

# BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

## **Business and Finance Committee**

Thursday, February 6, 2020

9:00 a.m.-10:30 a.m.

Union South, Varsity Hall I

1308 W. Dayton Street

Madison, Wisconsin

- A. Approval of the Minutes of the December 5, 2019 Meeting of the Business and Finance Committee
- B. UW-Madison Presentation: Transforming Administration and Finance at UW-Madison
- C. Review and Approval of Semi-Annual UW System Technology Status Report on Large/Vital Information Technology Projects
- D. Review and Approval of UW System Report on Strategic Plans for Major Information Technology Projects
- E. Review and Approval of Proposed Nonresident Undergraduate and Graduate Tuition Increases
- F. Review of Semi-Annual Report of Gifts, Grants, and Contracts
- G. Approval of Guidelines for the Administration of the Wisconsin Merit Scholarship Program
- H. Approval of UW-Madison Sponsored Research Agreement with GlaxoSmithKline LLC
- I. Approval of UW-Madison Fee for Service Agreement with International Business Sales and Services Corporation (IBSS)
- J. Approval of UW-Madison Contractual Service Agreement with Madison Gas and Electric (MGE)
- K. Approval of UW-Madison Fee for Service Agreement with Genetech Inc. (Pavilion)
- L. Approval of UW-Madison Fee for Service Agreement with Genetech Inc. (Pagoda)
- M. Update on Title and Total Compensation Project
- N. Approval to Remove Regent Policy Document 30-1, "Student Publications"

- O. Approval to Amend Regent Policy Document 30-2, "Student Newspaper Disclaimer"
- P. Amendment of a New Regent Policy Document, "Contracts with Research Companies"
- Q. Report of the Vice President(s)

February 6, 2020

**UW-MADISON PRESENTATION: TRANSFORMING ADMINISTRATION  
AND FINANCE AT UW-MADISON**

**REQUESTED ACTION**

For information only.

**SUMMARY**

UW-Madison serves a critical role as a large economic engine for the region and the state. UW-Madison is also the largest employer in the state. Amidst the growing demands on the academic enterprise from students, faculty, and external constituents, the hard work of the finance and administration division helps to ensure that the Wisconsin Idea can thrive and prosper. Higher Education is not immune to the pace of change in the broader economy.

Adapting to modern requirements will take a strong team. Nurturing and developing an engaged, highly skilled, administrative staff has been a critical priority over the last 5 years and will be more critical in the future. As referenced in other presentations, UW-Madison has a series of large scale initiatives that will transform the administrative operations of the institution. These initiatives will require administrative staff that are engaged, highly skilled, and adaptive.

Not content to wait until large initiatives are in place, leadership is also advancing key efforts in the near term to ensure better performance in the long-term.

**Presenter(s)**

- Laurent Heller, Vice Chancellor for Finance & Administration, UW-Madison

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

### **REQUESTED ACTION**

Adoption of Resolution C., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

**Resolution C.** That, upon the recommendation the President of the UW System, the UW System Board of Regents approves: (1) the UW System Status Report on Large/Vital Information Technology Projects dated February 6, 2020; and (2) 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.](#)

### **SUMMARY**

The Status Report on the Large/Vital Information Technology Projects provides the Board of Regents with the information it needs to execute appropriate oversight over the large and high-risk IT projects across the UW System.

### **Presenter:**

- Steven Hopper, Associate Vice President for the Office of Learning and Information Technology and Chief Information Officer, UW System Administration

### **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 UW 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.

In lieu of the detailed, individual project reports for each of the UW System's major information technology projects, the summary dashboard and itemized details are attached. However, the full project reports are held on file by the Office of Learning and Information Technology and can be requested as desired. There are nineteen (19) major projects to report.

	<b>Institution</b>	<b>Project Name</b>	<b>Milestone since July BOR Meeting</b>
1	UW-Madison	Campus Access Controls Replacement	Initiated
2	UW-Madison	Canvas Implementation	Completed
3	UW-Madison	ERP Database Environment Refresh	None to report
4	UW-Madison	Facilities Planning and Management Work Order System	Phase 1 Completed, Under Budget
5	UW-Madison	Interoperability Transformation Initiative	Phase 1 Completed
6	UW-Madison	Multi-Factor Authentication	Completed, Under Budget
7	UW-Madison	One Badger - Salesforce (Early Adopters)	Initiated
8	UW-Madison	Research Storage Initiative	Schedule Extended
9	UW-Madison	Student Information System Upgrade	Completed
10	UW-System	Administrative Transformation Program Preplanning	Budget Increased
11	UW-System	Budget Planning and Forecasting System	Phase 2 Completed
12	UW-System	Core Information Security Infrastructure	Schedule Extended
13	UW-System	Digital Learning Environment	Budget Reduction
14	UW-System	Electronic Admissions Application Upgrade	Phases Consolidated
15	UW-System	Procure-to-Pay Automation Project (P2P)	Initiated
16	UW-System	Restructuring Student Information Systems Migration	Completed
17	UW-System	Seamless Transfer Solution	Schedule Extended
18	UW-System	SysNet 2020 Network Upgrade	Expect Initiation Soon
19	UW-System	UW Student Success Collaborative	None to report

The dashboard contains three (3) projects that are on track/completed and are significantly under budget:

- The UW System's Digital Learning Environment (DLE) project is \$1.2 million (19%) under budget due to a combination of factors such as negotiating lower software discounts and reducing the need for external professional services.
- UW-Madison's Facilities Planning and Management Work Order System successfully completed its first phase on-time and is currently \$229,000 (5%) under budget.
- UW-Madison's Multi-Factor Authentication project completed in December 2019 as was \$400,000 (30%) under budget due to lower software costs than originally estimated.

The dashboard contains four (4) projects that have been fully completed since the July 2019 Board of Regents meeting:

- UW-Madison completed its implementation of Canvas, which has provided an industry-leading learning management system to better facilitate instruction between faculty and students. After an original schedule and budget revision, the project completed within both the revised schedule and budget.
- As mentioned above, UW-Madison completed its Multi-Factor Authentication project \$400,000 (30%) below budget. This project has significantly increased the security posture of its overall computing environment.
- UW-Madison completed the upgrade of its Student Information System on time and within budget. This project reduced the number of total customizations by replacing them with delivered functionality or removing modifications that no longer met business needs. Furthermore, it delivered functionality to improve end-user experience.
- The UW-System completed the Restructuring Student Information Systems Migration project within the original budget and with only eleven (11) days of schedule slippage due to issues around timing of the academic calendars among the seven (7) receiving institutions. This project successfully migrated the student records from the UW Colleges to their respective receiving institution.

The dashboard contains four (4) new projects that were initiated since the July 2019 Board of Regents meeting:

- UW-Madison initiated a Campus Access Controls Replacement project to replace the fifteen (15) year-old system that controls the electronic door locks across its

campus. The project is still in the scoping phase but is expected to be within the \$4-5 million range.

- UW-Madison initiated a Salesforce Customer Relationship Management (CRM) project aimed at five (5) early adopters across its campus to streamline a wide variety of operational activities such as student recruitment, event management, and fundraising. The eventual solution is expected to expand to 30+ campus units over time.
- The UW-System initiated a Procure-to-Pay Automation Project (P2P) to transform purchasing and accounts payable systems and business processes. The P2P project will significantly improve the end-user experience by making it easier to place and track orders. It will also improve the quantity and quality of data, process tracking, and strategic sourcing with enhanced one-stop shopping user experiences. The project is in the planning phase and will be establishing schedules and budgets in early 2020.
- The UW-System expects to initiate in late February 2020 the SysNet 2020 Network Upgrade. This project will replace the end-of-life networking infrastructure that connects all of the UW institutions to the Internet. The project will significantly increase network capacity (10GB to 100GB), improve reliability and availability, and facilitate the adoption of cloud services. The project is still being defined and planned and has not been fully approved, but it is expected to be approved in late February 2020. Expected budget range is \$5.5- \$6.5 million and will be funded using a combination of UW System and UW Institution funds.

The dashboards indicate that all pre-existing projects are on time and on budget except for the following six (6) observations:

- UW-Madison's ERP Database Environment Refresh project is experiencing technical issues with the new technology solution. The implementation team is working with the vendor to resolve, but it is unknown at this time whether these unanticipated issues will affect the schedule or budget.
- UW-Madison's Research Storage Initiative completed the initial technical work within the original project time frame (December 2019), but the project was formally extended four (4) months to achieve HIPPA and CUI (Controlled Unclassified Information) compliance, thus increasing the overall security of the storage environment.
- The UW-System's Administrative Transformation Program Preplanning project increased its reported budget from \$3.23 million to \$10.6 million. However, most of this increase is due to the fact that the full budget had not yet been finalized before the July 2019 Board of Regents meeting. During the July 2019 report, only the \$3.23

million external labor costs were known. These costs have now been extended to \$4.86 million (51%). The additional \$5.75 million in the final budget represents new internal labor, supplies/expense, and contingency lines that were not yet known in July 2019.

- The UW-System's Electronic Admissions Application Upgrade project shifted from a staged two-phase rollout to a single full-functionality rollout. The decision was made by UW System leadership after discovering the institutions needed additional time to accommodate business process changes to streamline and enhance the student experience. The overall schedule and budget are not impacted, but all application types (undergraduate, transfer, graduate, international/special) will go-live concurrently.
- The UW-Systems implementation of Core Information Security Infrastructure deployment has been extended from December 2019 to December 2020. This is the second extension of the timeline and is generally related to the massively distributed nature of the UW System, institutional capacity issues and cultural barriers. The baseline deployment is largely complete (Phase 1), but the project is being extended to fully operationalize more advanced functionality. The project is also exploring a potential scope change that would reduce barriers for campus adoption.
- The UW-System's Seamless Transfer project has been extended from March 2020 to July 2020 due to issues encountered during the requirements gathering phase of the project. This revised schedule is also at risk due to capacity constraints at the Wisconsin Technical College System (WTCS) in cross-walking the catalogs. Risks are being mitigated by supplying additional UW System expertise, but final testing can only be done by WTCS staff.

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

### **Related Policies**

- [Section 36.59, Wis. Stats.](#), "Information technology"
- [Regent Policy Document 25-4](#), "Strategic Planning and Large or High-Risk Projects"

### **ATTACHMENTS**

- A) Dashboard for the Large/Vital Information Technology Projects
- B) Project Summaries for the Large/Vital Information Technology 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	Initiated	UW-Madison	Campus Access Controls Replacement	September 2019	December 2021		TBD						A new project to replace the 15 year old system that controls the electronic door locks across the UW-Madison campus. The budget will be established during the scoping phase of the project, but is expected to be in the \$4-5M range.
2	Completed	UW-Madison	Canvas Implementation	Summer 2016	Summer 2018	June 2019	\$ 3,719,000	\$ 4,490,000					Project completed on time and within revised budget.
3	None to Report	UW-Madison	ERP Database Environment Refresh	April 2019	July 2020		\$ 1,114,000						Required periodic refresh of database technology that supports the ERP systems across the UW System. The implementation team is experiencing technical issues with the new technology and is working with the vendor to get them corrected. It is unknown at this time whether these unanticipated issues will affect the schedule or budget.
4	Phase 1 Completed, Under Budget	UW-Madison	Facilities Planning and Management Work Order System	August 2018	January 2021		\$ 4,504,000	\$ 4,275,000					Phase 1 of the project went into production in July 2019. Risks previously identified relating to go-live/initial implementation were resolved. Note that the original budget erroneously included \$151k of ongoing operating expenses, which have now been removed so allow for consistent reporting across all projects. Project is currently \$229k under budget.
5	Phase 1 Completed	UW-Madison	Interoperability Transformation Initiative	July 2019	June 2022		\$ 5,107,140						Completed Phase 1 and formalized the project scope, schedule, budget, and governance.
6	Completed, Under Budget	UW-Madison	Multi-Factor Authentication	March 2018	June 2019	December 2019	\$ 1,369,000	\$ 960,338					After scope revisions in October 2018, the project is now on track to complete within revised time frame and currently tracking to be completed for less than the original budget. Note that the original budget erroneously included \$800k of internal labor, which have now been removed so allow for consistent reporting across all projects.
7	Initiated	UW-Madison	One Badger - Salesforce (Early Adopters)	September 2019	TBD		TBD						A new project to provide Customer Relationship Management (CRM) functionality to 5 campus schools/departments, which is expected to expand to over 30 units over time. These CRM capabilities are expected to help with a wide variety of operational activities such as student recruitment, event management, and fund raising. Project is currently in the scoping phase and the schedule and budget will be finalized in early 2020.
8	Schedule Extended	UW-Madison	Research Storage Initiative	May 2019	December 2019	April 2020	\$ 3,853,000						Formalized project scope, schedule, budget and governance since previous Board meeting. The technical aspects of the project were completed by December 2019, but the project has been extended 4 months to ensure the environment is certified as HIPAA and CUI compliant.
9	Completed	UW-Madison	Student Information System Upgrade	June 2018	July 2019		\$ 3,524,556	\$ 3,424,698					Despite some schedule concerns, the project completed on-time and under the original budget.
10	Budget Increased	UW-System	Administrative Transformation Program Preplanning	January 2019	December 2019	May 2020	\$ 3,230,000	\$ 10,618,850					At the time of the last report to the Board of Regents (July 2019), only the \$3.23M external labor costs were known. These costs have now been extended to \$4.86M (51%). The additional \$5.75M in the final budget represent new internal labor, supplies/expense, and contingency lines that were not yet known in July 2019.
11	Phase 2 Completed	UW-System	Budget Planning and Forecasting System	July 2016	December 2021		\$ 8,150,000						Phase 2 was completed which was focused on estimating actual expenditures and PR balance reporting. Currently focusing on some enhancements within Phase 2 scope.
12	Schedule Extended	UW-System	Core Information Security Infrastructure	October 2018	June 2019	December 2020	\$ 8,600,000						The timeline has been extended from December 2019 to December 2020. This is the second extension of the timeline and is generally related to the massively distributed nature of the UW System and institutional capacity issues and cultural barriers. Baseline deployment is largely complete (Phase 1), but the project is being extended to fully operationalize more advanced functionality. The project is also exploring a potential scope change that would reduce barriers for campus adoption.
13	Budget Reduction	UW-System	Digital Learning Environment	July 2017	June 2020		\$ 7,228,174	\$ 6,063,630					On time and under budget. Cost savings have been realized through vendor negotiations, utilization of standard integrations, and reduction in contingency funds. In Spring 2020, all institutions will be off D2L and onto Canvas as the primary learning management system.

