BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Business and Finance Committee   Via Webex Videoconference

Thursday, February 4, 2021

10:30 a.m. – 12:00 p.m.

A. Calling of the Roll

B. Declaration of Conflicts

C. Approval of the Minutes of the December 10, 2020 Meeting of the Business and Finance Committee

D. UW-Madison Presentation – "UW-Madison – Budget Update and Revenue Innovations"

E. Review and Approval of Proposed Nonresident Graduate and Undergraduate Tuition Increases

F. Review and Approval of Proposed Change in Scope for UW-Milwaukee Engineering and Applied Science Tuition Differential

G. Review and Approval of UW System Semi-Annual Status Report on Large/Vital Information Technology Projects

H. Review and Approval of UW System Strategic Plans for Major Information Technology Projects

I. Approval of a UW-Madison Agreement with AbbVie Inc.

J. Regent Policy Document Review: "Internal Management Flexibility of Auxiliary Funds"

K. Semi-Annual Budget-to-Actuals Report

L. Semi-Annual Report of Gifts, Grants, and Contracts

M. COVID-19 Financial Impacts Update

N. Reports of the Vice Presidents
    1. UWSA Office of Administration Reorganization

UW-MADISON PRESENTATION: "BUDGET UPDATE AND REVENUE INNOVATIONS"

REQUESTED ACTION

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

SUMMARY

UW-Madison officials will share with the committee an overview of the university's main revenue sources, the financial impact of the COVID-19 pandemic on several auxiliaries including housing and athletics, and steps being taken by the university to partially offset revenue reductions.

Presenters will also highlight recommendations developed by the Revenue Innovations Study Group, a team appointed by campus leadership to provide ideas and advice regarding new and creative ways to leverage UW-Madison assets to maximize their long-term value in support of the university's public mission and academic preeminence.

Presenters

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

Business and Finance Committee   **Item E**

February 4, 2021

REVIEW AND APPROVAL OF PROPOSED NONRESIDENT UNDERGRADUATE AND GRADUATE TUITION INCREASES

REQUESTED ACTION

Adoption of Resolution E., approval of the proposed nonresident undergraduate and graduate tuition increases.

Resolution E.   That, upon the recommendation of the President of the UW System, the UW System Board of Regents approves the proposed nonresident undergraduate and graduate school tuition increases for UW-Milwaukee, UW-Platteville, UW-Stevens Point, and UW-Stout.

SUMMARY

Attachment A details proposed tuition increases for nonresident undergraduate and graduate school students for four UW System institutions. If approved, they would be effective for the 2021-22 academic year. The proposed rates are shown in Table 1 of the attachment.

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 eight years, while tuition at peer institutions has generally continued to increase.

Consistent with recent biennial budgets, 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 of the attachment. Additional detail regarding the proposals can be found in Table 4.

Presenter

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

BACKGROUND

Recent biennial budgets have limited the authority of the Board of Regents to increase resident undergraduate tuition, but have not limited 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.

Related Policie*s*

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

ATTACHMENT

A) Proposed Nonresident Undergraduate and Graduate Tuition Increases

Table 1. Proposed One-Year Tuition Increases

		2020-21	2021-22		
UW-Milwaukee	Student Enrollment	Tuition	Increase	Tuition	Increase Percent
Graduate:					
Resident Doctor of Nursing Practice	97	$10,700.70	$1,200.00	$11,900.70	11.21%
UW-Platteville					
Undergraduate:					
Nonresident	76	$14,693.04	$364.22	$15,057.26	2.48%
International	46	$15,268.56	$788.70	$16,057.26	5.17%
Nonresident Dairy Science*	0	$14,768.48	$788.78	$15,557.26	5.34%
International Dairy Science*	0	$15,768.56	$788.70	$16,557.26	5.00%
Nonresident UW-Platteville Baraboo	3	$12,321.12	$308.03	$12,629.15	2.50%
Nonresident UW-Platteville Richland	18	$12,321.12	$308.03	$12,629.15	2.50%
Graduate:					
Resident**	0	$7,640.46	$191.01	$7,831.47	2.50%
Nonresident**	0	$16,771.32	$419.28	$17,190.60	2.50%
*Some programs do not have students, but tuition adjustment is requested to maintain the difference between regular nonresident and the various programs ($500 for Dairy Science and $1,000 for International). **Rate request increased to maintain competitiveness with peers.					
UW-Stevens Point					
Graduate:					
Resident Speech Language Pathology	80	$8,676.18	$433.80	$9,109.98	5.00%
Nonresident Speech Language Path	10	$19,045.08	$952.29	$19,997.37	5.00%
UW-Stout					
Undergraduate:					
Nonresident	215	$14,981.10	$299.62	$15,280.72	2.00%
Graduate:					
Resident	164	$7,155.36	$143.11	$7,298.47	2.00%
Nonresident	20	$15,465.06	$309.30	$15,774.36	2.00%

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

	2020-21	2021-22	
		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	$7,949	$7,949	$0
UW-Parkside	$8,028	$8,028	$0
UW-Platteville	$7,640	$7,831	$191
UW-River Falls	$7,640	$7,640	$0
UW-Stevens Point	$8,066	$8,066	$0
UW-Stout	$7,155	$7,298	$143
UW-Superior	$7,640	$7,640	$0
UW-Whitewater	$8,270	$8,270	$0

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

	2020-21	2021-22	
		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	$17,449	$17,449	$0
UW-Parkside	$17,622	$17,622	$0
UW-Platteville	$16,771	$17,191	$419
UW-River Falls	$16,771	$16,771	$0
UW-Stevens Point	$17,706	$17,706	$0
UW-Stout	$15,465	$15,774	$309
UW-Superior	$16,771	$16,771	$0
UW-Whitewater	$18,153	$18,153	$0

Table 4. Narratives and Proposed Rates by Institution

UW-Milwaukee

UW-Milwaukee proposes to increase resident tuition for the Doctor of Nursing Practice program by $1,200 per year. This program produces advanced practice graduates as well as graduates skilled in nursing systems leadership and informatics. These graduates fill critical needs in healthcare systems, helping to meet the acute health care delivery needs of the state, as well as build a strong pipeline for the nursing faculty role. Tuition rates for this program are well below the median of peer institutions. The tuition increase would generate new revenue to support simulation, hands-on model patient experiences, provide access to critical clinical placements for students, and enhance the ability to recruit and retain faculty to maintain a high level of quality. Even with this increase, tuition would remain significantly lower than peer institutions. The increase would generate estimated additional revenue of $177,000 in 2021-22.

	2019-20	2020-21	Change
Graduate:			
Resident Doctor of Nursing Practice	$10,700.70	$11,900.70	$1,200.00
Anticipated Additional Revenue			$177,000.00

UW-Platteville

UW-Platteville proposes to increase nonresident undergraduate, undergraduate dairy science, international, international dairy science, graduate, and resident graduate tuition for the 2021-22 academic year. UW-Platteville also proposes to increase nonresident tuition at its branch campuses. The proposals were benchmarked against key competitors such that they would allow UW-Platteville to remain competitively priced. The increase would generate $66,917 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 proposed pay increases.

	2020-21	2021-22	Change
Undergraduate:			
Nonresident	$14,693.04	$15,057.26	$364.22
International	$15,268.56	$16,057.26	$788.70
Nonresident Dairy Science	$14,768.48	$15,557.26	$788.78
International Dairy Science	$15,768.56	$16,557.26	$788.70
Nonresident UW-Platteville Baraboo	$12,321.12	$12,629.15	$308.03
Nonresident UW-Platteville Richland	$12,321.12	$12,629.15	$308.03
Graduate:			
Resident	$7,640.46	$7,831.47	$191.01
Nonresident	$16,771.32	$17,190.60	$419.28

Anticipated Additional Revenue			$66,917.00

UW-Stevens Point

UW-Stevens Point proposes to increase resident and nonresident graduate Masters in Speech Language Pathology (SLP) tuition for the 2021-22 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 eight 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 this program to a more competitive level and maintain the quality that is expected by students and the greater community served, UW-Stevens Point requests a five percent tuition increase for 2021-22. This would be the third consecutive five percent increase, as part of a three-year pricing increase plan that began in 2019-20.

