,547	5,341,110
River Falls	(5,253,086)	8,957,017	14,210,103	(5,619,097)	8,554,729	14,173,826
Stevens Point	(1,502,885)	4,818,947	6,321,832	(3,593,618)	7,479,819	11,073,437
Stout	(2,571,581)	9,245,367	11,816,948	(567,525)	12,891,391	13,458,916
Superior	(213,393)	2,498,700	2,712,093	(1,368,769)	4,884,888	6,253,657
Whitewater	(3,832,400)	18,554,549	22,386,949	(2,219,692)	10,277,093	12,496,785
Colleges	(7,140,982)	4,299,278	11,440,260	(2,614,843)	1,903,707	4,518,550
Extension	(6,739,460)	(11,667,190)	(4,927,730)	(3,161,110)	(17,687,201)	(14,526,091)
System Administration	(697,121)	(6,688,279)	(5,991,158)	(168,018)	(2,569,076)	(2,401,058)
Systemwide	(9,186,413)	(28,360,953)	(19,174,540)	(23,528,469)	(21,154,654)	2,373,815

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

GPR/Fees

Current Year - Budget to Actual					Prior Year - Budget to Actual			
	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Revenues	2,611,473,227	1,306,940,130	(1,304,533,097)	50.0%	2,517,249,918	1,273,923,596	(1,243,326,322)	50.6%
Madison	1,114,606,044	563,734,205	(550,871,839)	50.6%	1,056,299,569	566,006,985	(490,292,584)	53.6%
Milwaukee	340,542,128	172,431,651	(168,110,477)	50.6%	331,408,756	148,577,793	(182,830,963)	44.8%
Eau Claire	111,037,112	58,077,114	(52,959,998)	52.3%	107,768,505	56,455,849	(51,312,656)	52.4%
Green Bay	58,717,210	29,110,314	(29,606,896)	49.6%	59,076,365	27,312,928	(31,763,437)	46.2%
La Crosse	112,749,335	61,171,124	(51,578,211)	54.3%	111,225,416	56,105,852	(55,119,564)	50.4%
Oshkosh	111,541,114	53,116,890	(58,424,224)	47.6%	109,552,791	49,061,207	(60,491,584)	44.8%
Parkside	51,357,396	23,086,969	(28,270,428)	45.0%	50,580,390	22,584,956	(27,995,434)	44.7%
Platteville	83,053,932	42,060,298	(40,993,634)	50.6%	84,944,743	41,281,065	(43,663,678)	48.6%
River Falls	62,956,615	31,166,614	(31,790,001)	49.5%	59,279,236	31,025,254	(28,253,982)	52.3%
Stevens Point	87,066,412	44,744,303	(42,322,109)	51.4%	86,823,044	43,356,617	(43,466,427)	49.9%
Stout	93,818,852	39,761,916	(54,056,936)	42.4%	93,303,075	44,947,746	(48,355,329)	48.2%
Superior	38,345,766	19,199,746	(19,146,020)	50.1%	38,225,531	20,451,051	(17,774,480)	53.5%
Whitewater	120,022,049	66,800,334	(53,221,715)	55.7%	119,234,244	61,938,111	(57,296,133)	51.9%
Colleges	73,914,143	32,199,702	(41,714,441)	43.6%	72,323,763	34,087,286	(38,236,477)	47.1%
Extension	59,787,709	19,261,098	(40,526,611)	32.2%	62,518,632	13,964,433	(48,554,199)	22.3%
System Administration	8,007,083	3,698,670	(4,308,413)	46.2%	7,783,099	3,690,523	(4,092,576)	47.4%
Systemwide	83,950,327	47,319,182	(36,631,145)	56.4%	66,902,759	53,075,940	(13,826,819)	79.3%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Expenses	2,657,227,858	1,132,149,222	1,525,078,636	42.6%	2,573,591,463	1,083,721,058	1,489,870,405	42.1%
Madison	1,119,606,044	445,228,524	674,377,520	39.8%	1,065,693,169	414,504,365	651,188,804	38.9%
Milwaukee	345,542,128	154,816,009	190,726,119	44.8%	331,408,756	150,837,162	180,571,594	45.5%
Eau Claire	116,483,171	50,907,540	65,575,631	43.7%	114,819,020	49,923,398	64,895,622	43.5%
Green Bay	60,667,210	25,952,844	34,714,366	42.8%	62,183,585	25,052,424	37,131,161	40.3%
La Crosse	114,188,702	50,308,906	63,879,796	44.1%	112,599,506	49,422,335	63,177,171	43.9%
Oshkosh	112,069,114	49,035,846	63,033,268	43.8%	112,217,711	49,855,703	62,362,008	44.4%
Parkside	53,095,768	22,005,211	31,090,557	41.4%	52,705,257	21,686,489	31,018,768	41.1%
Platteville	86,355,022	39,207,366	47,147,656	45.4%	86,482,318	38,142,762	48,339,556	44.1%
River Falls	66,001,071	27,476,432	38,524,639	41.6%	63,296,602	26,941,190	36,355,412	42.6%
Stevens Point	87,913,997	41,774,173	46,139,824	47.5%	89,869,341	42,344,516	47,524,825	47.1%
Stout	93,818,852	42,313,532	51,505,320	45.1%	93,303,075	39,176,871	54,126,204	42.0%
Superior	38,771,636	17,409,486	21,362,150	44.9%	39,664,791	16,363,767	23,301,024	41.3%
Whitewater	123,994,449	57,211,850	66,782,599	46.1%	121,428,936	55,049,561	66,379,375	45.3%
Colleges	80,464,752	28,050,760	52,413,992	34.9%	73,558,911	33,434,577	40,124,334	45.5%
Extension	60,874,034	22,570,913	38,303,121	37.1%	63,924,442	18,181,534	45,742,908	28.4%
System Administration	8,007,083	3,698,670	4,308,413	46.2%	7,783,099	3,690,523	4,092,576	47.4%
Systemwide	89,374,825	54,181,161	35,193,664	60.6%	82,652,944	49,113,881	33,539,063	59.4%