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
14	Phases Consolidated	UW-System	Electronic Admissions Application Upgrade	February 2019	August 2020		\$ 640,000						A project to redesign the eApp to make it more user friendly and remove significant barriers to applicants. When it was discovered that several project decisions to make it easier on students would require significant business process change at the institutions, UW System leadership decided to consolidate Phase 1 and Phase 2 into a single rollout. This decision delays the initial rollout of phase 1 but does not change the overall timeline or budget of the full project.
15	Initiated	UW-System	Procure-to-Pay Automation Project (P2P)	TBD	TBD		TBD						The P2P project will transform purchasing and accounts payable systems and business processes across the UW-System by implementing a procure-to-pay solution. The P2P project will significantly improve the end-user experience by making it easier to place and track orders. It will also improve the quantity and quality of data, process tracking, and strategic sourcing with enhanced one-stop shopping user experiences. The project is in the planning phase and will be establishing schedules and budgets in early 2020.
16	Completed	UW-System	Restructuring Student Information Systems Migration	May 2018	September 2019	October 2019	\$ 6,187,404						Completed within original budget and within revised project schedule (which was extended 11 days do to a variety of timing issues related to academic calendars).
17	Schedule Extended	UW-System	Seamless Transfer Solution	June 2019	March 2020	July 2020	\$ 751,000						A project to replace the existing Transfer Information System (TIS) with a more robust and user friendly solution. Technical discovery during implementation necessitated a schedule delay and the revised schedule is at risk to due capacity constraints at the Wisconsin Technical College System (WTCS) in cross walking the catalogs. Risks are being mitigated by supplying additional UW System expertise, but final testing can only be done by WTCS staff.
18	Expect Initiation Soon	UW-System	SysNet 2020 Network Upgrade	TBD	TBD		TBD						A project to replace the end-of-life networking infrastructure that connects all of the UW institutions to the Internet. The project will significantly increase network capacity (10GB to 100GB), improve reliability and availability, and facilitate the adoption of cloud services. The project is still being defined and planned and has not been fully approved, but is it expected to be approved in late February 2020. Expected budget range is \$5.5M - \$6.5M.
19	None to Report	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. Currently on time and within budget.

**Total Scoped Budget \$ 74,935,060**

## PROJECT SUMMARIES FOR THE LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

### Campus Access Controls Replacement



**Milestone**  
Initiated

**Description:** A project to replace the 15-year-old system that controls the electronic door locks across the UW-Madison campus.

**Impact:** Over 4,000 doors will be migrated to a more sustainable and extendible solution to improve the overall security of the physical environment.

**Notes:** Project is currently in the scoping phase and the budget will be finalized at the conclusion of an RFP.

**Timeline**

Sept. 2019 – December 2021

**Budget**

\$ 4 -5 M (estimated)

**Current Status:**

Schedule
Scope
Budget
Other

### Canvas Implementation



**Milestone**  
Completed

**Description:** A project to migrate the Learning Management System from D2L to Canvas for all instruction (in-person, online, etc).

**Impact:** Faculty and students now have access to an industry-leading learning management system to better facilitate instruction.

**Notes:** After an original schedule and budget extension, the project completed within both the revised schedule and budget.

**Timeline**

Summer 2016 – June 2019  
(extended from June 2018)

**Budget**

\$ 4,490,000  
(increased from \$ 3,719,000)

**Final Status:**

Schedule
Scope
Budget
Other

## ERP Database Environment Refresh



### Milestone

None

**Description:** A required project to refresh the database technology that supports the ERP systems across the UW System.

**Impact:** Performance of the ERP systems will increase, storage constraints will be alleviated, and the hardware will not have to be replaced for another 4+ years.

**Notes:** The implementation team is experiencing technical issues with the new technology and is working with the vendor to get them corrected. It is unknown at this time whether these unanticipated issues will affect the schedule or budget.

### Timeline

April 2019 – July 2020

### Budget

\$ 1,114,000

### Current Status:

Schedule

Scope

Budget

Other

## Facilities Planning and Management Work Order System



### Milestone

Phase 1  
Completed  
Under  
Budget

**Description:** A project to replace the existing system that automates a variety of functions needed to manage and maintain buildings, which is out of support and no longer meets the needs of the campus.

**Impact:** The new cloud-based system will be used by thousands of employees who submit and track work orders. It will provide increased visibility for the status of orders, as well as reliable management information to support improved resource allocation.

**Notes:** Phase 1 of the project went into production in July 2019. Risks previously identified relating to go-live/initial were resolved. Note that the original budget erroneously included \$151k of ongoing operating expenses, which have now been removed so allow for consistent reporting across all projects. Project is currently \$229k (5%) under budget.

### Timeline

August 2018 – January 2021

### Budget

\$ 4,655,000

### Current Status:

Schedule

Scope

Budget

Other

## Interoperability Transformation Initiative



### **Milestone**

Phase 1  
Completed

**Description:** A project to modernize the means by which campus data systems are integrated together and how users access data across those systems.

**Impact:** The applications will be more tightly integrated, which will reduce duplicate entry while providing streamlined access to data for decision-making.

**Notes:** The project formalized the project scope, schedule, budget, and governance and completed phase 1.

### **Timeline**

July 2019 – June 2022

### **Budget**

\$ 5,107,140

### **Current Status:**

Schedule
Scope
Budget
Other

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## Multi-Factor Authentication



### **Milestone**

Completed

**Description:** A project to establish multi-factor authentication across all faculty, staff, and students.

**Impact:** The overall risk of data leakage due to phishing and credential theft will be significantly reduced, thus increasing the security posture of the overall computing environment.

**Notes:** The original timeline was purposely extended due to a scope-change to also include the student population.

### **Timeline**

March 2018 – Dec. 2019  
(extended from June 2019)

### **Budget**

\$ 960,338  
(reduced from \$1,369,000)

### **Final Status:**

Schedule
Scope
Budget
Other

## One Badger - Salesforce (Early Adopters)



**Milestone**  
Initiated

**Description:** A project to implement the Salesforce Customer Relationship Management (CRM) solution within five (5) early adopters across campus. The solution is expected to expand to over 30 campus units over time.

**Impact:** Participating departments/units will be able to streamline a wide variety of operational activities such as student recruitment, event management, and fund raising.

**Notes:** Project is currently in the scoping phase and the schedule and budget will be finalized in early 2020.

### **Timeline**

September 2020 - TBD

### **Budget**

TBD

### **Current Status:**

Schedule

Scope

Budget

Other

## Research Storage Initiative



**Milestone**  
Schedule  
Extended

**Description:** A project to provide campus researchers access to cost-effective, secure data storage to meet cybersecurity and compliance objectives.

**Impact:** Researchers will have access to scalable, cost-effective, secure storage that will meet a variety of compliances requirements for federal research.

**Notes:** The technical aspects of the project were completed by December 2019, but the project has been extended 4 months to ensure the environment is certified as HIPAA and CUI (Controlled Unclassified Information) compliant.

### **Timeline**

May 2019 – April 2020  
(extended from Dec. 2019)

### **Budget**

\$ 3,853,000

### **Current Status:**

Schedule

Scope

Budget

Other

## Student Information System Upgrade



**Milestone**  
Completed

**Description:** A project to upgrade the current Student Information System (SIS) from PeopleSoft Campus Solutions 9.0 to 9.2.

**Impact:** (1) 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 (2) deploy value-added delivered functionality to improve end-user experience.

**Notes:** Project finished on time and within original budget.

### **Timeline**

June 2018 – July 2019

### **Budget**

\$ 3,524,556

<b><u>Final Status:</u></b>
Schedule
Scope
Budget
Other

## Administrative Transformation Program Preplanning



**Milestone**  
Budget  
Increased

**Description:** A project to do the preplanning required to migrate from the existing PeopleSoft HR and Financial systems to an integrated cloud solution while simultaneously transforming and simplifying administrative processes across the UW System.

**Impact:** The project will establish the governance structure, project plans, software selection, and system integrator selection to establish the foundation for future implementation project.

**Notes:** At the time of the last report to the Board of Regents (July 2019), only the \$3.23M external labor costs were known. These costs have now been extended to \$4.86M (51%). The additional \$5.75M in the final budget represents new internal labor, supplies/expense, and contingency lines that were not yet known in July 2019.

### **Timeline**

January 2019 – May 2020

### **Budget**

\$10,618,850  
(increased from \$3.23M)

<b><u>Final Status:</u></b>
Schedule
Scope
Budget
Other

## Budget Planning and Forecasting System



### Milestone

Phase 2  
Completed

**Description:** A project to modernize the means by which the UW System creates its budgets and manages its forecasts for informed decision making.

**Impact:** The old mainframe will be retired, the annual budget planning process will be streamlined, institutions will be able to better project expenditure and revenues along with enhanced "what if" analysis.

**Notes:** Phase 2 was completed which was focused on estimating actual expenditures and PR balance reporting. The project team is currently focusing on enhancements within Phase 2 scope.

### Timeline

July 2016 – December 2021

### Budget

\$ 8,150,000

### Current Status:

Schedule

Scope

Budget

Other

## Core Information Security Infrastructure



### Milestone

Schedule  
Extended

**Description:** A project to implement core security products (Umbrella, AMP, Cloudlock, and Stealthwatch) to enhance the confidentiality, integrity and availability of institutional data, information and information technology resources.

**Impact:** The project will 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.

**Notes:** The project has been extended from December 2019 to December 2020. This is the second extension of the timeline and is generally related to the massively distributed nature of the UW System and institutional capacity issues and cultural barriers. The baseline deployment is largely complete (Phase 1), but the project is being extended to fully operationalize more advanced functionality. The project is also exploring a potential scope change that would reduce barriers for campus adoption.

### Timeline

October 2018 – December 2020  
(extended from June 2019)

### Budget

\$8,600,000

### Current Status:

Schedule

Scope

Budget

Other



## Digital Learning Environment



### Milestone

Budget  
Reduction

**Description:** A project to migrate the Learning Management System from D2L to Canvas for all instruction (in-person, online, etc) for twelve (12) institutions (all but UW-Madison).

**Impact:** Faculty and students will have access to an industry-leading learning management system to better facilitate instruction.

**Notes:** Cost savings of \$1.2M have been realized through vendor negotiations, utilization of standard integrations, and reduction in contingency funds. In Spring 2020, all institutions will be off D2L and onto Canvas as the primary learning management system.

### Timeline

July 2017 – June 2020

### Budget

\$ 6,063,630  
(reduced from \$7,228,174)

### Current Status:

Schedule

Scope

Budget

Other

## Electronic Admissions Application Upgrade



### Milestone

Phases  
Consolidated

**Description:** A project to redesign the eApp for all applicant types (first-time, transfer, graduate, international).

**Impact:** The redesign will make the admissions process more user friendly and remove significant barriers. In addition, it will establish a modern platform that is more sustainable and extensible.

**Notes:** The project shifted from a staged two-phase rollout to a single full-functionality rollout. The decision was made by UW System leadership after discovering the institutions needed additional time to accommodate business process changes to streamline and enhance the student experience. The overall schedule and budget are not impacted, but all application types (undergraduate, transfer, graduate, international/special) will go-live concurrently.

### Timeline

February 2019 – August  
2020

### Budget

\$ 640,000

### Current Status:

Schedule

Scope

Budget

Other

## Procure-to-Pay Automation Project (P2P)



### Milestone Initiated

**Description:** A project to transform purchasing and accounts payable systems and business process across the UW System.

**Impact:** The P2P project will significantly improve the end-user experience by making it easier to place and track orders. It will also improve the quantity and quality of data, process tracking, and strategic sourcing with enhanced one-stop shopping user experiences.

**Notes:** The project is in the planning phase and will be establishing schedules and budgets in early 2020.

### Timeline

TBD

### Budget

TBD

#### Current Status:

Schedule

Scope

Budget

Other

## Restructuring Student Information Systems Migration



### Milestone Completed

**Description:** A project to migrate the student records from the UW Colleges to their respective receiving institution as part of the overall restructuring process.

**Impact:** All student records were seamlessly moved from the UW Colleges instance of PeopleSoft to the seven (7) receiving institutions, which ensures important processes like academic history (transcripts), student accounting and financial aid are smooth.

**Notes:** The project completed within the original budget with only an eleven (11) day slippage, which has due to timing issues related to the academic calendar across the seven (7) receiving institutions.

### Timeline

May 2019 – October 2019  
(extend from Sept. 2019)

### Budget

\$ 6,187,404

#### Final Status:

Schedule

Scope

Budget

Other

## Seamless Transfer Solution



**Milestone**  
Schedule  
Extended

**Description:** A project to replace the existing Transfer Information System (TIS) with a more robust and user-friendly solution.

**Impact:** This project will improve the articulation of courses and programs between institutions, enhance the abilities of student services staff to support the transfer students, and provide information and tools to students so they can make informed and effective choices.

**Notes:** Technical discovery during implementation necessitated a schedule delay and the revised schedule is at risk to due capacity constraints at the Wisconsin Technical College System (WTCS) in cross walking the catalogs. Risks are being mitigated by supplying additional UW System expertise, but final testing can only be done by WTCS staff.

### **Timeline**

June 2019 – July 2020

### **Budget**

\$ 751,000

### **Current Status:**

Schedule
Scope
Budget
Other

## SysNet 2020 Network Upgrade



**Milestone**  
Expect  
Initiation  
Soon

**Description:** A project to replace the end-of-life networking infrastructure that connects all of the UW institutions to the Internet. While the existing network has robustly served the UW-System well, we are observing capacity constraints, functionality shortfalls and technology obsolescence.

**Impact:** The project will significantly increase network capacity (10GB to 100GB), improve reliability and availability, and facilitate the adoption of cloud services.

**Notes:** The project is still being defined and planned and has not been fully approved, but is it expected to be approved in late February 2020. Expected budget range is \$5.5M - \$6.5M and will be funded using a combination of UW System and UW Institution funds.

### **Timeline**

TBD

### **Budget**

TBD

### **Final Status:**

Schedule
Scope
Budget
Other

## UW Student Success Collaborative



### **Milestone** None

**Description:** A project to implement EAB's Navigate software and corresponding business process changes across all UW institutions (except UW-Madison).

**Impact:** This new system helps institutions provide timely, targeted, data-based interventions and proactive student support for advisers, faculty, staff, and students. This is a key component to the overall strategy of increase retention and completion across all student populations, especially with underperforming students.

**Notes:** The project is currently on time and within budget.

### **Timeline**

January 2019 – November 2020

### **Budget**

\$10,700,000

### **Final Status:**

Schedule
Scope
Budget
Other

## **UW SYSTEM REPORT ON STRATEGIC PLANS FOR MAJOR INFORMATION TECHNOLOGY PROJECTS**

### **REQUESTED ACTION**

Adoption of Resolution D., approving submission of the required reports to the legislative Joint Committee on Information Policy and Technology.

**Resolution D.** That, upon the recommendation the President of the UW System, the UW System Board of Regents approves: (1) the UW System Report on Strategic Plans for Major Information Technology Projects; and (2) 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.](#)

### **SUMMARY**

The Report on the Strategic Plans for Major Information Technology Projects provides the Board of Regents with the information it needs to execute appropriate oversight over the upcoming technology projects for 2020-2021.