The increase would generate $44,227 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.

	2020-21	2021-22	Change
Graduate:			
Resident Speech Language Pathology	$8,676.18	$9,109.98	$433.80
Nonresident Speech Language Path	$19,045.08	$19,997.37	$952.29
Anticipated Additional Revenue			$44,226.90

UW-Stout

UW-Stout proposes to increase tuition for resident graduate and nonresident undergraduate and graduate programs by two percent for the 2021-22 academic year. Graduate program tuition rates were not increased last year, and the undergraduate nonresident program rates have not been increased in several years. Based on market analysis of tuition in the UW System, UW-Stout's pricing will remain the lowest of UW System comprehensives even with the increase for the proposed programs. Also, market comparisons indicate that UW-Stout's programs are below the average of its non-UW peers for the proposed programs. The increases would generate an additional $94,074 in revenue and would be used to enhance laboratories, integrate new technology, and offset pay plan costs.

	2020-21	2021-22	Change
Undergraduate:			
Nonresident	$14,981.10	$15,280.72	$299.62
Graduate:			
Resident	$7,155.36	$7,298.47	$143.11
Nonresident	$15,465.06	$15,774.36	$309.30

Anticipated Additional Revenue			$94,074.33

REVIEW AND APPROVAL OF PROPOSED CHANGE IN SCOPE FOR UW-MILWAUKEE ENGINEERING AND APPLIED SCIENCE TUITION DIFFERENTIAL

REQUESTED ACTION

Adoption of Resolution F., approval of the proposed expansion of scope for the UW-Milwaukee engineering and applied science differential.

Resolution F.   That, upon the recommendation of the President of the UW System, the UW System Board of Regents approves the proposed change in the purposes for which the UW-Milwaukee College of Engineering & Applied Science tuition differential revenue may be used.

SUMMARY

UW-Milwaukee seeks approval by the Board of Regents to expand the purposes for which the College of Engineering & Applied Science (CEAS) differential tuition funds may be used.

When first established, differential revenue was used to:

- Enhance and upgrade the engineering and computer science laboratory and teaching facilities; and
- Hire ad-hoc instructional staff to support offering more courses at the graduate level.

The proposal would allow CEAS to use differential tuition funds for the following additional purposes:

- Hire qualified laboratory support staff to maintain laboratory equipment, train teaching assistants and students on use of the equipment, and work with faculty to expand the range of experiments that the laboratories can support;
- Hire academic instructional staff focused on teaching practical applications of the equipment to solve industry problems;
- Hire faculty with expertise in new, emerging engineering areas; and
- Support and expand the student success center.

This change in scope would allow CEAS to better utilize differential tuition revenue to further enhance the quality of the engineering program, increase the value of a UW-Milwaukee engineering degree, and provide instructional and support services which would have a significant, positive impact on students. This is consistent with how engineering programs at other UW System institutions use tuition differential funds.

Significant student input went into the original differential tuition proposal in 2004. Since that time, a student-dominated committee has guided the selection of projects to fund using differential tuition revenue. Going forward, CEAS would continue to involve the differential tuition committee in reviewing proposals and making recommendations for use of the funds within the broader scope of usage. Student feedback on this proposal would come from two sources: 1) the Advisory Committee on Differential Tuition, which has five members: three student members, one academic staff member, and one faculty member, and 2) the Engineering Student Council, which is a larger group composed of representatives from each engineering student organization. Meetings of both groups would be convened to consider the proposed expansion of the scope of differential tuition spending. The proposal would be presented, there would be a question and answer session and a general discussion, followed by an advisory vote on the proposal. The results of the advisory votes would be shared with the Board of Regents.

Presenter

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

BACKGROUND

The UW System received a proposal for a change in scope for UW-Milwaukee's College of Engineering and Applied Science differential tuition for Board consideration that reflects the changing needs of students since it was established in Fall 2004.

While spending decisions related to the funds generated by an approved differential tuition are the responsibility of the Chancellor of the institution, substantial change in the purposes for which the funding is expended must be approved by the Board.

Related Policie*s*

- Regent Policy Document 32-7, "Student Involvement in Differential Tuition Initiatives"

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

REQUESTED ACTION

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

Resolution G.	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 4, 2021; 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

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.

Attached is a dashboard along with individual progress reports on the UW System's major information technology projects. There are eighteen (18) major projects to report.

	Institution	Project Name	Milestone since Aug. BOR Meeting
1	UW-Madison	Campus Access Controls Replacement	RFP Completed, Contract in Negotiation
2	UW-Madison	DOA Datacenter Migration	Initiated
3	UW-Madison	Endpoint Management	Temporarily paused due to COVID-19
4	UW-Madison	ERP Database Environment Refresh	Completed
5	UW-Madison	Facilities Planning and Management Work Order System	Schedule Extended, Under Budget
6	UW-Madison	Hybrid Cloud Infrastructure	Initiated
7	UW-Madison	Interoperability Transformation Initiative	None to Report
8	UW-Madison	One Badger - Salesforce (Early Adopters)	Scheduled Extended due to COVID-19
9	UW System	Administrative Transformation Program Pre-planning	Scheduled Extended due to COVID-19
10	UW System	Administrative Transformation Program	Initiated
11	UW System	Budget Planning and Forecasting System	Phase 3 Complete, Re-evaluating Scope
12	UW System	Core Information Security Infrastructure	Completed
13	UW System	Electronic Admissions Application Upgrade	Completed
14	UW System	Procure-to-Pay Automation Project (P2P)	Scope Increased and COVID-19 Impacts
15	UW System	SIS Consolidation	Initiated
16	UW System	SysNet 2020 Network Upgrade	None to Report
17	UW System	Unified Identity and Collaboration Pre-planning	Initiated
18	UW System	UW Student Success Collaborative	Completed

The overall portfolio totals $292 million, which is a significant increase from the $79 million reported at the August 2020 Board of Regents meeting. However, this difference is almost exclusively due to the approval of the Administrative Transformation Program ($212 million) at the October 2020 Board of Regents meeting. The dashboard contains four (4) projects that have been fully completed since the August 2020 Board of Regents meeting:

- UW-Madison completed the ERP Database Environment Refresh project, which will serve as a key component on the SIS Consolidation project outlined below. The project completed within the revised timeframe and the original budget.

- The UW System completed the Core Information Security Infrastructure project, which will provide enhanced monitoring and active protection against information security threats spanning workstations, local and wide area networks, and into the Cloud. All institutions will continue to mature their use of these products as part of ongoing operations. The project ultimately reduced scope from its original plan in the following ways:

    - UW-Madison did not implement Umbrella because of overlapping functionality with existing tools and concerns for how it might affect the research mission.

    - UW-Madison has not yet implemented Cloudlock due to lack of a Business Associate Agreement (BAA) for HIPPA. However, the BAA is now in place and UW-Madison will implement the product as part of ongoing operations.

    - UW-Parkside did not implement AMP due to COVID-19 resource constraints but will implement the product as part of ongoing operations.

- UW System completed the Electronic Admissions Application Upgrade project, which went live in August 2020 and successfully processed the applications for the Fall 2020 semester. The project was completed on-time and within the original budget.

- UW System completed the UW Student Success Collaborative project, which implemented EAB's Navigate across all UW institutions (except UW-Madison) to provide timely, targeted, data-based interventions and proactive student support for advisers, faculty, staff, and students. The project completed on-time and within the original budget.

The dashboard contains five (5) new projects that were initiated since the August 2020 Board of Regents meeting:

- UW-Madison initiated the DOA Datacenter Migration project, which will move enterprise data center operations at UW-Madison to the Department of Administration's (DOA) commercial quality data center. The project was initiated

before the procedures to have the Board of Regents approve individual large or vital projects.