	Budget	YTD	Net Variance	Budget	Prior YTD	Variance
Revenues less Expenses	(45,754,631)	174,790,908	220,545,539	(56,341,545)	190,202,537	246,544,082
Madison	(5,000,000)	118,505,682	123,505,682	(9,393,600)	151,502,620	160,896,220
Milwaukee	(5,000,000)	17,615,642	22,615,642	-	(2,259,369)	(2,259,369)
Eau Claire	(5,446,059)	7,169,574	12,615,633	(7,050,515)	6,532,452	13,582,967
Green Bay	(1,950,000)	3,157,470	5,107,470	(3,107,220)	2,260,504	5,367,724
La Crosse	(1,439,367)	10,862,218	12,301,585	(1,374,090)	6,683,517	8,057,607
Oshkosh	(528,000)	4,081,043	4,609,043	(2,664,920)	(794,497)	1,870,423
Parkside	(1,738,372)	1,081,757	2,820,129	(2,124,867)	898,467	3,023,334
Platteville	(3,301,090)	2,852,932	6,154,022	(1,537,575)	3,138,302	4,675,877
River Falls	(3,044,456)	3,690,182	6,734,638	(4,017,366)	4,084,063	8,101,429
Stevens Point	(847,585)	2,970,130	3,817,715	(3,046,297)	1,012,102	4,058,399
Stout	-	(2,551,616)	(2,551,616)	-	5,770,874	5,770,874
Superior	(425,870)	1,790,261	2,216,131	(1,439,260)	4,087,284	5,526,544
Whitewater	(3,972,400)	9,588,484	13,560,884	(2,194,692)	6,888,550	9,083,242
Colleges	(6,550,609)	4,148,942	10,699,551	(1,235,148)	652,709	1,887,857
Extension	(1,086,325)	(3,309,815)	(2,223,490)	(1,405,810)	(4,217,101)	(2,811,291)
System Administration	-	-	0	-	-	0
Systemwide	(5,424,498)	(6,861,978)	(1,437,480)	(15,750,185)	3,962,059	19,712,244

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

Auxiliary Operations

Current Year - Budget to Actual					Prior Year - Budget to Actual			
	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD%
Revenues	740,187,570	523,714,604	(216,472,966)	70.8%	728,798,100	501,996,794	(226,801,306)	68.9%
Madison	313,474,655	266,303,714	(47,170,941)	85.0%	292,676,772	245,174,843	(47,501,929)	83.8%
Milwaukee	98,151,088	50,949,702	(47,201,386)	51.9%	89,549,370	49,706,833	(39,842,537)	55.5%
Eau Claire	37,101,899	23,913,940	(13,187,959)	64.5%	46,546,864	24,084,908	(22,461,956)	51.7%
Green Bay	19,427,424	11,845,054	(7,582,370)	61.0%	20,949,479	12,417,816	(8,531,663)	59.3%
La Crosse	35,357,730	23,086,081	(12,271,649)	65.3%	34,643,691	22,178,551	(12,465,140)	64.0%
Oshkosh	38,469,402	25,609,264	(12,860,138)	66.6%	40,053,541	23,172,016	(16,881,525)	57.9%
Parkside	9,378,617	6,548,791	(2,829,826)	69.8%	9,198,020	6,490,045	(2,707,975)	70.6%
Platteville	30,390,822	19,578,435	(10,812,387)	64.4%	32,671,148	19,726,467	(12,944,681)	60.4%
River Falls	30,614,303	18,417,228	(12,197,075)	60.2%	27,535,599	18,423,818	(9,111,781)	66.9%
Stevens Point	35,335,527	19,844,368	(15,491,159)	56.2%	41,628,692	22,981,641	(18,647,051)	55.2%
Stout	33,883,050	24,877,296	(9,005,754)	73.4%	35,231,134	21,083,052	(14,148,082)	59.8%
Superior	7,702,768	4,157,628	(3,545,140)	54.0%	6,617,281	4,463,808	(2,153,473)	67.5%
Whitewater	40,870,456	27,389,500	(13,480,956)	67.0%	41,955,471	27,637,795	(14,317,676)	65.9%
Colleges	4,996,189	2,686,184	(2,310,005)	53.8%	4,924,521	2,856,957	(2,067,564)	58.0%
Extension	3,778,425	368,962	(3,409,463)	9.8%	3,429,797	2,294,233	(1,135,564)	66.9%
System Administration	375,000	(21,383)	(396,383)	-5.7%	325,000	333	(324,667)	0.1%
Systemwide	880,215	(1,840,160)	(2,720,375)	-209.1%	861,720	(696,319)	(1,558,039)	-80.8%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD%
Expenses	770,071,581	355,419,226	414,652,355	46.2%	777,179,963	364,367,587	412,812,376	46.9%
Madison	312,541,511	146,755,861	165,785,650	47.0%	319,570,008	155,075,216	164,494,792	48.5%
Milwaukee	99,651,088	46,530,863	53,120,225	46.7%	96,566,909	48,723,073	47,843,836	50.5%
Eau Claire	48,611,776	25,224,925	23,386,851	51.9%	49,688,761	19,842,290	29,846,471	39.9%
Green Bay	19,624,179	9,362,627	10,261,552	47.7%	21,564,614	12,054,217	9,510,397	55.9%
La Crosse	38,172,730	16,549,293	21,623,437	43.4%	36,625,141	15,861,844	20,763,297	43.3%
Oshkosh	42,759,772	19,802,379	22,957,393	46.3%	43,900,255	20,659,993	23,240,262	47.1%
Parkside	9,956,617	5,298,068	4,658,549	53.2%	9,316,020	4,523,831	4,792,189	48.6%
Platteville	33,437,222	16,046,788	17,390,434	48.0%	33,612,600	16,453,511	17,159,089	49.0%
River Falls	32,846,933	12,497,812	20,349,121	38.0%	29,110,330	12,808,356	16,301,974	44.0%
Stevens Point	36,155,627	14,995,434	21,160,193	41.5%	42,436,441	13,090,448	29,345,993	30.8%
Stout	35,804,631	15,880,229	19,924,402	44.4%	35,220,127	13,384,340	21,835,787	38.0%
Superior	7,588,358	3,372,512	4,215,846	44.4%	6,767,281	2,996,626	3,770,655	44.3%
Whitewater	40,670,456	20,108,465	20,561,991	49.4%	41,955,471	25,089,146	16,866,325	59.8%
Colleges	5,216,683	2,138,839	3,077,844	41.0%	5,740,304	2,252,584	3,487,720	39.2%
Extension	5,629,217	176,072	5,453,145	3.1%	3,785,615	1,616,401	2,169,214	42.7%
System Administration	360,461	156,463	203,998	43.4%	317,426	173,676	143,750	54.7%
Systemwide	1,044,320	522,595	521,725	50.0%	1,002,660	(237,965)	1,240,625	-23.7%