### **Presenter:**

- Steven Hopper, Associate Vice President for the Office of Learning and Information Technology and Chief Information Officer, UW System Administration

### **BACKGROUND**

[Section 36.59, Wis. Stats.](#), requires all UW institutions 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.

For 2020-21, 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.

Any IT project that exceeds or is projected to exceed \$1,000,000 or is projected to be vital to the functions of the UW System or institution, is reported separately in the UW System Technology Status Report on Large/Vital Information Technology Projects, which is presented today as agenda item C.

### Digital Strategy Framework

During 2019-2020, the incoming Chief Information Officer for the UW System led a cross-functional, multi-institutional team through the creation of a Digital Strategy, which is the framework that will guide the UW System on technology-related decisions and investments. The foundation of the strategy, which is illustrated in Figure 1 to the right, focuses on being intentional on the aspects that should be handled at the enterprise level for all institutions and what activities should be the responsibility of each individual institution.

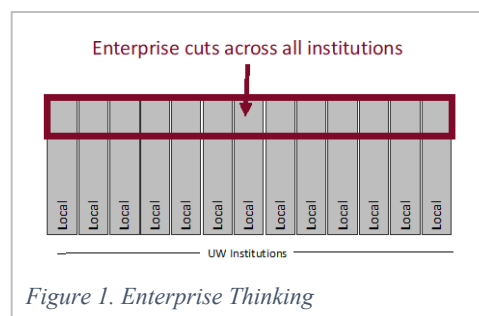


Figure 1. Enterprise Thinking

Next, the strategy established the Enterprise Directions Council (EDC) as the decision-making entity to continuously determine enterprise priorities and provide fiduciary oversight for these enterprise programs.

The EDC replaces the Common Systems Review Group (CSRG) and provides a more clear and agile mechanism to make enterprise technology decisions. The EDC is composed of eight (8) members, which include the three (3) Vice Presidents at UW System Administration (UWSA) and five (5) institution-level Cabinet appointees. UW-Madison and UW-Milwaukee have permanent seats, and the remaining three (3) seats are rotated among the remaining institutions, in alphabetic order, on an annual basis. With this representation-based governance approach, the UW System aims to achieve healthy diversity between institution type and functional roles (i.e. academic vs. administrative).

The EDC has adopted the RIDE process to systematically evaluate and distinguish between enterprise responsibilities and local institution responsibilities. RIDE is an acronym that stands for:

- **Recommend** – The best ideas are converted into concrete recommendations by cross-functional, multi-institutional teams. These recommendations identify the options and articulate the business case through the enterprise criteria outlined in the table below.
- **Input** – The recommendation is shared with impacted stakeholders across the UW System to broaden perspective, get feedback, and refine the solution.
- **Decide** – The EDC then considers the concrete recommendation, the feedback from appropriate stakeholders, and makes a decision on how to proceed.
- **Execute** – Each decision to move forward will be assigned to an accountable program owner for subsequent execution. The program owner implements the decision within the fiduciary oversight of the EDC.

As mentioned above, each recommendation focuses on the impact to the Enterprise Evaluation Criteria, which is characterized by the following table:

Criteria	Impact
Strategic Alignment	Does the enterprise approach align with broader strategies of the UW System and its institutions?
Total Cost of Ownership	Does an enterprise approach increase efficiency, allow access to scale, or reduce the total cost of ownership?
Quality	Does an enterprise approach increase the effectiveness?
Agility	Does an enterprise approach make it more or less difficult to adapt and change in the future?
Risk	Does an enterprise approach change the overall risk profile or increase resiliency (technical, staffing, etc.) or security?
Decision Support	Does an enterprise approach provide aggregated or standardized data that allows for improved, informed decision making at all levels?

These criteria, along with the stakeholder input, enable the EDC to weigh the options and confidently make decisions in the best interest of the UW System. By simplifying and clarifying the enterprise decision-making process, the UW System now has a repeatable mechanism for identifying, selecting, and adopting enterprise solutions.

### Systemwide Enterprise Projects

The UW System has identified the following priorities for 2020-2021:

- **Administrative Transformation Program (ATP)** – Pending Board of Regents approval in April 2020, the UW System expects to formally start the planning and design for the transformation of administrative processes and adoption of a new cloud-based financial and human resource system.
- **Core Information Security Infrastructure** – The work will continue to deploy and mature the core security products to all of the UW institutions, which will also be accompanied by additional information security policies and other changes designed to reduce risk across the collective IT and business environment.
- **Procure-to-Pay Automation Project (P2P)** – A project to transform purchasing and accounts payable systems and business process across the UW System. This project will significantly improve the end-user experience by making it easier to place and track orders. It will also improve the quantity and quality of data, process tracking, and strategic sourcing with enhanced one-stop shopping user experiences.
- **SysNet 2020 Network Upgrade** – Pending approval by the Enterprise Directions Council in early 2020, the UW System plans to replace the end-of-life networking infrastructure that connects all of the UW institutions to the Internet. While the existing network has robustly served the UW-System well, we are observing capacity constraints, functionality shortfalls and technology obsolescence. The project will significantly increase network capacity (from 10GB to 100GB), improve reliability and availability, and facilitate the adoption of cloud services.
- **Integration Platform as a Service (iPaaS)** – The UW System has decided to adopt a common cloud platform and adopt an “iPaaS-first” mindset to reduce the complexity of the technology ecosystem for both common systems and institutional IT environments. This platform will serve as an important foundational component to ATP, P2P and most all future implementations due to the increasing need for seamless integration across systems.

## **Institution Projects**

All institutions have identified their top three IT goals for utilizing information technology in 2020-21. In addition, the UW System comprehensive institutions and UW Shared Services 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.

*UW-Eau Claire*

*IT Goals*

1. Enhance data management efforts to support retention initiatives.



2. Implement a second wave of website redesign to support recruiting initiatives.
3. Implement a variety of systems to support the new online associate degree initiative

#### *IT Infrastructure Projects*

UW-Eau Claire has no planned IT infrastructure projects costing more than \$100,000.

#### *UW-Green Bay*

##### *IT Goals*

1. Implement a formal project management and change management process.
2. Provide the necessary technical support and expertise to help Academic Affairs achieve the objectives outlined in the new Academic Affairs Strategic Plan. This includes an accelerated associates degree, and increased distance education opportunities.
3. Shift from policy compliance to more to risk-based approach to further increase our information security maturity level.

#### *IT Infrastructure Projects*

UW-Green Bay has no planned IT infrastructure projects costing more than \$100,000.

#### *UW-La Crosse*

##### *IT Goals*

1. Enhance the student learning experience with improved classroom technology designs that support a variety of teaching and learning styles and expand opportunities for student learning through technology.
2. Integrate university technology services to facilitate a customer focused support environment including web-based assistance and support metrics for all information technology services and systems.
3. Continue to improve campus information security awareness and maintain compliance with UW System information security policies.

### *IT Infrastructure Projects*

UW-La Crosse has no planned IT infrastructure projects costing more than \$100,000.

### *UW-Madison*

#### *IT Goals*

1. Support and enable the university's goals for improved learning outcomes and growth of the research enterprise.
2. Drive business efficiencies through common platforms and improved processes.
3. Reduce risk of intrusion and data loss through additional cybersecurity measures.

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$500,000 for UW-Madison.

<b>Project Name</b>	<b>Description</b>	<b>Impact</b>
Facilities Planning and Management Work Order System	A project to replace the existing system that automates a variety of functions needed to manage and maintain buildings, which is out of support and no longer meets the needs of the campus.	The new cloud-based system will be used by thousands of employees who submit and track work orders. It will provide increased visibility for the status of orders, as well as reliable management information to support improved resource allocation.
One Badger - Salesforce Adoption	A project to implement the Salesforce Customer Relationship Management (CRM) solution within five (5) early adopters across campus. The solution is expected to expand to over 30 campus units over time.	Participating departments/units will be able to streamline a wide variety of operational activities such as student recruitment, event management, and fund raising.

Project Name	Description	Impact
Research Storage Initiative	A project to provide campus researchers access to cost-effective, secure data storage to meet cybersecurity and compliance objectives.	Researchers will have access to scalable, cost-effective, secure storage that will meet a variety of compliances requirements for federal research.
Research Cyberinfrastructure	Extending beyond the Research Drive storage project, UW-Madison will refresh its legacy computational infrastructure in the coming year.	Analysis is underway, and it is likely that the new infrastructure will include additional storage, computational and graphical computation capacity for researchers.
Campus Access Controls Replacement	A project to replace the 15-year-old system that controls the electronic door locks across the UW-Madison campus.	Over 4,000 doors will be migrated to a more sustainable and extendible solution to improve the overall security of the physical environment.
Interoperability Transformation Initiative	A project to modernize the means by which campus data systems are integrated together and how users access data across those systems.	The applications will be more tightly integrated, which will reduce duplicate entry while providing streamlined access to data for decision-making.
Device Management	Responding to a policy mandate from UWSA and moving toward an industry-standard approach to device management, the university will deploy an institution-wide service for identifying devices on the network and automatically pushing security updates.	This project will impact all compatible university-owned computing devices.
Firewall Replacement	The UW-Madison firewalls are due for replacement in 2020. The university will issue an RFP and develop a timeline, budget and project plan in early 2020.	This project will impact the entire technology operation of the university by offering continuing and improved protection. However, the upgrade should be unnoticeable to people who use the network.

## *UW-Milwaukee*

### *IT Goals*

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

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$500,000 for UW-Milwaukee.

Project Name	Description	Impact
Unified Communications	Continued from 2019-20, the project will deploy the cloud-hosted version of Microsoft Teams and an enterprise VOIP to replace legacy AT&T Centrex landlines.	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. Reduce risk through compliance with new and updated policies and regulations.
2. Improve operational efficiency through implementation of business process automation tools and upgrades to enterprise document management systems.
3. Ensure strategic alignment and IT effectiveness through implementation of IT governance programs.

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than

\$100,000 for UW-Oshkosh.

Project Name	Description	Impact
Document Imaging Upgrade (ImageNow)	A project to upgrade the current environment, which is out of support. This will require new server environments, end-user training, and updated IT processes to ensure proper support.	This project will ensure the document imaging system can be patched and upgraded and which is required to support the offices of Financial Aid, Admissions, Registrar, and Finance and Admin.

### *UW-Parkside*

#### *IT Goals*

1. Improve student success to increase the number of graduates by 50% by 2025 with IT-led and supported initiatives.
2. Build a digital campus by creating Ranger 1, the digital student experience from recruitment to graduation to career.
3. Invest in our workforce by focusing on professional development and title and compensation to increase strategic, mission-oriented improvements.

#### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$100,000 for UW-Parkside.

Project Name	Description	Impact
EAB Student Success Initiative	<p>A project to implement EAB's Navigate software and corresponding business process changes across all UW institutions (except UW-Madison).</p> <p>Due to internal capacity constraints, UW-Parkside needs to hire application development consultants to execute the local integrations.</p>	This new system helps institutions provide timely, targeted, data-based interventions and proactive student support for advisers, faculty, staff, and students. This is a key component to the overall strategy of increase retention and completion across all student populations, especially with underperforming students.

## *UW-Platteville*

### *IT Goals*

1. Strategically support required university budget reductions to match current enrollment projections.
2. Continue work on re-imagined Business Intelligence infrastructure.
3. Strategically move ITS and university community toward an IT service model approach and an enhanced focus on security.

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$100,000 for UW-Platteville.

Project Name	Description	Impact
Construction Projects	Boebel Hall remodel and Sesquicentennial Hall construction projects. While not specifically IT projects, these will be large projects for campus that IT will support. It is possible that the IT costs could exceed \$100,000	The buildings will have modern technology capabilities.

## *UW-River Falls*

### *IT Goals*

1. Strengthening our Information Security posture and promoting a culture of data security in collaboration with the UW-System Office of Information Security and Shared Services.
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. Support the campus and UW-System with the implementation of several student success initiatives focused on retention and student support

### *IT Infrastructure Projects*

UW-River Falls has no planned IT infrastructure projects costing more than \$100,000.

### *UW-Stevens Point*

#### *IT Goals*

1. Implement new ITSM tool for IT time-tracking, project communication, conveying workload and estimated completion timeframes.
2. Adopt Microsoft Teams remove existing local storage and local SharePoint sites.
3. Leverage BP Logix to enhance business automation and efficiency by converting manual processes to electronic forms.

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects (likely) costing more than \$100,000 for UW-Stevens Point.

<b>Project Name</b>	<b>Description</b>	<b>Impact</b>
Website platform change	Our current platform for hosting our main campus web presence is SharePoint 2013. To make marketing efforts easier, we will separate the existing marketing web pages from SharePoint to another product that allows for our marketing staff to dynamically edit content and track advertising efforts. This project will also investigate the possibility of offsite hosting of the marketing website.	This will affect our recruitment and advertising efforts at a time of declining enrollment. The immediate impact will be mainly for our marketing staff, and IT (for implementation). Complete impact will be gauged by the number of students our institution attracts.

Project Name	Description	Impact
CRM solution for whole institution	Review other UW institution choices for CRM solutions, and select one for pilot with a small department (not enterprise level yet). If successful, we would look at implementation for our Admissions and Recruiting area in spring/summer 2021.	This will affect our recruiting efforts for new students and will help define new academic programs. As such, this will impact Admissions, Financial Aid, the Registrar, Student Financials, and many academic college departments. IT will be impacted as we will have existing staff fully focused in delivery, maintenance, and support of this ERP system for the foreseeable future.

#### *UW-Stout*

##### *IT Goals*

1. Develop a Security Operations Compliance (SOC) team within IT to focus on security operations including implementation of UW System security policies and software.
2. Upgrade Oracle database to 12.2 for Student Information System and maintain support compliance with upgrades.
3. Rollout Multi-Factor Authentication (MFA) for all students.

##### *IT Infrastructure Projects*

UW-Stout has no planned IT infrastructure projects costing more than \$100,000.

#### *UW-Superior*

##### *IT Goals*

1. Migrate Voice Over Internet Protocol (VOIP) infrastructure to UW-Shared Services.
2. Promote efficiency and agility by meeting or exceeding the current demand for workflow automation with BPLogix.



3. Complete phase one of the new video surveillance system implementation.

#### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$100,000 for UW-Superior.

Project Name	Description	Impact
Upgrade Campus Firewalls	Replace the primary campus firewall that is currently end-of-life.	Increased capabilities with the next generation of firewalls will enhance security and lower risk.

#### *UW-Whitewater*

##### *IT Goals*

1. Deploy EAB Navigate software to help improve student success and retention.
2. Deploy a new recruitment tool for graduate program.
3. Complete risk mitigation plans for access to high-risk data, start implementing recommendations from Stroz Friedburg Cybersecurity Risk Assessment.