- UW-Madison initiated the Hybrid Cloud Infrastructure project, which will refresh the existing end-of-life servers and storage with more cost-effective IT infrastructure with enhanced capabilities that are extendable to other UW institutions. This project was formally approved by the Board of Regents in December 2020.

- UW System initiated the Administrative Transformation Program, which will streamline policies, standardize processes, organize roles, and modernize technology with cloud-based enterprise resource planning (ERP) software. This project was formally approved by the Board of Regents in October 2020.

- UW System initiated the SIS Consolidation project, which will consolidate the Student Information Systems for nine (9) institutions (Green Bay, La Crosse, Madison, Oshkosh, Parkside, River Falls, Stevens Point, Stout, and Superior) into a single infrastructure and service organization. This project was formally approved by the Board of Regents in December 2020.

- UW System initiated the Unified Identity and Collaboration Pre-planning project, which will execute a deep discovery of the digital identity and collaboration tool infrastructure and processes at all the UW institutions in preparation for a full consolidation project to be approved in the Fall of 2021. This project was formally approved by the Board of Regents in December 2020.

COVID-19 has significantly impacted the large/vital IT projects as almost all have experienced hardships or delays. The uncertainty and fluidity of the COVID-19 situation will continue to impact the projects as resources are diverted to handle the Spring 2021 re-opening. In addition, the overall lack of budget certainty (stemming from both State budget cuts and enrollment volatility) is causing project delays and scope changes as project leaders are forced to quickly adapt. The following four (4) projects have had noteworthy COVID-19 impacts:

- UW-Madison's Endpoint Management project has been significantly affected by the financial uncertainty and internal budget cuts associated with COVID-19. This project is expected to move forward in 2021, and the project team is working to confirm the scope, budget, and timeline.

- UW-Madison's One Badger Salesforce project is mostly complete, but the School of Education portion has been delayed due to personnel availability caused by COVID-19. Project leadership is projecting completion by February 2021 but is continuing to monitor COVID-19 resource impacts.

- UW System's Administrative Transformation Program Pre-planning project was extended 6 months to complete the contract negotiations for the cloud software

and systems integration partner as part of its original scope. The ATP business case was completed and approved at the October 2020 Board of Regents meeting but given the COVID-19 delay in Board approval, the pre-planning schedule has been extended to provide ample time to properly negotiate these contracts.

- UW System's <u>Procure-to-Pay Automation Project (P2P)</u> project has been significantly impacted by COVID-19 as key resources were diverted to re-open in Fall 2020. An external quality assurance review by Berry Dunn indicated the project was suffering from a lack of staffing resources to which senior leadership have created an action plan to remediate. As a result, the project missed the design and build milestone and is in danger of extending the schedule. The project has also extended its scope to include a document imaging solution for UW-Madison and UW-Milwaukee that account for 64% of the invoicing volume. This additional cost will be covered by the project contingency funds and is still on target to finish within budget. The project team is still aiming for the Phase 1 go-live in April 2021, but there are significant risks that are being actively monitored by senior leadership.

Finally, the following two (2) projects have had noteworthy impacts since the August 2020 Board of Regents meeting:

- UW-Madison's <u>Facilities Planning and Management Work Order System </u>project has been delayed for 4 months due to unexpected analysis of the space management modules to ensure key needs could be met. However, the project is $345,000 under the already reduced budget of $4.2 million (originally $4.6 million).

- UW System's <u>Budget Planning and Forecasting System</u> project will be significantly impacted by the approval of the Administration Transformation Program (ATP) activities since the underlying financial and HR systems (PeopleSoft) will change. The project team will deviate from the original plan and take the next six (6) months to evaluate these impacts and determine the appropriate scope, schedule, and budget for next steps.

The attached project dashboard and individual progress reports 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) Progress Reports for the Large/Vital Information Technology Projects

ROW	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	RFP Completed, Contract in Negotiation	UW-Madison	Campus Access Controls Replacement	September 2019	December 2021	April 2022	TBD		(green)	(green)	(green)	(yellow)	The project team completed an RFP for a replacement system and is in the process of contract negotiations with the preferred vendor at which point the final project budget will be established. The project team expects COVID-19 to continue to impact the project that has already been extended beyond the vendor support of the existing solution.
2	Initiated	UW-Madison	DOA Datacenter Migration	August 2020	December 2022		$ 1,200,000		(yellow)	(green)	(green)		The project to move enterprise data center operations at UW-Madison to the Department of Administration's (DOA) commercial quality data center. Existing equipment will be physically moved from existing UW-owned datacenters, which will complete the shift from a capital expense (CapEx) model to an operating expense (OpEx) model to increase flexibility and efficiency.

Contracts to share networking paths with the University of Minnesota have delayed some milestones, but the overall project completion date has not changed and is being actively monitored by management. |
| 3 | Temporarily paused due to COVID-19 | UW-Madison | Endpoint Management | TBD | TBD | | TBD | | | | | | A project to deploy leading industry technology solutions to manage university-owned computing devices. The ability to directly manage university devices will increase protection of UW–Madison data by being able to better monitor and respond to cyberattacks and apply essential security patches, thereby lowing the risk of data breaches and accidental exposure.

This project has been significantly affected by COVID-19, the associated financial uncertainty, and internal budget cuts. This project is expected to move forward in 2021, and the project team is working to confirm scope, budget, and timeline. |
| 4 | Completed | UW-Madison | ERP Database Environment Refresh | April 2019 | July 2020 | September 2020 | $ 1,114,000 | | (green) | (green) | (green) | | After encountering and overcoming some technical challenges, the project was completed within the revised timeline and the original budget. The decommissioning of old equipment will happen as part of ongoing operations. |
| 5 | Schedule Extended, Under Budget | UW-Madison | Facilities Planning and Management Work Order System | August 2018 | January 2021 | April 2021 | $ 4,504,000 | $ 4,275,000 | (red) | (green) | (green) | | The project has been delayed for 4 months due to unexpected analysis of the space management modules to ensure key needs could be met, but the project is $345k under the already reduced budget of $4.2M. |
| 6 | Initiated | UW-Madison | Hybrid Cloud Infrastructure | December 2020 | June 2021 | | $ 4,000,000 | | (yellow) | (green) | (green) | | This project will refresh the existing end-of-life servers and storage with more cost-effective IT infrastructure with enhanced capabilities that are extendible to other UW institutions. The alternative is to shift all operations to the public cloud, which would nearly triple the total cost of ownership. Once completed, this new hybrid cloud will be able to lower the cost of IT infrastructure at both UW-Madison and the UW System with improved disaster recovery through integrations to the public cloud.

Contract negotiations with a key vendor are taking longer than expected and the overall timeline is in danger of being extended due to this delay. |
| 7 | None to Report | UW-Madison | Interoperability Transformation Initiative | July 2019 | June 2022 | | $ 5,107,140 | | (green) | (green) | (green) | | 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.

The project is still expected to be completed by June 2022 within the original budget, and project leadership is continuing to monitor and remediate staffing constraints and shortfalls. |
| 8 | Scheduled Extended due to COVID-19 | UW-Madison | One Badger - Salesforce (Early Adopters) | September 2019 | October 2020 | February 2021 | $ 1,716,692 | | (red) | (green) | (green) | (yellow) | A project to implement the Salesforce Customer Relationship Management (CRM) solution within five (5) early adopters across campus. Participating departments/units will be able to streamline a wide variety of operational activities such as student recruitment, event management, and fund raising.