	Budget	YTD	Net Variance	Budget	Prior YTD	Net Variance
Revenues less Expenses	(29,884,011)	168,295,378	198,179,389	(48,381,863)	137,629,208	186,011,071
Madison	933,144	119,547,853	118,614,709	(26,893,236)	90,099,626	116,992,862
Milwaukee	(1,500,000)	4,418,839	5,918,839	(7,017,539)	983,760	8,001,299
Eau Claire	(11,509,877)	(1,310,985)	10,198,892	(3,141,897)	4,242,618	7,384,515
Green Bay	(196,755)	2,482,428	2,679,183	(615,135)	363,599	978,734
La Crosse	(2,815,000)	6,536,788	9,351,788	(1,981,450)	6,316,707	8,298,157
Oshkosh	(4,290,370)	5,806,885	10,097,255	(3,846,714)	2,512,023	6,358,737
Parkside	(578,000)	1,250,722	1,828,722	(118,000)	1,966,215	2,084,215
Platteville	(3,046,400)	3,531,647	6,578,047	(941,452)	3,272,957	4,214,409
River Falls	(2,232,630)	5,919,416	8,152,046	(1,574,731)	5,615,462	7,190,193
Stevens Point	(820,100)	4,848,934	5,669,034	(807,749)	9,891,192	10,698,941
Stout	(1,921,581)	8,997,066	10,918,647	11,007	7,698,712	7,687,705
Superior	114,410	785,116	670,706	(150,000)	1,467,182	1,617,182
Whitewater	200,000	7,281,035	7,081,035	0	2,548,649	2,548,649
Colleges	(220,494)	547,346	767,840	(815,783)	604,373	1,420,156
Extension	(1,850,792)	192,889	2,043,681	(355,818)	677,832	1,033,650
System Administration	14,539	(177,846)	(192,385)	7,574	(173,344)	(180,918)
Systemwide	(164,105)	(2,362,756)	(2,198,651)	(140,940)	(458,354)	(317,414)

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

General Operations

Current Year - Budget to Actual					Prior Year - Budget to Actual			
	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Revenues	291,387,199	198,942,589	(92,444,610)	68.3%	285,753,288	168,606,011	(117,147,277)	59.0%
Madison	157,756,126	112,753,525	(45,002,601)	71.5%	147,730,836	91,770,732	(55,960,104)	62.1%
Milwaukee	13,061,295	7,144,045	(5,917,250)	54.7%	11,596,475	6,731,087	(4,865,388)	58.0%
Eau Claire	3,537,197	4,085,505	548,308	115.5%	9,409,593	4,289,860	(5,119,733)	45.6%
Green Bay	3,702,818	4,114,945	412,127	111.1%	3,501,266	3,805,128	303,862	108.7%
La Crosse	1,716,715	3,156,416	1,439,701	183.9%	1,389,166	4,185,099	2,795,933	301.3%
Oshkosh	5,833,588	4,990,707	(842,881)	85.6%	13,660,516	8,189,594	(5,470,922)	60.0%
Parkside	1,473,489	(591,627)	(2,065,116)	-40.2%	1,308,605	(753,899)	(2,062,504)	-57.6%
Platteville	9,875,000	5,236,485	(4,638,515)	53.0%	10,013,514	5,380,543	(4,632,971)	53.7%
River Falls	3,156,684	1,725,731	(1,430,953)	54.7%	3,430,072	1,719,214	(1,710,858)	50.1%
Stevens Point	9,528,226	8,712,167	(816,059)	91.4%	10,422,298	11,964,049	1,541,751	114.8%
Stout	14,147,282	10,325,552	(3,821,730)	73.0%	14,362,245	8,387,952	(5,974,293)	58.4%
Superior	1,433,913	773,176	(660,737)	53.9%	1,253,090	745,632	(507,458)	59.5%
Whitewater	10,448,807	14,997,958	4,549,151	143.5%	10,052,917	14,623,388	4,570,471	145.5%
Colleges	4,130,328	4,572,005	441,677	110.7%	3,967,228	6,185,730	2,218,502	155.9%
Extension	17,216,276	6,074,898	(11,141,378)	35.3%	8,011,364	2,613,193	(5,398,171)	32.6%
System Administration	250,000	68,151	(181,849)	27.3%	250,000	189,169	(60,831)	75.7%
Systemwide	34,119,455	10,802,950	(23,316,505)	31.7%	35,394,103	(1,420,459)	(36,814,562)	-4.0%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Expenses	304,563,677	205,993,429	98,570,248	67.6%	293,369,814	190,915,619	102,454,195	65.1%
Madison	159,232,130	98,111,554	61,120,576	61.6%	148,085,817	95,367,942	52,717,875	64.4%
Milwaukee	13,061,295	7,374,792	5,686,503	56.5%	11,596,475	5,357,075	6,239,400	46.2%
Eau Claire	7,055,667	2,151,930	4,903,737	30.5%	7,607,879	1,470,023	6,137,856	19.3%
Green Bay	4,667,498	3,895,439	772,059	83.5%	4,305,824	3,530,551	775,273	82.0%
La Crosse	3,079,431	5,834,187	(2,754,756)	189.5%	3,370,616	2,386,835	983,781	70.8%
Oshkosh	6,925,512	5,322,973	1,602,539	76.9%	11,611,901	7,468,496	4,143,405	64.3%
Parkside	1,459,489	1,075,807	383,682	73.7%	1,282,605	1,058,628	223,977	82.5%
Platteville	10,003,967	5,435,922	4,568,046	54.3%	9,693,050	5,584,063	4,108,987	57.6%
River Falls	3,147,684	1,599,679	1,548,005	50.8%	3,427,072	2,643,312	783,760	77.1%
Stevens Point	9,307,326	8,910,853	396,473	95.7%	10,070,519	12,043,379	(1,972,860)	119.6%
Stout	14,747,282	8,593,897	6,153,385	58.3%	14,881,777	7,892,637	6,989,140	53.0%
Superior	1,411,846	658,871	752,975	46.7%	1,410,526	538,881	871,645	38.2%
Whitewater	10,478,807	13,043,964	(2,565,157)	124.5%	10,052,917	12,398,552	(2,345,635)	123.3%
Colleges	4,483,854	5,246,544	(762,690)	117.0%	4,455,622	5,798,150	(1,342,528)	130.1%
Extension	17,545,961	8,979,616	8,566,345	51.2%	8,260,175	4,081,817	4,178,358	49.4%
System Administration	238,663	79,279	159,384	33.2%	225,592	199,528	26,064	88.4%
Systemwide	37,717,265	29,678,122	8,039,143	78.7%	43,031,447	23,095,749	19,935,698	53.7%