##### *IT Infrastructure Projects*

UW-Whitewater has no planned IT infrastructure projects costing more than \$100,000.

#### *UW Shared Services*

##### *IT Goals*

1. Complete the closeout and shutdown of the former UW Colleges and Extension IT infrastructure and systems. Transition systems required for archival purposes to the UW-Shared Services infrastructure.
2. Complete the implementation of the UW-Shared Services IT infrastructure design and IT operating model, which focuses on the use of cloud (public and private) solutions and the transition of existing data center environments to cloud-based solutions.
3. Continue development and implementation of scalable IT services.

### *IT Infrastructure Projects*

The following table outlines the IT infrastructure projects costing more than \$100,000 for UW Shared Services.

<b>Project Name</b>	<b>Description</b>	<b>Impact</b>
UWCX Closeout	This project involves the shutting down of the former UW Colleges and UW-Extension IT systems and environment. This environment was retained to support the UW Colleges staff working to complete the closeout of the UW Colleges business unit and to provide a transition period for former UW Colleges and UW-Extension staff to retrieve any data that they may have needed.	Impact to other institutions and UW System Administration is minimal.
Cloud Assessment/Migration	This project involves the transition of all IT systems and applications managed by UW-Shared Services to a cloud-based solution and out of the Pyle Center Data Center. "Cloud-based" solutions include all commercially available Software as a Service, Platform as a Service, and Infrastructure as a Service as well as private cloud options within DoIT.	This project will eliminate capital infrastructure upgrades in the Pyle Center Data Center and at the disaster recovery data center at UW-Eau Claire Barron County, and enable the repurposing of some IT technologists.

### **Related Policies**

- [Section 36.59, Wis. Stats.](#), "Information technology"
- [Regent Policy Document 25-4](#), "Strategic Planning and Large or High-Risk Projects"

February 6, 2020

**REVIEW AND APPROVAL OF PROPOSED NONRESIDENT  
UNDERGRADUATE AND GRADUATE TUITION INCREASES**

**REQUESTED ACTION**

Adoption of Resolutions E.1 and E.2, approval of the proposed nonresident undergraduate and graduate tuition increases.

**Resolution E.1**      That, upon the recommendation of the President of the UW System and the Chancellors of University of Wisconsin-Milwaukee, Oshkosh, Platteville, River Falls, Stevens Point, and Whitewater, the UW System Board of Regents approves the proposed nonresident undergraduate and graduate school tuition increases for these six UW institutions, as detailed in Tables 1-4.

**Resolution E.2**      That, upon the recommendation of the President of the UW System and the Chancellor of University of Wisconsin-Milwaukee, the UW System Board of Regents approves the proposed change in credit plateau for the academic year from eight to ten credits and four to seven credits in summer for its Master's in Occupational Therapy and Communication Sciences and Disorders programs beginning Fall 2021.

**SUMMARY**

The following details tuition proposals for review and approval by the Board of Regents. All but one would be implemented in academic year 2020-21. The requested change in plateau would be implemented in academic year 2021-22.

**Presenter:**

- Sean Nelson, Vice President for Finance, UW System Administration

## **BACKGROUND**

The 2019-21 Biennial Budget (Act 9) limits the authority of the Board of Regents to increase resident undergraduate tuition.

Act 9 does not limit tuition authority for nonresident undergraduate, graduate, and professional schools. The UW System received tuition proposals from institutions for Board consideration that reflect their unique missions, market sensitivities, and costs incurred in providing a quality education.

### **Discussion and Recommendations**

The recommended tuition increases for nonresident undergraduate and graduate school students attending six UW System institutions are summarized in Tables 1, 2, 3, and 4. If approved, the new tuition rates would be effective for the 2020-21 academic year and the plateau change for academic year 2021-22. 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 System institutions has not increased in seven years, while tuition at peer institutions has generally continued to increase.

Consistent with Act 9, tuition increases will not impact resident undergraduate students.

Current tuition rates at the UW System comprehensive institutions can be found in Tables 2 and 3. Additional detail regarding the proposals can be found in Table 4.

### **Tables**

Table 1. Proposed One-Year Tuition Increases

Table 2. Annual Resident Graduate Tuition Rates for UW System Comprehensives

Table 3. Annual Nonresident Graduate Tuition Rates for UW System Comprehensives

Table 4. Narratives and Proposed Rates by Institution

**Table 1. Proposed One-Year Tuition Increases**

	2019-20	2020-21		
	Tuition	Increase	Tuition	Increase%
<b>UW-Milwaukee</b>				
Undergraduate:				
Nonresident	\$19,661.04	\$294.92	\$19,955.96	1.50%
Graduate:				
Resident	\$10,542.56	\$158.14	\$10,700.70	1.50%
Nonresident	\$23,775.04	\$356.63	\$24,131.67	1.50%
Resident Occupational Therapy*	\$12,464.00	\$3,116.00	\$15,580.00	25.00%
Nonresident Occupational Therapy*	\$28,245.44	\$7,061.36	\$35,306.80	25.00%
Resident Comm Sci & Disorders*	\$12,464.00	\$3,116.00	\$15,580.00	25.00%
Nonresident Comm Sci & Disorders*	\$28,245.44	\$7,061.36	\$35,306.80	25.00%
<b>UW-Oshkosh</b>				
Graduate:				
Resident	\$7,793.28	\$155.87	\$7,949.15	2.00%
Nonresident	\$17,106.66	\$342.13	\$17,448.79	2.00%
Resident Business Masters	\$8,358.48	\$167.17	\$8,525.65	2.00%
Nonresident Business Masters	\$17,698.50	\$353.97	\$18,052.47	2.00%
<b>UW-Platteville</b>				
Undergraduate:				
Nonresident	\$14,268.48	\$424.46	\$14,692.94	2.97%
Graduate:				
Resident School of Education	\$8,730.00	\$270.00	\$9,000.00	3.09%

\*Proposing a change in the plateau from 8-credit to 10-credit plateau beginning Fall 2021. The per credit rate would remain the same.

	2019-20	2020-21		
	Tuition	Increase	Tuition	Increase%
<b>UW-River Falls</b>				
Graduate:				
Resident Business Administration	\$12,447.00	\$1,161.00	\$13,608.00	9.33%
Nonresident Business Administration	\$12,447.00	\$1,161.00	\$13,608.00	9.33%
Resident Computer Science	\$12,447.00	\$1,161.00	\$13,608.00	9.33%
Nonresident Computer Science	\$12,447.00	\$1,161.00	\$13,608.00	9.33%
Resident School Psychology	\$8,097.30	\$542.70	\$8,640.00	6.70%
Nonresident School Psychology	\$8,097.30	\$542.70	\$8,640.00	6.70%
<b>UW-Stevens Point</b>				
Graduate:				
Resident Speech Language Pathology	\$8,263.08	\$413.16	\$8,676.24	5.00%
Nonresident Speech Lang Pathology	\$18,138.14	\$906.90	\$19,045.04	5.00%
<b>UW-Whitewater</b>				
Undergraduate:				
Nonresident	\$15,242.60	\$150.22	\$15,392.82	0.99%
Graduate:				
Resident	\$8,108.33	\$162.17	\$8,270.49	2.00%
Nonresident	\$17,796.72	\$355.93	\$18,152.65	2.00%
Resident Audit	\$2,331.72	\$46.63	\$2,378.35	2.00%
Nonresident Audit	\$8,555.76	\$171.12	\$8,726.88	2.00%
Resident Business Masters	\$8,696.58	\$173.93	\$8,870.51	2.00%
Nonresident Business Masters	\$18,413.06	\$368.26	\$18,781.32	2.00%
Resident Master of Computer Science	\$9,500.75	\$190.01	\$9,690.76	2.00%
Nonresident Master of Computer Sci	\$19,027.39	\$380.54	\$19,407.93	2.00%

**Table 2. Annual Resident Graduate Tuition Rates for UW System  
Comprehensives**

	2019-20	2020-21	
		Proposed	Change
UW-Eau Claire	\$8,027	\$8,027	\$0
UW-Green Bay	\$7,996	\$7,996	\$0
UW-La Crosse	\$8,651	\$8,651	\$0
UW-Oshkosh	\$7,793	\$7,949	\$156
UW-Parkside	\$8,028	\$8,028	\$0
UW-Platteville	\$7,640	\$7,640	\$0
UW-River Falls	\$7,640	\$7,640	\$0
UW-Stevens Point	\$8,066	\$8,066	\$0
UW-Stout	\$7,155	\$7,155	\$0
UW-Superior	\$7,640	\$7,640	\$0
UW-Whitewater	\$8,108	\$8,270	\$162

**Table 3. Annual Nonresident Graduate Tuition Rates for UW System  
Comprehensives**

	2019-20	2020-21	
		Proposed	Change
UW-Eau Claire	\$18,061	\$18,061	\$0
UW-Green Bay	\$17,551	\$17,551	\$0
UW-La Crosse	\$18,637	\$18,637	\$0
UW-Oshkosh	\$17,107	\$17,449	\$342
UW-Parkside	\$17,622	\$17,622	\$0
UW-Platteville	\$16,771	\$16,771	\$0
UW-River Falls	\$16,771	\$16,771	\$0
UW-Stevens Point	\$17,706	\$17,706	\$0
UW-Stout	\$15,465	\$15,465	\$0
UW-Superior	\$16,771	\$16,771	\$0
UW-Whitewater	\$17,797	\$18,153	\$356

#### **Table 4. Narratives and Proposed Rates by Institution**

##### **UW-Milwaukee**

UW-Milwaukee proposes to increase nonresident undergraduate and both resident and nonresident graduate rates for the 2020-21 academic year. It also proposes to change the plateau from eight (four to seven in summer) to ten credits for its master's in occupational therapy and Communication Sciences and Disorders programs beginning Fall 2021.

Even with a one-point-five percent nonresident undergraduate increase, the rate would still be lower than the median of UW-Milwaukee's peers. Both the undergraduate and graduate rate increase are below the rate of inflation. The proposed increases would generate \$118,000 for the undergraduate program, which would be used to cover instructional and advising costs for students and \$419,000 for the graduate programs, which would be used to help offset increased costs of instruction.

The accredited, cohort-based clinical master's degree programs differ from traditional MS programs in the number of credits required for completion of the degree. The MS in Occupational therapy (OT) students earn a total of 75 credits in completion of their program over seven consecutive semesters, including summer terms. The MS in Communication Sciences & Disorders (CSD) students earn a total of 56 credits over five semesters, or 58 credits over the course of six semesters, based on student needs. These higher credit loads come with a higher proportion of direct contact hours as compared to more typical master's programs and this leads to higher personnel costs across the academic year. With the current plateau, students do not pay for over 30 percent of required credits in these programs.

To accommodate the necessary credits to degree, UW-Milwaukee proposes a 10-credit plateau for these professional MS programs, to be phased-in beginning with the cohort of students starting the program in Fall 2021. UW-Milwaukee is requesting approval for this now so that it can give students notice well in advance. Resident tuition for these programs would continue to be less expensive than other comparable programs in the Southeastern Wisconsin region.

UW-Milwaukee proposes to implement the 10-credit plateau for the fall, spring, and summer terms for all semesters of the MS(OT) and MS(CSD) graduate programs. In order to avoid adversely impacting students already admitted, the plateau would be implemented beginning with the Fall 2021 semester. The increases would generate additional revenue of \$395,000 in 2021-22 and \$703,000 in 2022-23 for both programs.



	2019-20	2020-21	Change
Undergraduate:			
Nonresident	\$19,661.04	\$19,955.96	\$294.92
Graduate:			
Resident Graduate	\$10,542.56	\$10,700.70	\$158.14
Nonresident Graduate	\$23,775.04	\$24,131.67	\$356.63
Resident Occupational Therapy	\$12,464.00	\$15,580.00	\$3,116.00
Nonresident Occupational Therapy	\$28,245.44	\$35,306.80	\$7,061.36
Resident Comm Sciences & Disorders	\$12,464.00	\$15,580.00	\$3,116.00
Nonresident Comm Sci & Disorders	\$28,245.44	\$35,306.80	\$7,061.36

Anticipated Additional Revenue*			\$537,000.00
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\*Amount does not include additional revenue for the plateau change, which is detailed in the narrative above.

## UW-Oshkosh

UW-Oshkosh proposes to increase resident and nonresident graduate and resident and nonresident business master's tuition for the 2020-21 academic year. In 2018-19 UW-Oshkosh was roughly two to ten percent below other UW System comprehensive institutions with regards to general graduate tuition, and between two and four percent below peer business graduate tuition rates. Along with several of its peer institutions, UW-Oshkosh increased graduate tuition by two percent in 2019-20. The Higher Education Price Index, released on January 2, 2020, identified inflation at two-point-five percent for the 2018-19 fiscal year. This rate is nearly identical to the index's five-year average of two-point-four percent. A two percent increase is below the general increase in the cost of instruction. The anticipated revenue generation of \$109,747 would be used to cover the increased costs of instruction in an increasingly competitive market.

	2019-20	2020-21	Change
Graduate:			
Resident	\$7,793.28	\$7,949.15	\$155.87
Nonresident	\$17,106.66	\$17,448.79	\$342.13
Resident Business Masters	\$8,358.48	\$8,525.65	\$167.17
Nonresident Business Masters	\$17,698.50	\$18,052.47	\$353.97

Anticipated Additional Revenue			\$109,747.00
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## UW-Platteville

UW-Platteville proposes to increase nonresident undergraduate and resident graduate School of Education tuition for the 2020-21 academic year. The proposals were benchmarked against key competitors such that they would allow UW-Platteville to remain competitively priced. UW-Platteville would generate \$68,706 in additional revenue which would allow it to reinvest in key initiatives associated with its new strategic plan, including but not limited to: updating program array to align with student and industry needs, integrating new technologies to allow the flexible delivery of programs through multiple modalities, investing in new recruitment strategies in an increasingly competitive marketplace, and fulfilling portions of the proposed pay increases.

	2019-20	2020-21	Change
Undergraduate:			
Nonresident	\$14,268.48	\$14,692.94	\$424.46
Graduate:			
Resident School of Education	\$8,730.00	\$9,000.00	\$270.00
Anticipated Additional Revenue			\$68,706.00

## UW-River Falls

UW-River Falls proposes to increase resident and nonresident tuition for its graduate programs in Business Administration, Computer Science, and School Psychology for the 2020-21 academic year.

The graduate programs within the College of Business and Economics have not increased tuition since 2012. The number of credits required to complete a master's in business administration will decrease from 33 to 30 credits. The new rate would be at the average of 15 competitor schools regionally. The master's in computer science will keep the same number of credits at 30 and the same rate as the master's in business administration will be used. Tuition will be raised to the average for the region and to provide good value for the cost, with small class sizes, high quality curriculum, and high-quality education.