Most of the project deliverables have been completed, but the School of Education portion of the project has been delayed due to personnel availability caused by COVID-19. The project leadership is continuing to monitor these COVID-19 related risks. |
| 9 | Scheduled Extended due to COVID-19 | UW-System | Administrative Transformation Program Pre-planning | January 2019 | December 2019 | June 2021 | $ 3,230,000 | $ 10,618,850 | (red) | (green) | (green) | | The ATP business case was completed and approved at the October 2020 Board of Regents meeting. However, the pre-planning project will complete the contract negotiations for the cloud software and systems integration partner as part of its original scope. Given the COVID-19 delay in Board approval, the pre-planning schedule has been extended to provide ample time to properly negotiate these contracts. |

DASHBOARD
LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

ROW	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
10	Initiated	UW-System	Administrative Transformation Program	January 2021	July 2026		$ 212,000,000						A multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future. The ATP pre-planning project will complete the necessary contract negations after which activities will formally shift to the full execution project.
11	Phase 3 Complete, Re-evaluating Scope	UW-System	Budget Planning and Forecasting System	July 2016	December 2021		$ 8,150,000						Phase 3 was successfully delivered in December 2020 on-time and within budget. The approval of the Administration Transformation Program (ATP) will have significant impacts on the remaining project activities since the underlying financial and HR systems (PeopleSoft) will change. The project team will deviate from the original plan and take the next six (6) months to evaluate these impacts and determine the appropriate scope, schedule, and budget for next steps.
12	Completed	UW-System	Core Information Security Infrastructure	October 2018	June 2019	December 2020	$ 8,600,000						Core deployment and protection capabilities are predominately complete to the point where the project will be formally closed. The "yellow" scope designation indicates that not all institutions implemented all of the products as originally planned. UW-Madison did not implement Umbrella because of overlapping functionality with existing tools and concerns for how it might affect the research mission. UW-Madison has not yet implemented Cloudlock due to lack of a Business Associate Agreement (BAA) for HIPPA. However, the BAA is now in place and UW-Madison will implement the product as part of ongoing operations. UW-Parkside did not implement AMP due to COVID-19 resource constraints but will implement the product as part of ongoing operations. All institutions will continue to mature their use of these products as part of ongoing operations.
13	Completed	UW-System	Electronic Admissions Application Upgrade	February 2019	August 2020		$ 640,000						The eApp went live in August 2020 and successfully processed the applications for the Fall 2020 semester.
14	Scope Increased and COVID-19 Impacts	UW-System	Procure-to-Pay Automation Project (P2P)	August 2019	April 2022		$ 11,346,497						An external quality assurance review by Berry Dunn indicated the project was suffering from a lack of staffing resources to which UW System and UW-Madison leadership have created an action plan to remediate. As a result, the project has missed several key milestones and is in danger of extending the schedule. The project has also extended its scope to include a document imagining solution for UW-Madison and UW-Milwaukee that account for 64% of the invoicing volume. This additional cost will be covered by the project contingency funds and is still on target to finish within budget. COVID-19 has significantly impacted the project as key project resources were diverted to reopen in Fall 2020. While these constraints have already contributed to the schedule issue outlined above, they are ongoing concerns for Spring 2021 as well.
15	Initiated	UW-System	SIS Consolidation	January 2021	June 2023		$ 3,287,768						This project will consolidate the Student Information Systems (SIS) for nine (9) institutions (GB, LAC, MSN, OSH, PKS, RF, SP, STO, SUP) into a single infrastructure and service organization. Once consolidated, the UW System will collectively save $1M in annual operating cost while significantly improving its security posture and disaster recovery resilience.
16	None to Report	UW-System	SysNet 2020 Network Upgrade	May 2020	March 2022		$ 6,260,357	$ 6,227,891					The project is seeing delays due to furloughs and other COVID-19 related issues, which is adding risk to overall schedule delays. UW-Platteville's deployment was delayed by one month due to unforeseen technical issues, but project leadership does not think the overall timeline needs to be extended.
17	Initiated	UW-System	Unified Identity and Collaboration Pre-planning	January 2021	December 2021		$ 3,570,592						This pre-planning project will execute a deep discovery of the digital identity and collaboration tool infrastructure and processes at all of the UW institutions. The current environment is extremely fragmented across the UW System and is major technical barrier to both academic and administrative collaboration. The goal of the project is to get a full inventory and understanding of the current environment to properly plan and significantly lower the risk of the subsequent consolidation project.
18	Completed	UW-System	UW Student Success Collaborative	January 2019	November 2020		$ 10,700,000						The new software and revised business processes are in place and being used by all participating institutions. Each institution will continue to refine, expand, and mature its use of the system as part of ongoing operations.

Total Scoped Budget $ 292,554,430

PROJECT PROGRESS REPORTS FOR THE LARGE/VITAL INFORMATION TECHNOLOGY PROJECTS

Campus Access Controls Replacement

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: The project team completed an RFP for a replacement system and is in the process of contract negotiations with the preferred vendor at which point the final project budget will be established. The project team expects COVID-19 to continue to impact the project that has already been extended beyond the vendor support of the existing solution.

Milestone
RFP Completed, Contract in Negotiation

Timeline
Sept. 2019 – April 2022

Budget
$ 4 -5 M (estimated)

Source of Funds
Internally Available to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

DOA Datacenter Migration

Description: The project to move enterprise data center operations at UW-Madison to the Department of Administration's (DOA) commercial quality data center.

Impact: Existing equipment will be physically moved from existing UW-owned datacenters, which will complete the shift from a capital expense (CapEx) model to an operating expense (OpEx) model to increase flexibility and efficiency.

Notes: Contracts to share networking paths with the University of Minnesota have delayed some milestones, but the overall project completion date has not changed and is being actively monitored by management.

Milestone
Initiated

Timeline
Aug. 2020 – Dec. 2022

Budget
$ 1,200,000

Source of Funds
Internally Available to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Endpoint Management

Description: A project to deploy leading industry technology solutions to manage university-owned computing devices.

Impact: The ability to directly manage university devices will increase protection of UW–Madison data by being able to better monitor and respond to cyberattacks and apply essential security patches, thereby lowing the risk of data breaches and accidental exposure.

Notes: This project has been significantly affected by COVID-19, the associated financial uncertainty, and internal budget cuts. This project is expected to move forward in 2021, and the project team is working to confirm scope, budget, and timeline.

Milestone
Temporarily paused due to COVID-19

Timeline
TBD

Budget
TBD

Source of Funds
TBD

Current Status:
Schedule
Scope
Budget
Other

ERP Database Environment Refresh

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: After encountering and overcoming some technical challenges, the project was completed within the revised timeline and the original budget. The decommissioning of old equipment will happen as part of ongoing operations.

Milestone
Completed

Timeline
Apr. 2019 – Sept. 2020

Final Budget
$ 1,114,000

Source of Funds
Internally Available to UW System

Final Status:
Schedule
Scope
Budget
Other

Facilities Planning and Management Work Order System

Milestone
Scheduled
Extended,
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: The project has been delayed for 4 months due to unexpected analysis of the space management modules to ensure key needs could be met, but the project is $345k under the already reduced budget of $4.2M.

Timeline
Aug. 2018 – Apr. 2021
(extended from Jan. 2021)

Budget
$4,275,000
(reduced from $ 4,655,000)

Source of Funds
Internally Available
to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Hybrid Cloud Infrastructure

Milestone
Initiated

Description: This project will refresh the existing end-of-life servers and storage with more cost-effective IT infrastructure with enhanced capabilities that are extendible to other UW institutions. The alternative is to shift all operations to the public cloud, which would nearly triple the total cost of ownership.

Impact: Once completed, this new hybrid cloud will be able to lower the cost of IT infrastructure at both UW-Madison and the UW System with improved disaster recovery through integrations to the public cloud.

Notes: Contract negotiations with a key vendor are taking longer than expected and the overall timeline is in danger of being extended due to this delay.

Timeline
Dec 2020 – June 2021

Budget
$4,000,000

Source of Funds
Internally Available
to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Interoperability Transformation Initiative

Milestone
None to
Report

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 is still expected to be completed by June 2022 within the original budget, and project leadership is continuing to monitor and remediate staffing constraints and shortfalls.