	Budget	YTD	Variance	Budget	Prior YTD	Variance
Revenues less Expenses	(13,176,478)	(7,050,840)	6,125,638	(7,616,526)	(22,309,608)	(14,693,082)
Madison	(1,476,004)	14,641,971	16,117,975	(354,981)	(3,597,210)	(3,242,229)
Milwaukee	-	(230,746)	(230,746)	-	1,374,012	1,374,012
Eau Claire	(3,518,470)	1,933,575	5,452,045	1,801,714	2,819,837	1,018,123
Green Bay	(964,680)	219,506	1,184,186	(804,558)	274,577	1,079,135
La Crosse	(1,362,716)	(2,677,771)	(1,315,055)	(1,981,450)	1,798,264	3,779,714
Oshkosh	(1,091,924)	(332,266)	759,658	2,048,615	721,098	(1,327,517)
Parkside	14,000	(1,667,434)	(1,681,434)	26,000	(1,812,527)	(1,838,527)
Platteville	(128,967)	(199,437)	(70,470)	320,464	(203,519)	(523,983)
River Falls	9,000	126,051	117,051	3,000	(924,098)	(927,098)
Stevens Point	220,900	(198,686)	(419,586)	351,779	(79,330)	(431,109)
Stout	(600,000)	1,731,654	2,331,654	(519,532)	495,314	1,014,846
Superior	22,067	114,305	92,238	(157,436)	206,751	364,187
Whitewater	(30,000)	1,953,993	1,983,993	-	2,224,836	2,224,836
Colleges	(353,526)	(674,540)	(321,014)	(488,394)	387,580	875,974
Extension	(329,685)	(2,904,718)	(2,575,033)	(248,811)	(1,468,624)	(1,219,813)
System Administration	11,337	(11,128)	(22,465)	24,408	(10,360)	(34,768)
Systemwide	(3,597,810)	(18,875,172)	(15,277,362)	(7,637,344)	(24,516,207)	(16,878,863)