The tuition increases would generate an additional \$35,100 in revenue, though the master's in business administration would be largely revenue neutral with a small decrease in the cost of the degree. The revenue for the master's in computer science would be used for cost recovery.

The School of Psychology program is a four-year program in which students earn a master's degree (GPR funded) at the end of the first two years and then an Educational Specialist degree (PR funded) after completing years three and four. Tuition for the Ed.S.

degree has not increased in the last decade and tuition for the master's degree has gradually increased and is nearing the Ed.S. degree price. The increase is in line with competitors and would generate \$13,025 in revenue which will help cover the increased costs in faculty salary, benefits, necessary materials and technology, graduate assistants, faculty travel and professional development, and the 18 percent overhead cost charged by the university.

	2019-20	2020-21	Change
Graduate:			
Resident Business Administration	\$12,447.00	\$13,608.00	\$1,161.00
Nonresident Business Administration	\$12,447.00	\$13,608.00	\$1,161.00
Resident Computer Science	\$12,447.00	\$13,608.00	\$1,161.00
Nonresident Computer Science	\$12,447.00	\$13,608.00	\$1,161.00
Resident School Psychology	\$8,097.30	\$8,640.00	\$542.70
Nonresident School Psychology	\$8,097.30	\$8,640.00	\$542.70
Anticipated Additional Revenue			\$48,124.80

## UW-Stevens Point

UW-Stevens Point proposes to increase resident and nonresident graduate Masters in Speech Language Pathology (SLP) tuition for the 2020-21 academic year. This 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 and language therapy services as well as audiology services. The accreditation standards set by the Council of Academic Accreditation in Audiology and Speech-Language Pathology require a high supervision ratio (1:1) of faculty to students during clinical practicum. The increase is needed due to the strict accreditation standards, the rising cost of health care associated with these services, and stagnated tuition over the last seven years.

Based on market analysis of tuition in the UW System, UW-Stevens Point's SLP program pricing will remain well below the average of UW System competitors. In order to bring the pricing of the SLP program to a more competitive level and maintain the quality of program that is expected by students and the greater community served, UW-Stevens Point requests a five percent tuition increase for 2020-21. This would be the second consecutive five percent increase, as part of a three-year pricing increase plan that began in 2019-20.

The increase would generate \$39,602 in additional revenue which would be used to support the cost of instructional supplies and expenses that have increased every year

while tuition has remained stagnant. The increase above the standard graduate tuition rates would help support the high costs inherent in training clinical professionals.

	2019-20	2020-21	Change
Graduate:			
Resident Speech Language Pathology	\$8,263.08	\$8,676.24	\$413.16
Nonresident Speech Lang Pathology	\$18,138.14	\$19,045.04	\$906.90
Anticipated Additional Revenue			\$39,601.80

## **UW-Whitewater**

UW-Whitewater proposes to increase tuition for resident graduate, audit, business, and computer science and nonresident undergraduate, graduate, audit, business, and computer science programs for the 2020-21 academic year. The increase is two percent for the graduate programs and one percent for nonresident undergraduate.

The proposed nonresident undergraduate rate increases would keep UW-Whitewater rates in line with the market rates charged by peer UW System comprehensives. UW-Whitewater rates would be within \$30 of the average of nonresident undergraduate rates across all comprehensives. UW-Whitewater rates would also keep UW-Whitewater in the middle tier of the comprehensives undergraduate nonresident rates. This placement keeps UW-Whitewater rates affordable and reflective of the value provided by the education amongst these institutions.

The proposed graduate rate increases would keep UW-Whitewater a great value compared to a comprehensive list of six regional competitors. The proposed rate increase would keep UW-Whitewater residents' rates at less than 70 percent of the rates charged by these competitors. While most competitors do not charge a separate nonresident rate, the increase of nonresident graduate rates is consistent with UW-Whitewater's service to the state of Wisconsin and still represents a competitive rate with regional competition.

The increases would generate an additional \$533,518 in revenue and would be used to offset pay plan fringe costs and support overall increases in supplier charges and costs as detailed in the five-year financial model.

	2019-20	2020-21	Change
Undergraduate:			
Nonresident	\$15,242.60	\$15,392.82	\$150.22
Graduate:			
Resident	\$8,108.33	\$8,270.49	\$162.16
Nonresident	\$17,796.72	\$18,152.65	\$355.93
Resident Audit	\$2,331.72	\$2,378.35	\$46.63
Nonresident Audit	\$8,555.76	\$8,726.88	\$171.12
Resident Business Masters	\$8,696.58	\$8,870.51	\$173.93
Nonresident Business Masters	\$18,413.06	\$18,781.32	\$368.26
Resident Computer Science	\$9,500.75	\$9,690.76	\$190.01
Nonresident Computer Science	\$19,027.39	\$19,407.93	\$380.54
Anticipated Additional Revenue			\$533,517.57

### Related Policies

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

**SEMIANNUAL REPORT ON GIFTS, GRANTS, & CONTRACTS  
JULY 1, 2019 THROUGH DECEMBER 31, 2019****REQUESTED ACTION**

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

**SUMMARY**

Attached is a summary report of gifts, grants, and contracts awarded to University of Wisconsin System institutions from July 1, 2019 through December 31, 2019. Total gifts, grants, and contracts for the period were approximately \$885 million; this is a 6.1% increase of \$50.7 million from the prior year. Federal awards increased \$6.3 million (1.1%), while non-federal awards increased by \$44.5 million (15.4%). It is important to note that the former UW Colleges and UW-Extension are included in this report for comparison to prior year. However, awarded gifts, grants, and contracts to these entities have been transferred to the respective receiving institutions.

**Presenter:**

- Sean Nelson, Vice President for Finance, UW System Administration

**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 report, included as Attachment A, is intended to meet that requirement and reflects gifts, grants, and contracts awarded for the given reporting period. It does not include what has been expended or total amounts beyond the given reporting period.

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.

The categories defined in this report are based on UWSA program activity code queries and are further defined in Attachment B.

### **Previous Action or Discussion**

The last report was presented to the Business and Finance Committee in October 2019.

### **Related Policies**

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

### **ATTACHMENTS**

- A) University of Wisconsin Gifts, Grants and Contracts Awarded Fiscal Year 2019-20 (through December)
- B) Report Category Descriptions and Examples

UNIVERSITY OF WISCONSIN SYSTEM  
GIFTS, GRANTS AND CONTRACTS AWARDED  
FISCAL YEAR 2019-2020 (through December)

TOTAL AWARDS - ALL CATEGORIES									
Institution	Total Fiscal Year to Date			Federal Fiscal Year to Date			Non Federal Fiscal Year to Date		
	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)
<b>Total</b>	<b>885,188,260</b>	<b>834,444,976</b>	<b>50,743,284</b>	<b>552,464,545</b>	<b>546,187,758</b>	<b>6,276,787</b>	<b>332,723,715</b>	<b>288,257,218</b>	<b>44,466,497</b>
Madison	731,873,997	673,041,224	58,832,773	430,365,765	422,554,992	7,810,773	301,508,233	250,486,233	51,022,000
Milwaukee	51,271,727	46,698,486	4,573,241	42,287,938	33,685,851	8,602,088	8,983,789	13,012,636	(4,028,847)
Eau Claire	10,785,509	6,933,494	3,852,015	7,660,829	6,746,115	914,714	3,124,680	187,379	2,937,301
Green Bay	8,154,029	7,723,187	430,843	6,772,511	5,913,614	858,897	1,381,518	1,809,573	(428,054)
La Crosse	8,080,066	7,903,183	176,883	6,236,555	6,200,210	36,345	1,843,512	1,702,973	140,539
Oshkosh	15,654,907	14,504,988	1,149,919	14,032,163	13,776,781	255,382	1,622,744	728,207	894,537
Parkside	4,473,083	3,584,085	888,998	3,792,372	3,392,448	399,924	680,711	191,637	489,074
Platteville	6,479,499	6,364,458	115,041	5,246,973	5,232,430	14,543	1,232,527	1,132,028	100,498
River Falls	6,076,504	6,627,934	(551,430)	5,082,137	5,602,423	(520,286)	994,367	1,025,511	(31,144)
Stevens Point	13,031,672	12,233,848	797,824	9,084,308	8,609,462	474,846	3,947,364	3,624,385	322,978
Stout	9,614,679	9,316,343	298,335	7,959,742	7,556,185	403,557	1,654,937	1,760,159	(105,222)
Superior	5,312,152	3,289,941	2,022,211	5,260,418	2,709,915	2,550,503	51,734	580,025	(528,291)
Whitewater	10,788,113	10,129,155	658,958	7,922,715	7,301,269	621,446	2,865,398	2,827,886	37,512
Colleges	279,794	6,771,162	(6,491,368)	246,588	5,800,685	(5,554,098)	33,207	970,477	(937,270)
Extension	0	19,322,888	(19,322,888)	0	11,105,378	(11,105,378)	0	8,217,510	(8,217,510)
System Administration	3,312,528	600	3,311,928	513,533	0	513,533	2,798,995	600	2,798,395



RESEARCH & PUBLIC SERVICE									
Institution	Total Fiscal Year to Date			Federal Fiscal Year to Date			Non Federal Fiscal Year to Date		
	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)
Total	696,103,816	623,128,852	72,974,964	432,227,382	421,765,570	10,461,811	263,876,434	201,363,282	62,513,152
Madison	647,916,271	574,818,449	73,097,822	398,756,418	388,575,019	10,181,399	249,159,853	186,243,430	62,916,423
Milwaukee	29,415,196	20,206,567	9,208,629	23,832,324	14,917,271	8,915,054	5,582,871	5,289,297	293,575
Eau Claire	1,563,142	809,014	754,127	1,211,127	631,110	580,017	352,015	177,904	174,110
Green Bay	1,642,493	1,273,355	369,139	965,537	927,457	38,080	676,956	345,897	331,059
La Crosse	1,218,304	672,102	546,201	717,898	265,958	451,940	500,406	406,144	94,261
Oshkosh	2,571,631	874,222	1,697,409	1,004,410	733,919	270,491	1,567,221	140,303	1,426,918
Parkside	181,210	23,620	157,590	159,379	0	159,379	21,831	23,620	(1,789)
Platteville	537,395	593,365	(55,970)	477,000	476,419	581	60,395	116,946	(56,551)
River Falls	205,220	587,746	(382,526)	147,075	474,107	(327,032)	58,145	113,639	(55,494)
Stevens Point	3,434,864	2,601,769	833,096	1,367,567	1,020,301	347,266	2,067,297	1,581,467	485,830
Stout	2,831,872	1,792,886	1,038,986	2,436,973	1,381,480	1,055,494	394,899	411,406	(16,507)
Superior	143,844	636,992	(493,148)	143,244	482,341	(339,098)	600	154,651	(154,051)
Whitewater	1,555,841	1,957,674	(401,833)	494,896	774,810	(279,914)	1,060,945	1,182,864	(121,919)
Colleges	17,000	12,269	4,731	0	0	0	17,000	12,269	4,731
Extension	0	16,268,822	(16,268,822)	0	11,105,378	(11,105,378)	0	5,163,444	(5,163,444)
System Administration	2,869,533	0	2,869,533	513,533	0	513,533	2,356,000	0	2,356,000

INSTRUCTION									
Total Fiscal Year to Date				Federal Fiscal Year to Date			Non Federal Fiscal Year to Date		
Institution	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)
Total	35,960,378	40,690,469	(4,730,091)	23,000,120	25,662,127	(2,662,007)	12,960,258	15,028,342	(2,068,084)
Madison	22,677,262	27,083,182	(4,405,920)	14,963,331	17,369,623	(2,406,292)	7,713,931	9,713,559	(1,999,628)
Milwaukee	4,897,653	4,955,037	(57,384)	1,573,104	1,227,279	345,825	3,324,549	3,727,758	(403,209)
Eau Claire	1,830,527	1,105,480	725,047	688,376	1,100,005	(411,629)	1,142,151	5,475	1,136,676
Green Bay	53,969	937,367	(883,398)	0	294,374	(294,374)	53,969	642,993	(589,024)
La Crosse	259,963	310,136	(50,173)	249,963	300,126	(50,163)	10,000	10,010	(10)
Oshkosh	5,489,040	5,608,345	(119,305)	5,489,040	5,305,737	183,303	0	302,608	(302,608)
Parkside	313,388	122,129	191,260	0	0	0	313,388	122,129	191,260
Platteville	30,182	18,092	12,090	0	0	0	30,182	18,092	12,090
River Falls	0	0	0	0	0	0	0	0	0
Stevens Point	267,237	321,058	(53,821)	113	789	(676)	267,124	320,269	(53,145)
Stout	135,695	122,932	12,763	36,194	64,194	(28,000)	99,501	58,738	40,763
Superior	0	10,998	(10,998)	0	0	0	0	10,998	(10,998)
Whitewater	5,462	25,002	(19,540)	0	0	0	5,462	25,002	(19,540)
Colleges	0	70,710	(70,710)	0	0	0	0	70,710	(70,710)
Extension	0	0	0	0	0	0	0	0	0
System Administration	0	0	0	0	0	0	0	0	0