Timeline
July 2019 – June 2022

Budget
$ 5,107,140

Source of Funds
Internally Available
to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

One Badger - Salesforce (Early Adopters)

Milestone
Schedule
Extended
due to
COVID-19

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: Most of the project deliverables have been completed, but the School of Education portion of the project has been delayed due to personnel availability caused by COVID-19. The project leadership is continuing to monitor these COVID-19 related risks.

Timeline
Sept. 2020 – Feb. 2021
(extended from Nov. 2020)

Budget
$1,716,692

Source of Funds
Internally Available
to UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Administrative Transformation Program Pre-planning

Milestone
Scheduled
Extended
due to
COVID-19

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: The ATP business case was completed and approved at the October 2020 Board of Regents meeting. However, the pre-planning project will complete the contract negotiations for the cloud software and systems integration partner as part of its original scope. Given the COVID-19 delay in Board approval, the pre-planning schedule has been extended to provide to properly negotiate these contracts.

Timeline
January 2019 – June 2021
(extended from May 2020)

Budget
$10,618,850

Source of Funds
Internally Available
to UW-Madison and
the UW System

Current Status:
Schedule
Scope
Budget
Other

Administrative Transformation Program

Milestone
Initiated

Description: A multi-year program that will work across the UW System to address the current complexity and build an administrative infrastructure for the future.

Impact: The program will streamline policies, standardize processes, organize roles, and modernize technology with cloud-based enterprise resource planning (ERP) software.

Notes: The ATP pre-planning project will complete the necessary contract negations after which activities will formally shift to the full execution project.

Timeline
Jan. 2021 – July 2026

Budget
$212,000,000

Source of Funds
TBD
(pending master lease
approval by DOA)

Current Status:
Schedule
Scope
Budget
Other

Budget Planning and Forecasting System

Milestone
Phase 3 Completed, but Re-evaluating Scope

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 3 was successfully delivered in December 2020 on-time and within budget. The approval of the Administration Transformation Program (ATP) will have significant impacts on the remaining project activities since the underlying financial and HR systems (PeopleSoft) will change. The project team will deviate from the original plan and take the next six (6) months to evaluate these impacts and determine the appropriate scope, schedule, and budget for next steps.

Timeline
July 2016 – December 2021

Budget
$ 8,150,000

Source of Funds
Internally Available to the UW System

Current Status:
Schedule
Scope
Budget
Other

Core Information Security Infrastructure

Milestone
Completed

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: Core deployment and protection capabilities are predominately complete to the point where the project will be formally closed. All institutions will continue to mature their use of these products as part of ongoing operations. The "yellow" scope designation indicates that not all institutions implemented all of the products as originally planned.

UW-Madison did not implement Umbrella because of overlapping functionality with existing tools and concerns for how it might affect the research mission.

UW-Madison has not yet implemented Cloudlock due to lack of a Business Associate Agreement (BAA) for HIPPA. However, the BAA is now in place and UW-Madison will implement the product as part of ongoing operations.

UW-Parkside did not implement AMP due to COVID-19 resource constraints but will implement the product as part of ongoing operations.

Timeline
Oct. 2018 – Dec. 2020

Budget
$8,600,000

Source of Funds
Internally Available
to the UW System

Final Status:
Schedule
Scope
Budget
Other

Electronic Admissions Application Upgrade

UNIVERSITY OF WISCONSIN SYSTEM
UW

Milestone
Completed

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 eApp went live in August 2020 and successfully processed the applications for the Fall 2020 semester.

Timeline
Feb. 2019 – Aug. 2020

Budget
$ 640,000

Source of Funds
Internally Available
to the UW System

Final Status:
Schedule
Scope
Budget
Other

Procure-to-Pay Automation Project (P2P)

University of Wisconsin System

Milestone
Scope Increased and COVID-19 Impacts

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: An external quality assurance review by Berry Dunn indicated the project was suffering from a lack of staffing resources to which UW System and UW-Madison leadership have created an action plan to remediate. As a result, the project missed the design and build milestone and is in danger of extending the schedule.

The project has also extended its scope to include a document imagining solution for UW-Madison and UW-Milwaukee that account for 64% of the invoicing volume. This additional cost will be covered by the project contingency funds and is still on target to finish within budget.

COVID-19 has significantly impacted the project as key project resources were diverted to reopen in Fall 2020. While these constraints have already contributed to the schedule issue outlined above, they are ongoing concerns for Spring 2021 as well.

Timeline
Aug. 2019 – Apr. 2022

Budget
$11,346,497

Source of Funds
Internally Available to the UW System and UW-Madison

Current Status:
Schedule
Scope
Budget
Other

Student Information Systems (SIS) Consolidation

Milestone
Initiated

Description: This project will consolidate the Student Information Systems (SIS) for nine (9) institutions (GB, LAC, MSN, OSH, PKS, RF, SP, STO, SUP) into a single infrastructure and service organization.

Impact: Once consolidated, the UW System will collectively save $1M in annual operating cost while significantly improving its security posture and disaster recovery resilience.

Notes: Project has been initiated and work with participating campuses has begun.

Timeline
Jan 2021 – June 2023

Budget
$3,287,768

Source of Funds
Internally Available
to the UW System

Current Status:
Schedule
Scope
Budget
Other

SysNet 2020 Network Upgrade

Milestone
None to Report

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 seeing delays due to furloughs and other COVID-19 related issues, which is adding risk to overall schedule delays. UW-Platteville's deployment was delayed by one month due to unforeseen technical issues, but project leadership does not think the overall timeline needs to be extended.

Timeline
May 2020 – March 2022

Budget
$6,227,891
(reduced from $6,260,357)

Source of Funds
Internally Available
to the UW System and
USAC Federal Funds

Current Status:
Schedule
Scope
Budget
Other

Unified Identity and Collaboration Pre-planning

Milestone
Initiated

Description: This pre-planning project will execute a deep discovery of the digital identity and collaboration tool infrastructure and processes at all of the UW institutions.

Impact: The current environment is extremely fragmented across the UW System and is a major technical barrier to both academic and administrative collaboration.

The goal of the project is to get a full inventory and understanding of the current environment to properly plan and significantly lower the risk of the subsequent consolidation project.

Notes: We expect to bring the full consolidation project back to the Board of Regents in Fall 2021 for subsequent approval.

Timeline
Jan. 2021 – Dec. 2021

Budget
$3,570,592

Source of Funds
Internally Available to the UW System

Current Status:
Schedule
Scope
Budget
Other

UW Student Success Collaborative

Milestone
Completed

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 new software and revised business processes are in place and being used by all participating institutions. Each institution will continue to refine, expand, and mature its use of the system as part of ongoing operations.

Timeline
Jan. 2019 –Nov. 2020

Budget
$10,700,000

Source of Funds
Internally Available to the UW System and UW institutions

Final Status:
Schedule
Scope
Budget
Other

UW SYSTEM REPORT ON STRATEGIC PLANS FOR MAJOR INFORMATION TECHNOLOGY PROJECTS

REQUESTED ACTION

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

Resolution H.	That, upon the recommendation of 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 FY 2021-2022.

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 FY 2021-22, 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 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 G. For completeness, these large/vital IT projects are also included in Attachment A.

IT as a Service Strategy

While there are some key enterprise-wide IT services, the vast majority of IT resources are controlled by the local institution and are deployed in a non-standard manner across the institutions. This fragmented approach to IT decision-making has created duplication and non-standardization across the UW System leading to higher costs that are unsustainable at present funding levels.