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

Gifts, Grants, and Contracts

Current Year - Budget to Actual					Prior Year - Budget to Actual			
	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Revenues	1,285,457,520	669,394,786	(616,062,734)	52.1%	1,212,675,026	651,181,424	(561,493,602)	53.7%
Madison	1,116,753,300	573,420,432	(543,332,868)	51.3%	1,038,235,900	557,213,412	(481,022,488)	53.7%
Milwaukee	56,336,836	33,967,883	(22,368,953)	60.3%	58,223,421	27,104,141	(31,119,280)	46.6%
Eau Claire	5,258,880	2,379,271	(2,879,609)	45.2%	5,455,163	4,684,041	(771,122)	85.9%
Green Bay	5,482,577	3,881,445	(1,601,132)	70.8%	4,873,974	3,368,198	(1,505,776)	69.1%
La Crosse	9,672,301	3,496,251	(6,176,050)	36.1%	9,432,681	4,249,763	(5,182,918)	45.1%
Oshkosh	13,288,375	6,788,569	(6,499,806)	51.1%	13,024,896	4,649,471	(8,375,425)	35.7%
Parkside	1,481,209	1,324,341	(156,868)	89.4%	1,833,002	2,318,502	485,500	126.5%
Platteville	3,923,556	2,427,468	(1,496,088)	61.9%	4,553,854	1,821,553	(2,732,301)	40.0%
River Falls	2,471,165	3,035,922	564,757	122.9%	1,899,698	3,094,687	1,194,989	162.9%
Stevens Point	8,530,120	5,054,421	(3,475,699)	59.3%	7,907,048	4,713,862	(3,193,186)	59.6%
Stout	5,657,546	4,978,455	(679,091)	88.0%	3,295,453	5,911,074	2,615,621	179.4%
Superior	3,194,295	2,273,904	(920,391)	71.2%	2,735,344	2,310,181	(425,163)	84.5%
Whitewater	5,790,910	3,495,376	(2,295,534)	60.4%	5,490,374	3,055,596	(2,434,778)	55.7%
Colleges	2,512,595	1,944,219	(568,376)	77.4%	2,829,188	1,880,596	(948,592)	66.5%
Extension	42,754,125	20,631,080	(22,123,045)	48.3%	49,627,168	23,935,126	(25,692,042)	48.2%
System Administration	1,762,933	152,776	(1,610,157)	8.7%	2,292,221	447,114	(1,845,107)	19.5%
Systemwide	586,797	142,972	(443,825)	24.4%	965,641	424,108	(541,533)	43.9%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Expenses	1,285,457,520	677,534,686	607,922,834	52.7%	1,212,675,026	626,513,696	586,161,330	51.7%
Madison	1,116,753,300	574,985,347	541,767,953	51.5%	1,038,235,900	525,289,740	512,946,160	50.6%
Milwaukee	56,336,836	32,668,658	23,668,178	58.0%	58,223,421	28,231,787	29,991,634	48.5%
Eau Claire	5,258,880	4,274,161	984,719	81.3%	5,455,163	4,747,597	707,566	87.0%
Green Bay	5,482,577	4,809,141	673,436	87.7%	4,873,974	4,204,407	669,567	86.3%
La Crosse	9,672,301	3,460,940	6,211,361	35.8%	9,432,681	3,738,570	5,694,111	39.6%
Oshkosh	13,288,375	7,661,073	5,627,302	57.7%	13,024,896	7,700,852	5,324,044	59.1%
Parkside	1,481,209	1,532,380	(51,171)	103.5%	1,833,002	1,723,633	109,369	94.0%
Platteville	3,923,556	2,377,388	1,546,168	60.6%	4,553,854	2,135,716	2,418,138	46.9%
River Falls	2,471,165	3,078,920	(607,755)	124.6%	1,899,698	2,848,689	(948,991)	150.0%
Stevens Point	8,530,120	4,962,448	3,567,672	58.2%	7,907,048	5,156,269	2,750,779	65.2%
Stout	5,657,546	5,160,344	497,202	91.2%	3,295,453	6,254,734	(2,959,281)	189.8%
Superior	3,194,295	2,504,822	689,473	78.4%	2,735,344	3,022,226	(286,882)	110.5%
Whitewater	5,790,910	3,359,760	2,431,150	58.0%	5,490,374	3,027,670	2,462,704	55.1%
Colleges	2,512,595	1,698,344	814,251	67.6%	2,829,188	1,875,159	954,029	66.3%
Extension	42,754,125	24,085,986	18,668,139	56.3%	49,627,168	25,052,524	24,574,644	50.5%
System Administration	1,762,933	622,700	1,140,233	35.3%	2,292,221	985,778	1,306,443	43.0%
Systemwide	586,797	292,273	294,524	49.8%	965,641	518,346	447,295	53.7%

	Budget	YTD	Variance	Budget	Prior YTD	Variance
Revenues less Expenses	-	(8,139,900)	(8,139,900)	-	24,667,728	24,667,728
Madison	-	(1,564,914)	(1,564,914)	-	31,923,672	31,923,672
Milwaukee	-	1,299,225	1,299,225	-	(1,127,646)	(1,127,646)
Eau Claire	-	(1,894,890)	(1,894,890)	-	(63,557)	(63,557)
Green Bay	-	(927,697)	(927,697)	-	(836,209)	(836,209)
La Crosse	-	35,311	35,311	-	511,193	511,193
Oshkosh	-	(872,504)	(872,504)	-	(3,051,381)	(3,051,381)
Parkside	-	(208,039)	(208,039)	-	594,869	594,869
Platteville	-	50,080	50,080	-	(314,163)	(314,163)
River Falls	-	(42,998)	(42,998)	-	245,998	245,998
Stevens Point	-	91,973	91,973	-	(442,407)	(442,407)
Stout	-	(181,889)	(181,889)	-	(343,660)	(343,660)
Superior	-	(230,918)	(230,918)	-	(712,045)	(712,045)
Whitewater	-	135,617	135,617	-	27,926	27,926
Colleges	-	245,875	245,875	-	5,437	5,437
Extension	-	(3,454,907)	(3,454,907)	-	(1,117,398)	(1,117,398)
System Administration	-	(469,924)	(469,924)	-	(538,663)	(538,663)
Systemwide	-	(149,301)	(149,301)	-	(94,238)	(94,238)

University of Wisconsin System
Dashboard of Major Revenues and Expenses
As of December 31, 2018