STUDENT AID									
Total				Federal			Non Federal		
Fiscal Year to Date				Fiscal Year to Date			Fiscal Year to Date		
Institution	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)
<b>Total</b>	<b>98,306,782</b>	<b>101,866,236</b>	<b>(3,559,454)</b>	<b>86,914,637</b>	<b>90,072,144</b>	<b>(3,157,507)</b>	<b>11,392,145</b>	<b>11,794,091</b>	<b>(401,947)</b>
Madison	22,011,031	21,005,671	1,005,360	15,086,222	14,399,262	686,961	6,924,808	6,606,409	318,399
Milwaukee	15,910,366	15,225,604	684,762	15,910,366	15,225,604	684,762	0	0	0
Eau Claire	6,214,493	5,015,000	1,199,493	5,761,326	5,015,000	746,326	453,167	0	453,167
Green Bay	6,002,413	4,733,150	1,269,263	5,684,724	4,668,783	1,015,941	317,689	64,367	253,322
La Crosse	5,084,807	5,879,239	(794,432)	4,082,457	4,909,043	(826,586)	1,002,350	970,196	32,155
Oshkosh	7,538,713	7,809,375	(270,662)	7,538,713	7,737,125	(198,412)	0	72,250	(72,250)
Parkside	3,836,383	2,866,267	970,116	3,632,993	2,866,167	766,826	203,390	100	203,290
Platteville	4,097,362	4,108,433	(11,071)	4,097,362	4,108,433	(11,071)	0	0	0
River Falls	4,546,659	4,720,948	(174,289)	3,988,241	4,179,092	(190,851)	558,418	541,856	16,562
Stevens Point	8,525,813	8,901,896	(376,083)	7,716,628	7,578,666	137,962	809,185	1,323,230	(514,045)
Stout	4,942,673	5,620,355	(677,683)	4,521,746	5,124,507	(602,762)	420,927	495,848	(74,921)
Superior	2,136,249	2,554,167	(417,918)	2,136,249	2,227,574	(91,325)	0	326,593	(326,593)
Whitewater	7,213,234	7,128,038	85,196	6,511,023	6,245,318	265,705	702,211	882,720	(180,509)
Colleges	246,588	6,298,093	(6,051,506)	246,588	5,787,571	(5,540,983)	0	510,523	(510,523)
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	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)	2019-20	2018-19	Increase (Decrease)
<b>Total</b>	<b>54,817,284</b>	<b>68,759,419</b>	<b>(13,942,135)</b>	<b>10,322,406</b>	<b>8,687,916</b>	<b>1,634,490</b>	<b>44,494,878</b>	<b>60,071,503</b>	<b>(15,576,625)</b>
Madison	39,269,433	50,133,922	(10,864,489)	1,559,794	2,211,088	(651,294)	37,709,640	47,922,834	(10,213,194)
Milwaukee	1,048,513	6,311,279	(5,262,766)	972,144	2,315,697	(1,343,553)	76,369	3,995,582	(3,919,213)
Eau Claire	1,177,348	4,000	1,173,348	0	0	0	1,177,348	4,000	1,173,348
Green Bay	455,155	779,315	(324,160)	122,250	23,000	99,250	332,905	756,315	(423,410)
La Crosse	1,516,993	1,041,706	475,287	1,186,237	725,083	461,154	330,756	316,623	14,133
Oshkosh	55,523	213,046	(157,523)	0	0	0	55,523	213,046	(157,523)
Parkside	142,102	572,069	(429,967)	0	526,281	(526,281)	142,102	45,788	96,314
Platteville	1,814,560	1,644,568	169,992	672,611	647,578	25,033	1,141,949	996,990	144,960
River Falls	1,324,625	1,319,240	5,385	946,821	949,224	(2,403)	377,804	370,016	7,788
Stevens Point	803,758	409,125	394,632	0	9,706	(9,706)	803,758	399,419	404,338
Stout	1,704,438	1,780,170	(75,732)	964,829	986,004	(21,175)	739,609	794,166	(54,557)
Superior	3,032,059	87,784	2,944,275	2,980,925	0	2,980,925	51,134	87,784	(36,650)
Whitewater	2,013,576	1,018,440	995,135	916,796	281,141	635,655	1,096,780	737,299	359,480
Colleges	16,207	390,089	(373,883)	0	13,115	(13,115)	16,207	376,975	(360,768)
Extension	0	3,054,066	(3,054,066)	0	0	0	0	3,054,066	(3,054,066)
System Administration	442,995	600	442,395	0	0	0	442,995	600	442,395

\*Includes Libraries, Physical Plant and Miscellaneous categories

## REPORT CATEGORY DESCRIPTIONS AND EXAMPLES

Report Category	Program Name	Description	Examples
Research and Public Service	Sponsored Research	Activities specifically organized and separately budgeted to produce research outcomes, whether commissioned by an agency external to the institution or separately by an	Institutes and research centers Individual and project research
Research and Public Service	Public Service	Activities that are established primarily to provide noninstructional services beneficial to individuals and groups external to the institution. Examples include Community Services; Cooperative Extension Services; and Public Broadcasting Services.	Community services Cooperative extension Public broadcasting
Instruction	Instruction	Activities that are part of an institution's instructional program. Included are credit and noncredit courses for academic, vocational, and technical instruction; remedial and tutorial instruction; regular, special, and extension sessions; and community education. Includes departmental research and sponsored instruction.	General academic instruction Vocational/technical instruction Special session instruction Community education Preparatory/remedial instruction
Student Aid	Student Aid	All forms of financial aid assistance to students including scholarships, fellowships, and loans.	Scholarships Fellowships Loans Federal grants (i.e. Pell)
All Others: Split Libraries and Miscellaneous	Academic Support	Support services for the institution's primary missions: instruction, research, and public service. Examples include Libraries; Museums and Galleries; Educational Media Services; Academic Computing Services; Ancillary Support; Academic Administration; Academic Personnel Development; and Course and Curriculum Development.	Libraries Museums and galleries Educational media services Academic computing services Ancillary support Academic administration Academic personnel development Course and curriculum development
All Others: Miscellaneous	Student Services	Admissions and registrar offices and those activities whose primary purpose is to contribute to the student's emotional and physical well-being and to his or her intellectual, cultural, and social development outside the context of the formal instructional program. Examples include Student Services Administration; Social and Cultural Development; Counseling and Career Guidance; Financial Aid Administration; Student Admissions; Student Records; and Student Health Services.	Student services administration Social and cultural development Counseling and career guidance Financial aid administration Student admissions Student records Student health services
All Others: Miscellaneous	Institutional Support	1) Central executive-level activities concerned with management and long-range planning of the entire institution, such as the governing board, planning and programming, and legal services; 2) fiscal operations, including the investment office; 3) administrative data processing; 4) employee personnel and records; 5) logistical activities that provide procurement, storerooms, printing, and transportation services to the institution; 6) support services to faculty and staff that are not operated as auxiliary enterprises; and 7) activities	Executive management Fiscal operations General administrative and logistical services Administrative computing services Public relations/development
All Others: Physical Plant	Operation and Maintenance of Plant	Operation and maintenance of physical plants for all institutional activities, including auxiliary enterprises and independent operations	Physical plant administration Building maintenance Custodial services Utilities Landscape and grounds Major repairs and renovations
All Others: Miscellaneous	Auxiliary Enterprises	An entity that exists to furnish goods or services to students, faculty, or staff, and that charges a fee directly related to, although not necessarily equal to, the cost of the goods or services. This also includes Division I Intercollegiate Athletics.	Provides goods and services for a fee to students, faculty, and staff Intercollegiate athletics

**GUIDELINES FOR THE ADMINISTRATION OF THE  
WISCONSIN MERIT SCHOLARSHIP PROGRAM**

**REQUESTED ACTION**

Adoption of Resolution G., approving the guidelines for the administration of the Wisconsin Merit Scholarship program.

**Resolution G.** That, upon recommendation of the Vice President of Finance, the Board of Regents approves the guidelines for awarding the Wisconsin Merit Scholarship.

**SUMMARY**

The Board is being asked to approve guidelines that have been developed for awarding the Wisconsin Merit Scholarships. This will be the first year that the scholarship is awarded under the recommended guidelines due to availability of funding generated from interest income of the Normal School Fund.

**Presenter:**

- Sean Nelson, Vice President for Finance, UW System Administration

**BACKGROUND**

The 2017 Wisconsin Act 314 established a Wisconsin Merit scholarship program effective until April 1, 2023. Program funding is sourced from income and interest revenue generated by investments of the Normal School Fund managed by the Board of Commissioners of Public Lands. Amounts dedicated for the Wisconsin Merit Scholarship can vary each year due to the required allocation of funding specified in statute for the interest and income generated by the Fund. Statutes designate the first \$500,000 of available funding to be provided for specific programs, scholarships, and grants at UW-Madison, UW-Stevens Point and the former UW-Extension. If any balance remains, the Wisconsin Merit Scholarship receives the balance. For the past two fiscal years, there has been no balance to fund the Wisconsin Merit Scholarship.

Per Wis. Stat. s. [36.49\(4\)](#), the scholarships are:

1. Based only on merit.
2. For students who are enrolled in an institution and who have graduated from high school in this state.
3. Awarded based on performance on standardized college entrance exams and, if applicable, cumulative high school grade point averages.
4. Provided in the amount of \$5,000.

As a result of available funding, appropriate distribution and awarding methodologies have been developed and will be provided to institutions. This summary provides the Board of Regents with suggested guidelines.

### **Recommended Guidelines**

A work group of institutional financial aid directors and UW System Administration employees established guidelines for how the Merit Scholarship Program will be administered. The guidelines are as follows:

In the spring prior to fall awarding, UW System Administration will determine the proportion of scholarship funds that institutions will be eligible for, based on percentage of ACT scores and the equivalent converted SAT scores from the prior fall new freshmen. Each year an appropriate ACT score range will be selected in order to entirely allocate the funds for that year.

Institutions will then award scholarships to incoming freshman students by highest ACT score and the equivalent converted SAT score, and if needed to select between students with equivalent scores, the high school class rank percentile will be used. High school class rank percentile provides comparability of cumulative high school grade point averages that may diverge from a 4.0 scale. Should there be more students with equivalent scores and class rank percentile than funds available, institutions will use their discretion in determining eligibility. While these scholarships will be offered on an annual basis during the duration of the program, they will be offered on a one-time basis to incoming freshman only for a single year provided availability of funds.

In order to be considered, students must apply in accordance with institutional policies regarding scholarships.

**UW-MADISON SPONSORED RESEARCH AGREEMENT  
WITH GLAXOSMITHKLINE LLC**

**REQUESTED ACTION**

Adoption of Resolution H., to approve the Sponsored Research agreement between the Board of Regents and GlaxoSmithKline LLC.

**Resolution H.** That, upon 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 GlaxoSmithKline LLC during the period from March 1, 2020 through completion of the study.

**SUMMARY**

The sponsor desires to engage the services of the Institution and Institution's employee, Natalie Callander, MD (Principal Investigator) for the conduct of a clinical research study entitled, "A Phase 3, Randomized, Open-Label Study of Belantamab Mafodotin Administered in Combination with Bortezomib, Lenalidomide and Dexamethasone Versus Bortezomib, Lenalidomide and Dexamethasone Alone in Participants with Newly Diagnosed Multiple Myeloma who are Ineligible for Autologous Stem Cell Transplantation" in accordance with the Sponsor's protocol no. 209664.

**Presenter:**

- Laurent Heller, Vice Chancellor for Finance and Administration, UW-Madison

**BACKGROUND**

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

The School of Medicine and Public Health, with assistance from the Office of Research and Sponsored Programs at the University of Wisconsin-Madison, has negotiated a Sponsored Research Agreement with PPD Investigator Services, LLC on behalf of GlaxoSmithKline LLC. In consideration for providing the requested research, GlaxoSmithKline shall pay the University \$1,331,030.80. The research project is anticipated to be conducted during the period from March 1, 2020 through completion of the study. The research will be conducted in the UW Carbone Cancer Center under the direction of Dr. Natalie Callander.

The study is titled, "DREAMM9: A Phase 3, Randomized, Open-Label Study of Belantamab Mafodotin Administered in Combination with Bortezomib, Lenalidomide and Dexamethasone Versus Bortezomib, Lenalidomide and Dexamethasone Alone in Participants with Newly Diagnosed Multiple Myeloma who are Ineligible for Autologous Stem Cell Transplantation". The research will be an early-stage evaluation of a new drug treatment for multiple myeloma, an incurable cancer of plasma cells which causes bone pain, bleeding, frequent infections, and anemia.

GlaxoSmithKline is a science-led global healthcare company with three divisions devoted to pharmaceuticals (cancer, and respiratory diseases), vaccines (malaria, TB, COPD, shingles) and consumer healthcare (oral health, pain relief, nutrition, skin health).

This agreement is essentially the same as two other agreements recently approved (December 2019), DREAMM4 and DREAMM5. All are parallel studies testing the same drug, using it in combination with other approved medicines.

### **Related Policies**

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

**UW-MADISON FEE FOR SERVICE AGREEMENT  
WITH INTERNATIONAL BUSINESS SALES AND SERVICES  
CORPORATION (IBSS)**

**REQUESTED ACTION**

Adoption of Resolution I, approving the contractual agreement between the Board of Regents and International Business Sales and Services Corporation (IBSS).

**Resolution I.** That, upon 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 Fee for Service agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and International Business Sales and Services Corporation (IBSS) for an initially scheduled term from December 10, 2019 through July 9, 2020 with the option to extend by one-year terms for up to four years.

**SUMMARY**

The University of Wisconsin-Madison, with assistance from the Office of Research and Sponsored Programs at the University of Wisconsin-Madison, has negotiated a Fee for Service Agreement with IBSS Corporation. In consideration for providing the requested services, IBSS Corporation shall pay the University \$287,617 for the initial term and an estimated total of \$2,051,290 if all option periods are exercised. The initial term of this Agreement was scheduled from December 10, 2019 through July 9, 2020 after which the term may be extended by written agreement up to four years if each one-year option is exercised. This agreement is for Phase II of an existing agreement that was executed with IBSS for an amount of \$349,071. The service will be conducted at the Space Science and Engineering Center under the direction of Graeme Martin.

The National Oceanic and Atmospheric Administration and one of its operating units, the National Weather Service, have engaged IBSS Corporation to secure services on its behalf. The Space Science and Engineering Center (SSEC) has previously developed open-source software packages for the National Weather Service. Under this Agreement, SSEC will be



providing software system support to the National Weather Service related to those previously developed open-source software packages.

**Presenter:**

- Laurent Heller, Vice Chancellor for Finance and Administration, UW-Madison

**BACKGROUND**

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

**Related Policies**

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

**UW-MADISON CONTRACTUAL SERVICE AGREEMENT  
WITH MADISON GAS AND ELECTRIC COMPANY**

**REQUESTED ACTION**

Adoption of Resolution J., approving the contractual service agreement between the Board of Regents and Madison Gas and Electric Company.

**Resolution J.** That, upon 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 Madison Gas and Electric Company for a period of thirty years.

**SUMMARY**

UW-Madison wishes to participate in the development of the O'Brien Solar Fields Project located in Fitchburg, Wisconsin, by entering into a Renewable Energy Rider Service Agreement with its utility provider, Madison Gas and Electric Company ("MGE"). Under this Agreement, UW-Madison agrees to purchase energy and take service under MGE's Renewable Energy Rider, in addition to the current schedules applicable to UW-Madison.

**Presenter:**

- Laurent Heller, Vice Chancellor for Finance and Administration, UW-Madison

**BACKGROUND**

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

In 2006, the UW-System bought renewable energy credits equal to 15% of the campus energy portfolio. Two of those contracts have expired, reducing the campus electricity mix attributable to renewable sources to 10%. The O'Brien Solar Fields Project presents UW-

Madison with the opportunity to procure renewable solar electricity through a local development in Fitchburg. The service taken under this Agreement would replace approximately 5% of campus electricity use with locally produced renewable energy, restoring the campus electricity mix back up to 15% from renewable sources.

Under this Agreement, UW-Madison subscribes to 10,000 kW of the O'Brien Solar Fields Project's capacity and obligates itself to purchase the associated energy for a period of thirty years. The cost of the energy itself is locked in for the thirty-year term, at \$0.058/kWh, after an upfront payment by UW-Madison of \$1.5 million. Under the Agreement, UW-Madison receives a credit for energy purchased under the Rider, valued at UW-Madison's energy cost (\$/kWh) at the time of purchase, in addition to a credit for the demand offset by the Rider, fixed at \$0.239 / kW for the duration of the Agreement.