By rethinking how core IT commodities could be more efficiently and effectively delivered at scale, we can reduce duplication and lower the total cost of IT operations, thus allowing local IT personnel to focus on the mission-differentiating activities. The following figure conceptually illustrates moving from multiple isolated services to unified core IT as a Service (ITaaS) model that will facilitate broader scale, lower costs, and increased quality
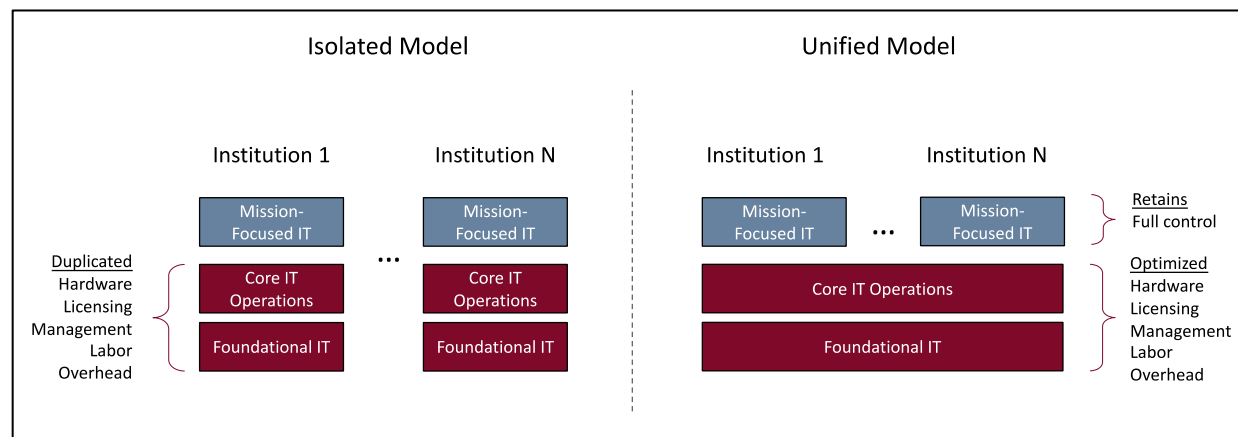
ITaaS Project Pipeline

Due to the magnitude of the changes, it will take at least five (5) years to fully realize the ITaaS vision. Over that time, technology will continue to evolve, and business needs will

constantly change, which will require continuous adaptation as new needs emerge and new threats surface. Therefore, the UW System has adopted a pipeline of key projects that will deliver significant milestones while providing the flexibility to adapt as circumstances dictate. The following table outlines the key project pipeline:

Project	Cost	Completion
In Progress		
Integration Platform as a Service - Standard platform to simplify and streamline integrating data across multiple systems.	$732k	June 2021
IT Service Management Platform - Unified platform as a baseline for delivering IT, HR, and business services across the UW System. Usage includes helpdesk and customer support.	$600k	Sept 2021
SIS Consolidation - Consolidates the Student Information Systems (SIS) for 9 institutions into a single infrastructure and service organization to collectively save $1 million in annual operating costs.	$3.2M	June 2023
Unified Identity and Collaboration Pre-Planning - Executes a deep discovery of the digital identity and collaboration tool infrastructure at UW institutions to properly plan and lower the risk of the subsequent consolidation project.	$3.5M	Dec 2021
Hybrid Cloud Infrastructure - Refreshes the end-of-life servers and storage at UW-Madison to lower the cost of IT infrastructure and improve disaster recovery through public cloud integrations.	$4.0M	June 2021
In Active Planning		
Server Administration as a Service - Consolidation of institution data centers to UW-Madison's hybrid cloud infrastructure and establishment of a unified server administration service for the comprehensive UW institutions.	TBD	TBD
IT Asset Management - Platform for managing IT assets while detecting and responding to threats against those assets in a proactive manner.	TBD	TBD
Third Party Risk Management Services - Exposes cyber risk within UW System's supply chain of more than 25,000 vendors and provides insight into the riskiest issues impacting UW System vendors.	TBD	TBD
Security Performance Management / Rating Service - Monitor the entire UW System public facing IP space to instantaneously gain visibility, aggregate data and measure cyber effectiveness.	TBD	TBD

For Future Planning		
Network Administration as a Service – Consolidate the management and technical architecture of local area networking (LAN) across the comprehensive UW institutions.	TBD	TBD
Managed Detection and Response Services - Provides remote services to effectively detect and resolve security alerts within all UW institutions' IT environments through 24x7x365 monitoring.	TBD	TBD
Penetration Testing Service - Simulates an authorized cyber-attack on networks and applications to identify weaknesses and the potential areas for unauthorized parties to gain access to the system's features and data.	TBD	TBD
End-user Computing Lifecycle and Helpdesk Services – Standardize and streamline the means by which hardware is procured, distributed to users, and supported across the comprehensive UW institutions.	TBD	TBD

UW System and UW Institution Projects

While ITaaS defines the overall IT strategy for the UW System, there are a variety of IT projects that are outside the ITaaS portfolio but are considered part of the annual IT strategic plan. Due to COVID-19, there is significant variety in IT investment across the UW institutions for FY 2021-2022. Some institutions have a more maintenance-oriented posture, whereas others are making new IT investments to enable key capabilities.

Attachment A contains the full list of new projects along with the statutorily required details for each. These new project activities do not encompass all IT activity across the UW System as ongoing operations, end-user support, security monitoring and patching, regularly scheduled hardware replacements, and support of capital renovations are not included. Of note, UW-River Falls explicitly submitted an empty new project plan that exemplifies its maintenance-oriented posture.

Related Policies

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

ATTACHMENT

A) UW System Annual Strategic Plan Project Inventory

	Full project name (no acronyms)	Provide a few sentences to describe the project and anticipated benefits	Explain the business need or problem and describe how the project meets the business need or solves the problem. Explain why current IT systems do not meet the business need.	Indicate priority. High=Must be done or there will be a negative business impact in the next 1-2 years, Medium=Should be done, but not urgent, Low=If delayed, it will not cause major business interruption	List impacts within your institution to the business processes, support processes and/or IT processes with the project. Include information on impact to other institutions and/or UW System Administration	Indicate if you will complete the project with only existing resources (existing) or if additional resources will be needed (additional). Additional resources could come from new hires, other institutions or vendor.	Please provide the range of new, out-the-door cost (not opportunity cost of existing personnel) that this project will require.
Institution	**Project Name**	**Description and justification**	**Business need**	**Priority**	**Project Impact**	**Resources needed**	**Estimated Budget**
UW System	Administrative Transformation Program	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$10M +
UW System	Procure-to-Pay Automation Project (P2P)	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$10M +
UW System	Budget Planning and Forecasting System	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$5M - $9.9M
UW System	SysNet 2020 Network Upgrade	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$5M - $9.9M
UW System	IT Asset Management	Provides an enterprise capability to improve the efficiency, accuracy and life-cycle management of UW System IT assets.	UW System needs a comprehensive way to gather detailed hardware and software inventory information, gain full visibility into and manage IT assets, and manage and reduce vulnerabilities and other risks that can lead to cyber security incidents. Existing solutions are unable to gather comprehensive asset information, are redundant and have high labor costs.	High	Throughout UW System: drives down cost of managing IT assets; achieves gains in process efficiencies by consolidating and centralizing the management of IT assets; and reduces the frequency, duration and severity of breaches by supporting better visibility to and management of endpoints and improved hygiene. Additionally, enterprise IT asset management brings UW System-wide benefits not only to IT/IS, but to Procurement, Human Resources and enterprise reporting as well.	Additional	$1M - $4.9M

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	Managed Detection & Response (MDR)	Provides remote services to effectively detect and resolve security alerts within all UW institutions' IT environments through 24x7x365 monitoring.	The threat landscape is constantly changing and UW institutions do not have the FTE capacity and are unlikely to hire the expertise to continuously monitor and respond to security alerts in their IT environments. Recent risk assessments show that detection capabilities are well below target. Engaging outside services will allow a rapid improvement in detection capabilities. UW System IT environments will never be 100% secure, but with the ability to rapidly detect and respond to cyber incidents the impact of such incidents will be greatly reduced.	High	Reduces risk of inconsistent monitoring by UW institutions and decreases overall dwell time. Provides essential foundation for enterprise security operations, freeing up limited campus security FTE for local requirements.	Additional	$1M - $4.9M
UW System	SIS Consolidation	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
UW System	Unified Identity and Collaboration Pre-planning	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
UW System	Integration Platform as a Service	This project will establish a standard platform (Informatica IICS) to simplify and streamline integrating data across multiple systems.	institution IT departments are managing a vast spaghetti network of "point-to-point" integrations. Each of these approaches made sense at the time, but year-over-year, integration- after-integration, the lack of a cohesive integration strategy has made the collective environment overly complex, brittle, and difficult to quickly respond to customer's needs.	High	The integration platform will simplify system integrations by creating a common intermediary among all the applications within an institution's environment. This platform will be adopted by all UW institutions and UWSA.	Additional	$500k - $999k
UW System	IT Service Management Platform	This project will leverage the Alemba software to establish a unified platform to serve as baseline for delivering IT, HR, and business services across the UW System. Usage includes helpdesk and customer support.