Other Funding

Current Year - Budget to Actual					Prior Year - Budget to Actual			
	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Revenues	1,321,166,413	498,245,072	(822,921,341)	37.7%	1,366,115,842	515,120,568	(850,995,274)	37.7%
Madison	506,021,373	153,161,209	(352,860,164)	30.3%	503,776,018	156,694,507	(347,081,511)	31.1%
Milwaukee	185,169,299	82,417,932	(102,751,367)	44.5%	188,881,061	87,772,487	(101,108,574)	46.5%
Eau Claire	63,512,528	26,432,271	(37,080,257)	41.6%	62,193,359	26,383,941	(35,809,418)	42.4%
Green Bay	37,277,416	17,141,361	(20,136,055)	46.0%	37,966,536	17,357,130	(20,609,406)	45.7%
La Crosse	64,392,795	28,762,004	(35,630,791)	44.7%	65,737,488	28,311,308	(37,426,180)	43.1%
Oshkosh	76,405,681	33,681,486	(42,724,195)	44.1%	87,625,916	31,698,628	(55,927,288)	36.2%
Parkside	33,558,704	13,207,162	(20,351,542)	39.4%	36,270,978	14,000,192	(22,270,786)	38.6%
Platteville	49,602,924	19,419,177	(30,183,747)	39.1%	58,976,437	19,921,786	(39,054,651)	33.8%
River Falls	37,087,653	16,548,754	(20,538,899)	44.6%	37,450,076	16,725,998	(20,724,078)	44.4%
Stevens Point	57,123,566	23,675,366	(33,448,200)	41.4%	64,944,079	26,185,713	(38,758,366)	40.3%
Stout	56,552,665	25,410,858	(31,141,807)	44.9%	60,832,471	26,632,080	(34,200,391)	43.8%
Superior	19,323,513	8,728,027	(10,595,486)	45.2%	20,041,483	9,090,869	(10,950,614)	45.4%
Whitewater	88,603,399	34,818,408	(53,784,991)	39.3%	87,284,961	36,197,514	(51,087,447)	41.5%
Colleges	28,688,589	12,043,591	(16,644,998)	42.0%	35,646,967	14,926,700	(20,720,267)	41.9%
Extension	13,176,123	2,444,955	(10,731,168)	18.6%	14,340,410	2,665,429	(11,674,982)	18.6%
System Administration	3,400,000	(1,485)	(3,401,485)	0.0%	3,000,000	-	(3,000,000)	0.0%
Systemwide	1,270,185	353,998	(916,187)	27.9%	1,147,602	556,287	(591,315)	48.5%

	Budget	YTD	Variance	YTD%	Budget	Prior YTD	Variance	YTD %
Expenses	1,331,207,067	612,872,066	718,335,001	46.0%	1,366,980,088	639,813,013	727,167,075	46.8%
Madison	511,112,636	258,491,913	252,620,723	50.6%	503,776,018	255,231,747	248,544,271	50.7%
Milwaukee	185,169,299	82,550,524	102,618,775	44.6%	188,881,061	89,650,263	99,230,798	47.5%
Eau Claire	63,821,467	25,454,944	38,366,523	39.9%	62,298,565	27,016,971	35,281,594	43.4%
Green Bay	37,380,002	16,351,019	21,028,983	43.7%	38,269,821	16,960,330	21,309,491	44.3%
La Crosse	64,414,548	28,291,960	36,122,588	43.9%	65,777,488	29,267,666	36,509,822	44.5%
Oshkosh	76,543,887	32,203,691	44,340,196	42.1%	86,729,058	33,122,847	53,606,211	38.2%
Parkside	33,558,704	13,232,044	20,326,660	39.4%	36,270,978	14,012,426	22,258,552	38.6%
Platteville	49,723,723	21,229,854	28,493,869	42.7%	59,035,437	22,691,816	36,343,621	38.4%
River Falls	37,072,653	17,284,388	19,788,265	46.6%	37,480,076	17,192,694	20,287,382	45.9%
Stevens Point	57,179,666	26,568,771	30,610,895	46.5%	65,035,430	29,087,450	35,947,980	44.7%
Stout	56,602,665	24,160,707	32,441,958	42.7%	60,891,471	27,361,929	33,529,542	44.9%
Superior	19,247,513	8,688,090	10,559,423	45.1%	19,663,556	9,255,153	10,408,403	47.1%
Whitewater	88,633,399	35,222,989	53,410,410	39.7%	87,309,961	37,610,381	49,699,580	43.1%
Colleges	28,704,942	12,011,936	16,693,006	41.8%	35,722,485	14,673,093	21,049,392	41.1%
Extension	16,648,781	4,635,596	12,013,185	27.8%	15,491,081	14,227,338	1,263,743	91.8%
System Administration	4,122,997	6,027,897	(1,904,900)	146.2%	3,200,000	1,846,709	1,353,291	57.7%
Systemwide	1,270,185	465,743	804,442	36.7%	1,147,602	604,201	543,401	52.6%

	Budget	YTD	Variance	Budget	Prior YTD	Variance
Revenues less Expenses	(10,040,654)	(114,626,994)	(104,586,340)	(864,246)	(124,692,445)	(123,828,199)
Madison	(5,091,263)	(105,330,704)	(100,239,441)	-	(98,537,240)	(98,537,240)
Milwaukee	-	(132,593)	(132,593)	-	(1,877,776)	(1,877,776)
Eau Claire	(308,939)	977,327	1,286,266	(105,206)	(633,030)	(527,824)
Green Bay	(102,586)	790,342	892,928	(303,285)	396,800	700,085
La Crosse	(21,753)	470,044	491,797	(40,000)	(956,358)	(916,358)
Oshkosh	(138,206)	1,477,795	1,616,001	896,858	(1,424,218)	(2,321,076)
Parkside	-	(24,882)	(24,882)	-	(12,233)	(12,233)
Platteville	(120,799)	(1,810,677)	(1,689,878)	(59,000)	(2,770,030)	(2,711,030)
River Falls	15,000	(735,634)	(750,634)	(30,000)	(466,696)	(436,696)
Stevens Point	(56,100)	(2,893,405)	(2,837,305)	(91,351)	(2,901,738)	(2,810,387)
Stout	(50,000)	1,250,151	1,300,151	(59,000)	(729,849)	(670,849)
Superior	76,000	39,937	(36,063)	377,927	(164,284)	(542,211)
Whitewater	(30,000)	(404,581)	(374,581)	(25,000)	(1,412,867)	(1,387,867)
Colleges	(16,353)	31,655	48,008	(75,518)	253,608	329,126
Extension	(3,472,658)	(2,190,640)	1,282,018	(1,150,671)	(11,561,910)	(10,411,239)
System Administration	(722,997)	(6,029,382)	(5,306,385)	(200,000)	(1,846,709)	(1,646,709)
Systemwide	-	(111,746)	(111,746)	-	(47,914)	(47,914)

**SEMIANNUAL UPDATE REPORT ON GIFTS, GRANTS, AND CONTRACTS
JULY 1, 2018 THROUGH DECEMBER 31, 2018**

BACKGROUND

Regent Policy Document 13-1: “General Contract Approval, Signature Authority, and Reporting”, requires that a summary of extramural gifts, grants, and contracts be reported semiannually to UW System Administration for presentation to the Business and Finance Committee of the Board of Regents. The attached report is intended to meet that requirement.