MGE retains responsibility for operation and maintenance of Project and related equipment.

The net cost or benefit of this contract is difficult to predict with certainty, as it will be influenced by the changes in general energy costs going forward. While initially, the cost of energy purchased under this agreement will be higher than under the existing schedules, UW-Madison sees value in the locked-in price as protection from potential increases in energy costs going forward, in addition to the benefit this Agreement will have on the campus percentage of energy from renewable sources.

### **Related Policies**

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

**UW-MADISON FEE FOR SERVICE AGREEMENT  
WITH GENENTECH, INC. (PAVILION)**

**REQUESTED ACTION**

Adoption of Resolution K., approving the Fee for Service agreement between the Board of Regents and Genentech Inc., a subsidiary of F. Hoffman La Roche.

**Resolution K.** That, upon 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 Genentech Inc., a subsidiary of F. Hoffman La Roche for a period that extends from date of signature on the agreement to December 31, 2023.

**SUMMARY**

The UW Fundus Photograph Reading Center will evaluate images of eyes (retinal images) and provide related services to assist Genentech in assessing the results of this clinical trial. The contract is for the Phase 3 clinical trial titled, "A Phase III, Multicenter, Randomized, Visual Assessor Masked Study of the Efficacy, Safety, and Pharmacokinetics of the Port Delivery System with Ranibizumab in Patients with Diabetic Retinopathy (PAVILION)". This study is looking at a novel method for delivering a reformulated, previously FDA-approved drug for treating diabetic retinopathy to the eye via an implanted port which stays in the patient's eye. The implant can be refilled in the clinic easier than current approved treatment procedures (injections to the affected eye) thus reducing the burden on clinics and physicians for re-administration of future treatments.

This project will run concurrent with another agreement under consideration by the Board of Regents with Genentech, called PAGODA. The study will enroll its first participant in March 2020.

Estimated Dollar Value of Agreement over Term: \$1,574,997.

Genentech Inc. is a subsidiary of F. Hoffman La Roche AG and employs close to 14,000 employees worldwide. Genentech is responsible for bringing important drugs to market

ranging from synthetic insulin and treatments for age-related macular degeneration, hemophilia A, to non-small cell cancer.

Fee-for-service work undertaken by the Fundus Photograph Reading Center provides opportunities for further developing methods for analyzing both the progress of retinal diseases and the potential treatments for those diseases. Industry FFS work helps fund research and development in order to keep the FPRC at the forefront of image analysis in clinical trials of retinal disease. Cooperation with Genentech on clinical trials leads to knowledge and understanding of current and future treatments of retinal diseases. Data generated from this clinical trial will be presented to the FDA for device and drug approval potentially improving the lives of patients in the US and worldwide.

**Presenter:**

- Laurent Heller, Vice Chancellor for Finance and Administration, UW-Madison

**BACKGROUND**

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

**Related Policies**

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

**UW-MADISON FEE FOR SERVICE AGREEMENT  
WITH GENENTECH, INC. (PAGODA)**

**REQUESTED ACTION**

Adoption of Resolution L., approving the contractual Fee for Service agreement between the Board of Regents and Genentech Inc., a subsidiary of F. Hoffman La Roche.

**Resolution L.** That, upon 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 Genentech Inc., a subsidiary of F. Hoffman La Roche for a term from February 7, 2020 until December 31, 2022.

**SUMMARY**

The UW Fundus Photograph Reading Center will evaluate images of eyes (retinal images) and provide related services to assist Genentech in assessing the results of this clinical trial. The contract is for the Phase 3 clinical trial titled, "A Phase III, Multicenter, Randomized, Visual Assessor Masked Study of the Efficacy, Safety, and Pharmacokinetics of the Port Delivery System with Ranibizumab in Patients with Diabetic Macular Edema (PAGODA)". This study is looking at a novel method for delivering a reformulated, previously FDA-approved drug for treating diabetic retinopathy to the eye via an implanted port which stays in the patient's eye. The implant can be refilled in the clinic easier than current approved treatment procedures (injections to the affected eye) thus reducing the burden on clinics and physicians for re-administration of future treatments.

This agreement is an amendment to a previously existing agreement that was effective May 30, 2019 for an amount of \$111,627, which originally fell below the threshold of required reporting. This project will run concurrent with another agreement under consideration by the Board of Regents with Genentech, called PAVILION. The study will enroll its first participant in March 2020.

Estimated Dollar Value of Amendment over Term: \$3,174,527.

Genentech Inc. is a subsidiary of F. Hoffman La Roche AG and employs close to 14,000 employees worldwide. Genentech is responsible for bringing important drugs to market ranging from synthetic insulin and treatments for age-related macular degeneration, hemophilia A, to non-small cell cancer.

Fee-for-service work undertaken by the Fundus Photograph Reading Center provides opportunities for further developing methods for analyzing both the progress of retinal diseases and the potential treatments for those diseases. Industry FFS work helps fund research and development in order to keep the FPRC at the forefront of image analysis in clinical trials of retinal disease. Cooperation with Genentech on clinical trials leads to knowledge and understanding of current and future treatments of retinal diseases. Data generated from this clinical trial will be presented to the FDA for device and drug approval potentially improving the lives of patients in the US and worldwide.

**Presenter:**

- Laurent Heller, Vice Chancellor for Finance and Administration, UW-Madison

**BACKGROUND**

Regent Policy Document 13-1 requires any grant or contract with private profit-making organizations in excess of \$1,000,000 be presented to the Board of Regents for formal approval prior to execution.

**Related Policies**

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

## **UPDATE ON TITLE AND TOTAL COMPENSATION PROJECT**

### **REQUESTED ACTION**

This report is for information only.

### **SUMMARY**

Several project milestones have been accomplished since the last Board of Regents update in July 2019. As part of the Title & Total Compensation Project (TTC), Mercer Consulting conducted a review of the UW System's benefit offerings. This review consisted of two parts: (1) a benefits value analysis to determine the competitive positioning of the UW System's benefit offerings against peers and competitors in the national and local labor markets and (2) an employee preference survey to understand employees' preferences in benefit offerings.

This item will present findings from the benefits value analysis and employee preferences survey conducted by Mercer Consulting. In addition, this item will update the board on the overall project status.

### **Presenter(s):**

- Dr. Shenita Brokenburr, Senior Associate Vice President and Chief Human Resource Officer, UW System Administration
- Daniel Chanen, Director of Benefits and Compensation, UW System Administration

### **BACKGROUND**

Effective July 1, 2015, Wis. Stat. [§ 36.115](#) authorizes and directs the University of Wisconsin System to develop two distinct personnel systems: one for UW-Madison and one for all other UW System institutions. They are separate and distinct from the personnel system outlined under [Chapter 230](#) of the Wisconsin Statutes (State Employment Relations). UW-Madison's new personnel system is HR Design. All other UW System institutions fall under University Personnel System (UPS).



The Title & Total Compensation Project (TTC) was a key recommendation from the UPS and HR Design implementation workgroups and was elevated as a priority by executives at both UW System Administration and UW-Madison. TTC aims to redesign and modernize the current title and total compensation structure with market-informed information, positioning all UW institutions to attract and retain the best talent. Kicked off in spring 2017 with executive sponsorship provided by President Cross, Chancellor Blank, Vice President Cramer and Vice Chancellor Heller, the project is jointly managed by UW System and UW-Madison human resources leadership with the guidance of a compensation consulting partner, Mercer Consulting. Project governance engages an Advisory Council, whose membership is comprised of the Systemwide joint governance body and supported by Project Teams at each institution led by Human Resources.

**REMOVAL OF REGENT POLICY DOCUMENT 30-1,  
“STUDENT PUBLICATIONS”**

**REQUESTED ACTION**

Adoption of Resolution N., which removes Regent Policy Document 30-1, “Student Publications.”

**Resolution N.** That, upon the recommendation of the President of the University of Wisconsin System, the UW System Board of Regents authorizes the Executive Director and Corporate Secretary to remove Regent Policy Document 30-1, “Student Publications” because the policy is obsolete.

**SUMMARY**

Regent Policy Document (RPD) 30-1, “Student Publications,” allows individual UW institutions to determine whether to provide space for campus publications and to establish subscription policies for those publications. In 1969, the Board of Regents restricted UW-Madison’s authority to provide space, print the newspaper on university property, and to pay for subscriptions to the Daily Cardinal because the Board objected to the Daily Cardinal’s use of “unacceptable” language. The Board adopted the provisions of RPD 30-1 to rescind the actions taken in 1969, allowing UW-Madison the same authority to determine space and subscription policies for student publications as other UW institutions.

At its February 2020 meeting, the Board’s Business and Finance Committee will consider the removal of Regent Policy Document 30-1, “Student Publications,” because the policy is obsolete and does not meet the standards for an RPD. Removing this statement from the Regent Policy Documents does not alter Resolution 1015, nor change the practice of allowing each campus to determine whether to subsidize campus newspapers.

**Presenter:**

- Quinn Williams, General Counsel, UW System Administration

## BACKGROUND

In November 1968, the Board of Regents of the University of Wisconsin approved a resolution to reprimand the Daily Cardinal and its Board of Control “for the use of language that is considered by the standards of this country to be unacceptable for public use.” The resolution also requested that the Daily Cardinal Board of Control provide the Board of Regents with a plan that included “appropriate sanctions that will prevent future violation of language standards” and address this issue at a subsequent Board meeting.

At the Board’s January 1969 meeting, the faculty members of the Daily Cardinal Board of Control appeared before the Regents, but student members refused to do so. Regents discussed the Daily Cardinal’s use of university facilities, an interest in determining what the newspaper’s standards were for editorial comments and word choice, and the newspaper’s level of independence from the university. Following the discussion, the Regents approved a resolution requiring: (1) that the Daily Cardinal’s business office either move off-campus or pay market rent for its university-owned space; (2) that all subscriptions paid for by the university be terminated; and (3) that the printing of the newspaper on university property continue as long as the editorial policy of the newspaper remained consistent with the code of ethics or policies for other Wisconsin newspapers.

Six years later, following the merger that created the UW System, the Board of Regents of the UW System considered this issue and the resolution approved in 1969. At the Board’s meeting in May 1975, representatives of UW-Madison suggested that UW institutions were being treated differently as UW-Madison was operating under a Regent directive on this particular issue, and all other institutions within the system were allowed to make decisions on an autonomous basis. The Board approved Resolution 1015, rescinding actions taken by the Board of Regents of the University of Wisconsin in January 1969, allowing for the provision of space and subscriptions for campus publications to be determined in accordance with individual campus policies and procedures. This resolution is codified in Regent Policy Document 30-1.

In analyzing Regent Policy Documents, among the considerations is the extent to which a policy establishes a fundamental principle or makes a broad or strategic statement. RPD 30-1 does not accomplish these goals. Removing this statement from the Regent Policy Documents does not alter Resolution 1015, nor change the practice of allowing each campus to determine whether to subsidize campus newspapers.

Removing RPD 30-1 from the body of Regent Policy Documents will have no substantive effect and would be another step toward making the Regent Policy Documents a more cohesive set of policies that provide broad, strategic, and enduring statements of the Board’s expectations.

## **Related Regent Policy Documents and Applicable Laws**

- RPD 30-2, "Student Newspaper Disclaimer"

## **ATTACHMENTS**

- A) RPD 30-1, "Student Publications"

**30-1 STUDENT PUBLICATIONS (Formerly 75-4)**

Provision of space for campus publications and subscription policies relative to campus publications shall be determined in accord with individual campus policies and procedures.

History: Res. 1015 adopted 5/9/75; rescinds 1/10/69 action.

**AMENDMENT OF REGENT POLICY DOCUMENT 30-2,  
“STUDENT NEWSPAPER DISCLAIMER”**

**REQUESTED ACTION**

Adoption of Resolution O., which amends Regent Policy Document 30-2, “Student Newspaper Disclaimer.”

**Resolution O.** That, upon the recommendation of the President of the University of Wisconsin System, the UW System Board of Regents approves the amendment of Regent Policy Document 30-2, “Student Newspaper Disclaimer.”

**SUMMARY**

Regent Policy Document (RPD) 30-2, “Student Newspaper Disclaimer,” requires student newspapers subsidized by funds or facilities of the UW System or its institutions to carry a disclaimer stating that the newspaper is written and edited by students and they are solely responsible for the content of the newspaper. The policy was adopted in 1975 in response to concern about the potential liability of the Board of Regents for the content of student newspapers.

At the request of the UW System Office of General Counsel, the Board’s Business & Finance Committee will be asked to consider adopting a resolution amending RPD 30-2, “Student Newspaper Disclaimer,” and to rename the policy “Student Press Publication Disclaimer.” The revisions will modernize the policy to require the statement on other forms of student press publications, such as websites and other electronic publication mediums. It also reformats the policy to meet Regent Policy Document standards.

**Presenter:**

- Quinn Williams, General Counsel, UW System Administration

## BACKGROUND

On rare occasions, student newspaper and other student press publication organizations have faced legal action for publishing information that a complainant believes to be inaccurate, defamatory, or libelous. In some cases, complainants have also tried to hold the institution or the governing board of the institution, in addition to the student press publication organization, legally responsible. Regent Policy Document (RPD) 30-2, "Student Newspaper Disclaimer," (Attachment A), requires student newspapers subsidized by funds or facilities of the University of Wisconsin System or its institutions to carry a disclaimer stating that the newspaper is written and edited by students and that they are solely responsible for the content of the newspaper.

The Business & Finance Committee of the Board of Regents adopted the provisions of RPD 30-2 on August 15, 1975 as Resolution 1066. Members of the Committee became concerned during their review of 1975-76 Auxiliary and Segregated Fee funding about the liability of the Regents for the editorial policy and content of student newspapers supported by segregated fees or that received facilities support. To address this concern, UW System Administration developed a proposed disclaimer. Administrators requested an opinion from the Wisconsin Attorney General (AG) as to the effectiveness of requiring student newspapers to publish the disclaimer in shielding the Board from liability suits brought against the newspapers.

The AG issued an informal opinion on August 8, 1975, that concluded that "a disclaimer of liability as against all possible libel claims would not be effective...the disclaimer would merely have the effect of a unilateral statement by the Regents but would have no legal effect in regard to relieving the Regents of any liability."

The Regents nonetheless approved the requirement for the disclaimer, noting that publishing a statement proclaiming the primary responsibility for newspaper content was useful for informational purposes. Resolution 1066 also replaced three prior resolutions adopted by the Wisconsin State University system. Those resolutions gave the authority and responsibility for all publications paid for by state monies to campus administration and required newspaper mastheads to clearly state that the newspapers were university publications. According to Board minutes, the Board believed those resolutions gave the University primary responsibility for editorial content and were a potential invitation to take legal action against the UW System. Resolution 1066 became Regent Policy Document 75-6, which was later renumbered RPD 30-2.