NOTE: This systemwide project entry extends to all participating institution project plans and will therefore omit the local institution projects from this strategic plan. | Institutions currently leverage different tools and homegrown processes for delivering service to customers, which makes it impossible to effectively deliver consolidated services with a high degree of customer satisfaction and efficiency. To eliminate these barriers, the project will establish a common technology platform and service methodology (eg – incidents, requests, assets, configuration, knowledge, etc) for how IT is managed and delivered at the institutions. | High | The following institutions will be on a common platform and IT service delivery model: Eau Claire, Green Bay, La Crosse, Milwaukee, Oshkosh, Parkside, Platteville, Stevens Point, Stout, Superior, and UWSA. | Additional | $500k - $999k |

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	Pre-college Database	This project will create a centralized database for each institution register all programs and activities involving minors on their campus along with key data about the program, such as staff background checks.	Having such a database will enhance compliance efforts and reduce the risks of having minors on campus. At present, there are no formal tracking mechanisms in place.	High	The database will help individual pre-college programs ensure they are meeting all of the regulations as well as streamlining overall compliance efforts across the UW System.	Additional	$250k - $499k
UW System	Web Conferencing Platform	The project will conduct an RFP to establish the next enterprise web conference platform that can be leveraged academically and administratively.	Blackboard's web conferencing tool has been used to support teaching and learning since June 2011, but the contract is expiring in June 2021. Students and instructors must be able to interact at a distance by communicating, connecting and collaborating synchronously via video, especially in the COVID-19 era.	High	Continuation of existing functionality and cost optimization by leveraging the collective scale of the UW System.	Additional	$250k - $499k
UW System	Digital Signature	This project will conduct a thorough review and establish a digital signature platform that can be used enterprise-wide.	The UW system's reliance on paper signatures slows the speed at which routine processes can occur and increases the likelihood of introducing errors. The impact of COVID and the shift to a more remote workforce has exacerbated the problem.	High	This technical solution will enable initiatives like Procurement-to-Pay (P2P) and the Administrative Transformation Program (ATP) to realize the benefits of process automation and efficiency.	Additional	$100k - $249k
UW System	Penetration Testing Service	Provides a service that simulates an authorized cyber attack on networks and applications to identify weaknesses and the potential areas for unauthorized parties to gain access to the system's features and data.	Routine penetration testing is not done consistently anywhere in UW System. This service provides visibility into vulnerabilities that may not be known to UW institutions yet could be exploited by an adversary. This service can help to significantly reduce any disruption of operations at any UW institution.	High	Facilitates closing of security gaps (such as basic hygiene practices, patch verification, regulatory compliance requirements, etc.) in the IT environments across all UW institutions.	Additional	$100k - $249k
UW System	Security Performance Management / Security Rating Service	Provides a service to monitor the entire UW System public facing IP space to instantaneously gain visibility, aggregate data and measure cyber effectiveness.	UW System has a broad technology environment that is critical to protect from cyber attack. By engaging outside assistance in assessing each UW institutions' technology environment, critical vulnerabilities and high risk situations can be identified and managed and mitigations prioritized based on organizational risk.	High	This service provides a global view into known vulnerabilities, facilitates assessment of relative security performance in context, creates informed improvement plans, allocates limited resources effectively, prioritizes security efforts efficiently and measures/reports on outcomes.	Additional	$100k - $249k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	SIS Data Integrations for UW-Extended Campus	This project will create the necessary integrations between UW-Extended Campus' Student Information System (SIS) and the SIS' of its institutional partners, which will dramatically streamline operations and reduce duplicate entry of data.	Currently, UW's student information system has no ability to automatically pull in data for students not in standard semester-based programs. Instead, SIS information for thousands of students currently is entered manually. The effects of this problem will become even more pronounced as UW-Extended Campus grows its non-semester based certificates and other "unbundled" programs that support students' abilities to mix-and-match among a variety of educational formats and products.	High	Student enrollment business process will be significantly streamlined. This will impact all UW institutions that participate in the UW Flexible Option and Independent Learning.	Additional	$100k - $249k
UW System	Third Party Risk Management	Provides a service that exposes cyber risk within UW System's supply chain of more than 25,000 vendors and provides insight into the riskiest issues impacting UW System vendors.	UW institutions lack the capacity and expertise to continuously monitor third party partners and their supply chains for the greatest cyber risks. Current third-party risk assessments are manual, expensive and will not scale to meet enterprise demands.	High	Through automated tools, this service provides the ability for UW System to continuously measure and monitor the security performance of vendors in order to proactively mitigate risk. Additionally, this service can improve associated procurement and legal processes.	Additional	$100k - $249k
UW System	Enterprise Remote Proctoring Platform	Currently, there are several different proctoring tools being used with a variety of contract options available across the UW institutions. This project will evaluate whether it makes financial and operation sense to consolidate onto a single platform.	To facilitate academic integrity, instructors may want to require the use of a remote proctoring tool with some online assessments in which students complete the assessments in a non-classroom environment without a physical proctor present. Remote proctoring tools provide instructors with information related to students' use of technology and physical activities during remote assessment completion that may need further evaluation regarding compliance with course and institutional academic integrity policies.	Medium	Consolidation on a common platform might reduce the overall cost of proctoring across the UW System. The evaluation and business case will determine if the project moves forward.	Additional	$1M - $4.9M