The policy further directs that grants from and contracts with private, profit-making organizations with a value of more than \$1,000,000, as well as athletics employment contracts where the total annual compensation is greater than \$500,000, require formal approval by the Board of Regents prior to execution. In addition, any contract with a value of less than \$1,000,000 that, in the judgment of the President of the UW System, warrants direct Board approval shall also be approved by the Board prior to execution. Grants and contracts covered by these requirements are included in the semiannual reports and are also presented individually to the Business and Finance Committee of the Board of Regents.

The policy also requires that grants from and contracts with private, profit-making organizations with a value between \$500,000 and \$1,000,000 be reviewed by an institution’s legal affairs office or the UW System Office of General Counsel prior to execution.

REQUESTED ACTION

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

DISCUSSION

Attached is a summary report of gifts, grants, and contracts awarded to University of Wisconsin System institutions in the six-month period July 1, 2018, through December 31, 2018. Total gifts, grants, and contracts for the period were approximately 827.8 million; this is an increase of \$14.5 million from the prior year. Federal awards increased \$53.3 million, while non-federal awards decreased by \$38.8 million.

RELATED REGENT POLICIES

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

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED
FISCAL YEAR 2018-2019 (through December)

TOTAL AWARDS - ALL CATEGORIES									
Institution	Total Fiscal Year to Date			Federal Fiscal Year to Date			Non Federal Fiscal Year to Date		
	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)
Total	827,803,714	813,308,375	14,495,339	539,728,235	486,430,145	53,298,090	288,075,479	326,878,230	(38,802,751)
Madison	673,041,224	654,010,004	19,031,221	422,554,992	364,795,061	57,759,931	250,486,233	289,214,943	(38,728,710)
Milwaukee	46,698,486	51,193,805	(4,495,319)	33,685,851	41,791,062	(8,105,211)	13,012,636	9,402,743	3,609,893
Eau Claire	6,933,494	8,266,831	(1,333,337)	6,746,115	8,196,016	(1,449,901)	187,379	70,815	116,564
Green Bay	7,723,187	6,749,237	973,950	5,913,614	5,208,947	704,667	1,809,573	1,540,290	269,283
La Crosse	7,903,183	7,968,234	(65,051)	6,200,210	5,841,014	359,196	1,702,973	2,127,220	(424,247)
Oshkosh	7,863,726	10,347,132	(2,483,406)	7,317,258	9,319,429	(2,002,171)	546,468	1,027,703	(481,235)
Parkside	3,584,085	4,721,221	(1,137,136)	3,392,448	4,144,683	(752,235)	191,637	576,538	(384,901)
Platteville	6,364,458	8,174,478	(1,810,020)	5,232,430	7,565,966	(2,333,536)	1,132,028	608,512	523,516
River Falls	6,627,934	6,065,278	562,656	5,602,423	5,155,047	447,376	1,025,511	910,231	115,280
Stevens Point	12,233,848	7,535,260	4,698,588	8,609,462	4,264,778	4,344,685	3,624,385	3,270,482	353,903
Stout	9,316,343	8,876,596	439,747	7,556,185	7,664,548	(108,364)	1,760,159	1,212,048	548,111
Superior	3,289,941	2,137,955	1,151,985	2,709,915	1,008,690	1,701,225	580,025	1,129,265	(549,240)
Whitewater	10,129,155	9,834,914	294,241	7,301,269	7,446,165	(144,896)	2,827,886	2,388,749	439,137
Colleges	6,771,162	7,464,563	(693,401)	5,800,685	7,104,046	(1,303,361)	970,477	360,517	609,960
Extension	19,322,888	19,862,867	(539,979)	11,105,378	6,924,693	4,180,685	8,217,510	12,938,174	(4,720,664)
System Administration	600	100,000	(99,400)	0	0	0	600	100,000	(99,400)

STUDENT AID									
Total				Federal			Non Federal		
Fiscal Year to Date				Fiscal Year to Date			Fiscal Year to Date		
Institution	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)
Total	101,220,601	99,608,380	1,612,221	89,466,509	88,570,704	895,805	11,754,091	11,037,676	716,416
Madison	21,005,671	18,386,367	2,619,304	14,399,262	12,341,960	2,057,302	6,606,409	6,044,407	562,002
Milwaukee	15,225,604	18,170,645	(2,945,041)	15,225,604	18,169,195	(2,943,591)	0	1,450	(1,450)
Eau Claire	5,015,000	6,647,017	(1,632,017)	5,015,000	6,647,017	(1,632,017)	0	0	0
Green Bay	4,733,150	4,851,406	(118,256)	4,668,783	4,577,775	91,008	64,367	273,631	(209,264)
La Crosse	5,879,239	4,961,152	918,086	4,909,043	4,019,760	889,283	970,196	941,393	28,803
Oshkosh	7,163,740	8,217,437	(1,053,697)	7,131,490	8,034,717	(903,227)	32,250	182,720	(150,470)
Parkside	2,866,267	3,877,758	(1,011,491)	2,866,167	3,835,224	(969,057)	100	42,535	(42,435)
Platteville	4,108,433	6,683,068	(2,574,635)	4,108,433	6,520,000	(2,411,567)	0	163,068	(163,068)
River Falls	4,720,948	4,769,291	(48,343)	4,179,092	4,238,841	(59,749)	541,856	530,450	11,406
Stevens Point	8,901,896	2,825,872	6,076,024	7,578,666	1,738,877	5,839,789	1,323,230	1,086,995	236,235
Stout	5,620,355	5,346,417	273,938	5,124,507	4,909,174	215,333	495,848	437,243	58,605
Superior	2,554,167	911,901	1,642,266	2,227,574	434,385	1,793,189	326,593	477,516	(150,923)
Whitewater	7,128,038	7,279,312	(151,274)	6,245,318	6,615,663	(370,345)	882,720	663,649	219,071
Colleges	6,298,093	6,680,736	(382,643)	5,787,571	6,488,117	(700,546)	510,523	192,620	317,903
Extension	0	0	0	0	0	0	0	0	0
System Administration	0	0	0	0	0	0	0	0	0