At the request of the UW System Office of General Counsel, this proposal retains the disclaimer requirement but expands the requirement to include all student press publications, such as websites and other electronic publication mediums. This policy applies to student press publications that receive any amount of support from university resources and that are not under the editorial control of the UW System or any UW System

institution. The policy requires UW System institutions to inform students involved in editing and writing for student press publications of the publication's legal liability for editorial content. Institutions are also required to develop guidance for student press publications describing best practices for managing liability, including information regarding procuring liability insurance.

An earlier review found that few student newspapers publish the disclaimer statement as required under RPD 30-2. To improve compliance, the proposed policy requires UW Chancellors to ensure compliance with the policy.

The proposed revision renames the policy as "Student Media Disclaimer," in recognition that student news may be published in formats other than a newspaper, including websites and other electronic publication mediums. Finally, the policy reformats the policy to meet the standards for a Regent Policy Document, as provided in RPD 2-3, "Standards and Protocol for Regent Policy Documents." A copy of the proposed policy may be found in Attachment B.

### **Related Regent Policy Documents and Applicable Laws**

- RPD 30-1, "Student Publications"

### **ATTACHMENTS**

- A) RPD 30-2, "Student Newspaper Disclaimer" (*Current*)
- B) RPD 30-2, "Student Press Publications Disclaimer" (*Proposed*)



Regent Policy Document 30-2 (formerly 75-6)

**Student Newspaper Disclaimer**

The following statement shall be carried in the masthead of all editions of those newspapers prepared by and for the students of any institution or college campus in the University of Wisconsin System and subsidized by funds or facilities under jurisdiction of the University of Wisconsin System or its institutions:

*The (name of paper) is written and edited by students of the University of Wisconsin (name of campus) and they are solely responsible for its editorial policy and content.*

*History: Res. 1066 adopted 8/15/75; rescinds Wisconsin State Universities resolutions 3629, 3694 and 3710.*

Regent Policy Document 30-2 (formerly 75-6)

**Student Media Disclaimer****Scope**

This policy applies to all UW System student press publications, including websites and other electronic publication mediums, subsidized by university resources, and that are not subject to editorial control by the UW System or any UW System institution.

**Purpose**

The purpose of this policy is to establish procedures related to the responsibility for the editorial content of student press publications.

**Policy Statement**

The following statement shall be carried in the masthead of all editions of those newspapers, or on the main page of any news websites or other similar electronic news distribution platforms (such as Facebook, Twitter, Instagram, etc.) (collectively “student press publications”) prepared by and for the students of any University of Wisconsin institution and subsidized by funds or facilities under jurisdiction of the University of Wisconsin System or its institutions:

*The (name of publication) is written and edited by students of the University of Wisconsin (name of campus) and they are solely responsible for its editorial policy and content.*

Each UW Chancellor or his or her designee shall inform students who edit or write for a student press publication subsidized by university resources of the legal responsibility for the content of those publications.

Each UW Chancellor, or designee, shall also provide guidance to student press publications subsidized by university resources describing best practices for managing liability, including information regarding liability insurance for student publications.

**Oversight, Roles, and Responsibilities**

The UW Chancellor of each UW System institution is responsible for ensuring the institution complies with this policy.

*History: Res. 1066 adopted 8/15/75; rescinds Wisconsin State Universities resolutions 3629, 3694 and 3710.*

**AMENDMENT OF A NEW REGENT POLICY DOCUMENT, “CONTRACTS WITH RESEARCH COMPANIES”**

**REQUESTED ACTION**

Adoption of Resolution P., modifying a new Regent Policy Document adopted by the Board’s Executive Committee on January 21, 2020, to meet the requirement of Wis. Stat. § 946.13(12)(d) created by 2019 Wisconsin Act 36.

**Resolution P.** That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents amends the Regent Policy Document entitled “Contracts with Research Companies,” which was approved by the Board’s Executive Committee on January 21, 2020

**SUMMARY**

At its February 2020 meeting, the Business & Finance Committee will consider a proposal to revise a newly approved Regent Policy Document entitled “Contracts with Research Companies.” An initial version of this policy was approved by the Board’s Executive Committee on January 21, 2020, as UW-Madison had several time-sensitive research contracts on hold pending the Board’s adoption of a Regent policy addressing contracts with research companies. The policy was approved by the Executive Committee with the understanding that it would be reconsidered by the Business & Finance Committee, and the full Board of Regents, at the February 6-7, 2020 meeting.

The new Regent policy is necessary to meet the requirements under Wis. Stat. § 946.13(12)(d), created by 2019 Act 36, which requires the Board to adopt a policy specifying the content for a management plan. The new policy specifies the minimal standards for what a management plan must contain. Institutions may impose additional or more restrictive requirements if appropriate. With the adoption of [2019 Act 36](#) and this new Board policy, the process for reviewing research contracts to ensure compliance with Wis. Stat. § 946.13(1) will no longer require a 45-day passive review process by the Board of Regents. Instead, a research contract, regardless of its monetary value, will be exempt from the prohibitions in Wis. Stat. § 946.13(1) if the employee’s interest has been evaluated and addressed by a management plan issued by the entity responsible for managing conflicts of interest, and this management plan is compliant with Board of Regents policy.

At its February meeting, the Business and Finance Committee will reconsider the new Regent policy, with an additional amendment proposed by UW-Madison. The requested amendment clarifies that the prohibition on a university employee's involvement in their institution's employment of an individual with financial interest in a research company, only applies if the employee knows the individual has a significant financial interest in the research company.

## **BACKGROUND**

The Board of Regents recognizes the right of UW System employees to personal financial interests and the duty of the UW System to ensure that UW System activities are conducted with integrity. State employees, including UW employees, are generally prohibited by Wis. Stat. § 946.13(1) from engaging in or entering into a contract in which they have a private pecuniary interest, unless they meet certain exemptions. The exemptions in state law for UW employees who enter into a contract between the system or institution and a research company for the purchase of goods or services, including research, in which that employee has a private pecuniary interest, have evolved over time.

[2005 Act 417](#) created Wis. Stat. § 946.13(12), which provides a specific exemption for research contracts. Research contracts under \$75,000 were exempt if they were approved by the UW employee or officer responsible for evaluating and managing potential conflicts of interest. For research contracts above \$75,000, the Attorney General (AG) reviewed the contract to ensure it did not violate the prohibitions under Wis. Stat. § 946.13(1).

[2009 Act 28](#) created a new process, which repealed the requirement for the AG to review the research contracts, and gave responsibility to the Board of Regents. It also increased the threshold from \$75,000 to \$250,000. Since 2009 Act 28, the Board of Regents has approved numerous contracts under this process through a 45-day passive review.

With the adoption of [2019 Act 36](#), the process will no longer require a 45-day passive review process by the Board of Regents. Instead, a research contract, regardless of its monetary value, will be exempt from the prohibitions in Wis. Stat. § 946.13(1) if the employee's interest has been evaluated and addressed by a management plan issued by the entity responsible for managing conflicts of interest, and this management plan is compliant with Board of Regents policy, included as Attachment A.

## **Related Policies**

- Regent Policy Document 13-1, "General Contract Signature Authority, Approval, and Reporting"
- Regent Policy Document 13-2, "Real Property Contracts: Signature Authority and Approval"

- § 946.13, Wis. Stats., "Private interest in public contract prohibited"

## **ATTACHMENTS**

- A) Proposed Changes to Regent Policy Document, "Contracts with Research Companies"

## Regent Policy Document, “Contracts with Research Companies” – *Proposed*

### Scope

This policy applies to all University of Wisconsin System institutions when a contract with a research company is subject to Wis. Stat. § 946.13.

### Purpose

The purpose of this policy is to define the required elements of a management plan issued in relation to a contract between a UW System institution and a research company where Wis. Stat. § 946.13 may apply.

### Policy Statement

The Board of Regents recognizes the right of UW System employees to personal financial interests and the duty of the UW System to ensure that UW System activities are conducted with integrity. Where Wis. Stat. § 946.13 applies, the following elements must be incorporated into a management plan issued by the appropriate UW System institution’s institutional body or individual responsible for evaluating and managing potential conflicts of interest:

1. **Reporting of outside activities.** The university employee must submit annual and updated reports of outside activities consistent with institutional requirements and processes.
2. **Use of university facilities and services.** Any activity involving the use of university facilities or services for the benefit of the research company must be conducted in accordance with all institutional and system policies and state and federal laws pertaining to the use of university facilities and services. Except with respect to use of facilities and services made available for general public use in accordance with established rates and conditions applicable to all users, any such activity must be approved by the university employee’s Dean, Director, Division Head or their designee, and a written and approved contract is required before the activity begins.
3. **Contract negotiation, approval and signature.** The university employee may not negotiate or sign any contract with the research company on behalf of their institution. In addition, any such contract’s terms and budget must be approved by the university employee’s Dean, Director, Division Head or their designee.
4. **Invoicing and billing.** The university employee may not be responsible for invoicing or billing the research company, or for institutional decision-making should any issue regarding the research company’s performance under a contract with a UW

System institution arise. Any such decisions must be made by an impartial party who is not under the supervision or control of the university employee.

5. **Purchases.** The university employee may not be directly involved in making decisions involving the purchase of items or services from the research company. Any such decisions must be made by an impartial party who is not under the supervision or control of the university employee.
6. **Human resources matters.** The university employee may not be directly involved in any final institutional decision-making regarding their institution's employment of any individual [who the university employee knows has with a significant](#) financial interest in the research company. Any such decisions must be made by an impartial party who is not under the supervision or control of the university employee.

Institutions may impose additional and/or more restrictive requirements as appropriate for a given situation. If a Dean, Director, or Division Head has a financial interest in the research company, a higher-level administrator must be responsible for all necessary approvals referenced in this policy.

### **Oversight, Roles, and Responsibilities**

Institutions may adopt policies or practices consistent with this Regent Policy Document.

### **Related Regent Policies and Applicable Laws**

- Regent Policy Document 13-1, "General Contract Signature Authority, Approval, and Reporting"
- Regent Policy Document 13-2, "Real Property Contracts: Signature Authority and Approval"
- § 946.13, Wis. Stats., "Private interest in public contract prohibited"

## **UW SYSTEM VICE PRESIDENT FOR ADMINISTRATION REPORT**

### **REQUESTED ACTION**

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

### **SUMMARY**

UW System Administration continues to advance the 2020FWD priorities related to Operational Excellence. Some highlights of progress since December 2019 are noted below. Important milestones for several activities are identified.

#### **The UW Colleges and UW-Extension Restructuring Project**

The restructuring project is in the second six months of Phase 2. Over 91% of milestones in the roadmap have been completed to date. Recent activities include the completion of the transfer of historical grants data, transfers of UW Colleges agency accounts and balances to receiving institutions, and closeout of the I17 for international students. As activities are completed, formal closure of workstreams takes place.

The status report by Associate Vice President Hopper on UW System large/vital IT projects includes the final Restructuring Student Information Systems Migration update. This project supported the implementation of new academic structures in the student information systems at receiving institutions, assisted with application transfer (via EApp), and assisted with development of tuition models. Overall, the project was completed underbudget and within two weeks of the anticipated completion date. The successful work on seven student information systems between Summer 2018 and Fall 2019 helped ensure that students, faculty and staff were able to accomplish their academic endeavors during the restructuring. I highlight this as one of many complex activities identified, planned, and completed in Phase 1 and Phase 2 by faculty and staff involved in the restructuring project.

#### **Administrative Transformation Program**

The Administrative Transformation Program's preplanning continues. This significant preplanning effort has now engaged employees at every UW System institution to inform



the analysis of the current environment related to the policies, processes, and technologies that support a range of administrative functions across the UW System. The preplanning is scheduled to be completed in May 2020.

The preplanning timeline anticipates presentation of recommendations and a supporting business case at the April 2020 Board meeting. This will include financial and non-financial elements, such as addressing information security needs, and an initial implementation plan for the Board's consideration. The recommendations will reflect the discovery work in the UW System, insights from past Legislative Audit Bureau reports, visits to other institutions of higher education that are implementing large cloud-based migrations of processes and technology, and information gathered from other sources.

Preplanning work includes vendor demonstrations of cloud-based software solutions. Employees from across the UW System participated in these during January 2020 in order to learn about the functionality of cloud-based tools based on scenarios provided to the vendors by ATP, test a number of use cases against business requirements, and have the opportunity to pose questions to vendors. Approximately 100 employees participated in demonstrations in-person with an additional approximately 400 employees who participated by live web stream. Participants are providing input and feedback in order to best inform the software vendor decision.

The February 2020 Capital Planning and Budget Committee agenda includes a recommended lease to secure space for the Administrative Transformation Program work teams. The facility is adjacent to UW-Madison and close to the offices of UW System Administration and UW-Shared Services employees who will be involved.

### **Travel and Expense Audit and Approval Transition**

In December 2019, the Board approved three new travel contracts for UW institutions. The implementation of these is underway to ensure a seamless transition in July 2020. UW System Administration's Office of Financial Administration is leading this work, supported by the UW System Project Management Office. The project plan calls for completion of this activity in October 2020.

In parallel, the support for operational activities related to travel and expense auditing and approval is migrating from the Office of Financial Administration to UW-Shared Services. This aligns with the goals of supporting operational activities in a consolidated manner, with standardization and streamlining of business processes a focal point of our activities. The Office is working closely with UW-Shared Services to redesign business processes, assess policies, and enhance customer experience in order to efficiently and effectively support them while reducing the amount of time expended in these activities. UW-Shared Services assumed responsibility for the travel and expense operations January 19, 2020.

## **Risk Management Services**

The University of Wisconsin System renewed its cyber liability insurance during fall 2019. Coverage under the catastrophic event policy was increased to \$40 million. This increase was undertaken due to the continued rapid evolution of information security threats.

In 2015 the UW System and the State of Wisconsin worked with the State's Insurance Broker to approach the insurance market for Cyber Liability insurance. UW System decided to purchase coverage at that time and has renewed annually. The program provides access to Forensic Investigators, Notification Services, Identity Theft Protection offerings, and other services.

The average cost of a data breach is about \$148 per compromised record. Given the significant amount of records held by the UW System, a catastrophic loss of \$30 million or more could occur. The cyber liability insurance provides protection to the UW in such an event.

It is important to note that other insurance coverage can also be accessed following information security incidents. For example, the UW System's crime insurance paid \$250,000 following the ACH fraud at UW-Parkside. This policy applied because of the nature of the crime that occurred. The actual loss was \$197,000 and the difference has been returned to the insurance company. Law enforcement has made an arrest in the case.

### **Presenter:**

- Rob Cramer, Vice President for Administration, UW System Administration

## **BACKGROUND**

In August 2016, the Board of Regents approved resolution 10743 to adopt the proposed UW System Strategic Framework, entitled "UW System 2020*FWD* 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.