ALL OTHERS									
Total				Federal			Non Federal		
Fiscal Year to Date				Fiscal Year to Date			Fiscal Year to Date		
Institution	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)	2018-19	2017-18	Increase (Decrease)
Total	68,625,680	50,795,511	17,830,169	8,687,916	7,100,040	1,587,876	59,937,764	43,695,471	16,242,293
Madison	50,133,922	39,346,423	10,787,499	2,211,088	1,739,853	471,235	47,922,834	37,606,569	10,316,265
Milwaukee	6,311,279	1,846,471	4,464,807	2,315,697	1,512,683	803,014	3,995,582	333,788	3,661,793
Eau Claire	4,000	0	4,000	0	0	0	4,000	0	4,000
Green Bay	779,315	249,067	530,248	23,000	10,055	12,945	756,315	239,012	517,303
La Crosse	1,041,706	1,800,629	(758,923)	725,083	1,097,099	(372,016)	316,623	703,530	(386,907)
Oshkosh	79,307	189,786	(110,479)	0	35,000	(35,000)	79,307	154,786	(75,479)
Parkside	572,069	408,890	163,179	526,281	0	526,281	45,788	408,890	(363,102)
Platteville	1,644,568	993,190	651,377	647,578	618,780	28,798	996,990	374,410	622,579
River Falls	1,319,240	1,142,336	176,904	949,224	869,111	80,113	370,016	273,225	96,791
Stevens Point	409,125	257,579	151,546	9,706	9,715	(9)	399,419	247,864	151,555
Stout	1,780,170	1,398,959	381,211	986,004	942,956	43,048	794,166	456,003	338,163
Superior	87,784	80,084	7,700	0	0	0	87,784	80,084	7,700
Whitewater	1,018,440	904,190	114,250	281,141	264,788	16,353	737,299	639,402	97,897
Colleges	390,089	157,597	232,492	13,115	0	13,115	376,975	157,597	219,378
Extension	3,054,066	2,020,310	1,033,756	0	0	0	3,054,066	2,020,310	1,033,756
System Administration	600	0	600	0	0	0	600	0	600

*Includes Libraries, Physical Plant and Miscellaneous categories

**REPORT OF THE
UW SYSTEM VICE PRESIDENT FOR ADMINISTRATION
EXECUTIVE SUMMARY**

BACKGROUND

In August 2016, the Board of Regents approved resolution 10743 to adopt the proposed UW System Strategic Framework, entitled “UW System 2020FWD Moving Wisconsin and the World Forward,” and authorized the System President to make any necessary technical revisions or corrections prior to final publication. This framework included four focal points: the educational pipeline, the university experience, business and community mobilization, and operational excellence.

The operational excellence focal point emphasizes the need to aggressively pursue opportunities to save resources, maximize efficiency, and support excellence. Among these efforts are the CORE Initiative (Commitment to Operational Reform and Excellence), which was initially presented to the Board in June 2016. The goal of CORE is to focus on non-instructional operations, with standardization, consolidation, and streamlining used to reduce administrative cost and improve results through efficiencies and effectiveness.

The UW System is creating UW-Shared Services to continue the implementation of the CORE Initiative. Planning will take place in 2018-19 with services being provided in this fiscal year and expanding in 2019-20 and thereafter.

REQUESTED ACTION

This item is presented for information only.

DISCUSSION

As discussed previously, UW-Shared Services will be a consolidated administrative service organization, providing direct, scalable, operational, production-based services to UW System customers. As a System-wide consolidated service provider, UW-Shared Services will leverage economies of scale and standardized processes in order to reduce duplication, increase efficiency and improve accuracy. UW-Shared Services will be a separate organization within the UW System.

The UW-Shared Services Customer Council held its first meeting November 16, 2018. Information regarding the council and meeting is available at <https://uwss.wisconsin.edu/customer-council/>. A town hall meeting was conducted January 10, 2019 and interested persons could connect remotely.

Information on the meeting is available at <https://uwss.wisconsin.edu/news-and-updates/>. Over 150 sites connected for the event, and the presentation materials and recording of the webcast are available online.

The UW-Shared Services team met with the Customer Council on January 9, 2019 to review the Conceptual Roadmap of services for consideration. The information was distributed to subject matter expert (SME) councils (Human Resources, Information Technology, and Business Services) for discussion and input. It was also distributed to other stakeholders to promote broader engagement and input.

The Conceptual Roadmap identifies 56 potential service priorities for the next two years in the areas of Human Resources, Information Technology, and Business Services. It is available at <https://uwss.wisconsin.edu/>. Examples of service priorities under discussion include employment investigations, mandatory trainings, information security operations, hosting and managing student information systems, IT hardware purchasing, P-Card administration, and invoice payments.

During February, UW-Shared Services team members will be discussing the Conceptual Roadmap with the subject matter expert councils and others to assist in further defining services and developing priorities. Recommendations will be reviewed with the Customer Council and Chancellors of the UW institutions.

It is important to note that no decisions have been made at this time. The Conceptual Roadmap contains a set of proposed initial service priorities for the next two years. The proposed services in the Roadmap were identified by UW-Shared Services after careful synthesis of a number of information sources including institution-based requests and suggestions, discussions within the system-wide functional teams, strategic plans, studies and assessments, and operational experience.

RELATED REGENT POLICIES

None