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	Enterprise Data Visualization Platform (Tableau)	This project will partnership with UW-Madison to expand its existing Tableau server environment to an enterprise-scale that can be leveraged by UWSA and other UW institutions.	Tableau is an industry-leading data analytics and visualization platform and this collaborative model will provide the institutions the ability leverage data to improve decision-making.	Medium	All UW institutions will be able to leverage the data visualizations created by UW System programs. Furthermore, UW-Madison, UW-La Crosse, UW-Parkside, and UW-Whitewater have opt-in to use the platform for their own internal purposes.	Additional	$250k - $499k
UW System	Enterprise E-portfolio Platform	This project will conduct a thorough review of the e-portfolio products on the market, and make a decision on which one should be leveraged as an enterprise solution.	Students are already accumulating credit and noncredit experiences that go well beyond traditional transcripts. Products on the market have advanced considerably, and now include features that allows students to "own" their own transcript or e-portfolio (such as the use of blockchain). The UW System will need a product like this so students can document their educational portfolio throughout their lives.	Medium	Such a product will be a key part of realizing the vision of the "Renewed Wisconsin Idea" that promotes the engagement of students throughout their lifetime, and incorporates unbundled credit and non-credit programming.	Additional	$250k - $499k
UW System	High Risk Data Storage	Provides a standard solution for storage of high risk data for all UW institution employees who access and use high risk data.	The enterprise needs a capability to store and access high risk data from on-campus as well as remote locations.	Medium	Improves standardization in handling, transfer, and storage of high risk data across all UW institutions and limits the risk of data exposure. Solution can work for both UW System functional areas (Internal Audit, Athletics, Legal, HROs) as well as prospective students (i.e. financial aid forms).	Additional	$250k - $499k
UW System	Privileged Access Management	Provides secure, elevated access to critical assets by authorized users. Provides management and monitoring of these accounts and their access.	UW System needs a capability to provide a central repository for secrets; protect against the accidental or deliberate misuse of privileged access by streamlining the authorization and monitoring of privileged users; control and monitor privileged user access to our most critical data; and prevent privileged account escalation and third-party access issues.	Medium	Protects critical data and systems from unauthorized access and insider threats. Additionally, it assists with policy compliance efforts across all UW institutions.	Additional	$250k - $499k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	Student Course Evaluations and Surveys	The project will conduct an RFP and establish a contract with one or more vendors that can conduct online course evaluations and other types of surveys.	Several UW institutions currently conduct student course evaluations with only "bubble sheets", which is not ideal given the drive towards digital transformation. The UW institutions are seeking an enterprise tool that would enable online student course evaluations while also providing capabilities for generalized survey collection.	Medium	The project will establish an enterprise standard tool (or tools) that could be leveraged by institutions to streamline their data collection.	Additional	$250k - $499k
UW System	Title IX Case Management	This project will create an enterprise solution for how Title IX cases are handled across the institutions. Currently, institutions handle these cases differently and use different technology solutions, and there is no way to understand the total Title IX picture with this federated approach.	The current distributed solutions do not allow for efficient oversight at the UW System level, which was a significant shortcoming identified in a recent audit.	Medium	Standardization of recordkeeping and compliance monitoring to ensure we follow requirements on a timely basis and improve consistency in case handling and efficiency.	Additional	$250k - $499k
UW System	Financial Aid Verification	The project will establish an electronic to collect financial aid documents for those UW institutions without such a solution.	Students applying for financial aid must submit tax forms and other sensitive documents to verify their eligibility. UW-Madison and UW-La Crosse use technology tools to collect and track this information while the other UW institutions use paper-based processes (mail, fax, etc). The existing paper-based process creates a poor student experience and in some cases cause students to stop seeking financial aid, and is also a very cumbersome process to administer.	Medium	The project will significantly increase the information security over sensitive information, and will significantly streamline UW institution financial aid offices' ability to receive and process sensitive documents.	Additional	$100k - $249k
UW System	Integrated Risk Management Software	Provides the capability to manage risk by integrating data, connecting risks, and correlating their relationships for a clear view of how risk impacts the entire UW System.	Most campuses do point-in-time tracking manually within a spreadsheet, if at all. There is limited automation or monitoring of the comprehensive risks facing UW institutions.	Medium	Reduces risk exposure by providing the ability to continuously evaluate comprehensive risks (IT Security and others) and make investment decisions based on level of risk across all UW institutions. This is also a foundational solution for ERM across UW System.	Additional	$100k - $249k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UW System	Password Manager	Provides centralized, secure and integrated access (from cloud to mobile and legacy to on-prem). Simplifies access to all applications, with the ability to generate and automatically capture, store and fill credentials for any login. Can be an integrated single sign-on and password manager solution.	UW System needs a robust, encrypted method to store user passwords and to provide users with a simple way to increase password complexity. This is not consistently employed by all UW institutions.	Medium	Provides a better user experience, reducing the friction of IT security requirements and enabling employee access to business applications by reducing sign-on functions. Improves security posture of UW System by reducing the attack surface brought about by weak user passwords.	Additional	$100k - $249k
UW System	Cyber Intelligence Platform	Provides the capability to aggregate, correlate, and analyze threat data from multiple sources in real time to support defensive actions.	Defensive actions are currently largely reactive. This solution enables importing threat data from multiple sources and formats, correlating that data, and then exporting it into an organization's existing security systems or ticketing systems.	Medium	Provides ability for proactive and automated threat management and mitigation across all UW institutions.	Additional	$50k - $99k
UW System	Cisco Security Suite License Expansion	Expands the capability of the current security suite with added functionality such as: providing additional capabilities to pinpoint attackers' infrastructures and predict future threats; increasing log retention within the suite; enabling additional integrations with third party tools; and expanding existing protection to additional cloud repositories.	The UW System already has an enterprise agreement for Cisco's Security Suite of Umbrella, CloudLock, Advanced Malware Protection (AMP), and Stealthwatch. This license expansion would enable stronger security protections for all UW institutions.	Low	Reduces the risk and mitigates the impacts of cyber attacks across all UW institutions.	Additional	$500k - $999k
Eau Claire	High Performance Computing Cluster	NSF grant awarded that includes the implementation and hosting of a new high performance computing cluster.	Implement network services and technical support for high performance computing cluster. Hardware and setup included as part of NSF grant.	High	No impact to other institutions and/or UW System Admininstration and no impact to current UW-Eau Claire business, support, or IT processes.	Exisiting	$50k - $99k
Green Bay	Wireless Access Points and Controllers	Replacement of 7 year old wireless access points and controllers	Refresh needed to maintain wireless services and capacity, especially with the addition of more laptops and devices.	High	Local to UWGB	Existing	$250k - $499k
Green Bay	Switch replacements and hardware transfer to branches	Begin replacement of closet switches that are nearing EOL and rotate them to the branch campuses where equipment is EOL	Branch switching hardware is EOL	High	Local to UWGB	Existing	$100k - $249k
Green Bay	Branch Campus Phone Transition to UWGB	Due to changes at UWSS they will no longer be able to support phone services at the branch campuses. This project will move phone traffic through GB and/or relocate all phone services to GB	Required due to UWSS support changes	High	Local to UWGB	Additional	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Green Bay	Centralized Log server (SIEM system)	Audit finding in multiple audits, most recently 2020 LAB audit.	Information Security	High	Local to UWGB	Existing	$50k - $99k
Green Bay	ImageNow (replacement or upgrade)	Either upgrade or replace our current document imaging system to ensure that we are in compliance with policy that allows a digital document to be the official version	Meet policy requirements for digital documents	High	Local to UWGB (all campus locations)	Additional	$50k - $99k
Green Bay	IT Asset Management software	Audit finding in multiple audits, most recently 2020 LAB audit.	Information Security	High	Local to UWGB	Existing	$50k - $99k
Green Bay	Replacement of ID Works	ID card software will be reaching end of life, therefore, we will need to replace ID Works with a new product.	ID cards are used for student and staff identification, as well as retail purchases, access to buildings and rooms, etc.	High	Local to UWGB	Existing	$50k - $99k
Green Bay	Technology for Hybrid Classes	Add additional technology to select classrooms to allow for interaction by students at a distance	Allow students choice on attending class in person or online	High	Local to UWGB (all campus locations)	Additional	$50k - $99k
Green Bay	Transact Register Replacement or Migration to Transact Cloud	Existing Transact registers are no longer supported after October 2021. Replacement is required either on the existing POS system or moving to the Transact cloud	Registers are used for a variety of retail transactions throughout the university, including food service.	High	Local to UWGB	Existing	$50k - $99k
Green Bay	USI Transition to Cloud	Transition Ungerboeck software from On-prem to cloud due to EOL of on-prem product	Continue to run the services that use the application for registration	High	Local to UWGB	Existing	$50k - $99k
Green Bay	MFA for students	Software for PeopleSoft that would allow integration of Microsoft MFA. *This is not necessary if PeopleSoft as a service continues to move forward	Information Security	High	Local to UWGB	Existing	$25k - $49k
Green Bay	Electronic door access application replacement	Upgrade the technology being used for electronic door access from older swipe card technology to newer proximity technology	Securing builds and rooms	Medium	Local to UWGB (all campus locations)	Additional	$250k - $499k
Green Bay	Automated Course evaluations	Implement an application to allow for online course evaluations, that help to automate the process and improve analytics	Eliminate a paper process with an online version	Medium	Local to UWGB (all campus locations)	Additional	$50k - $99k
Green Bay	Class Module for Courseleaf	For building class schedule	Automate a very manual process	Medium	Local to UWGB (all campus locations)	Additional	$50k - $99k
Green Bay	Interfolio application	Implement an application for tracking faculty professional work for tenure, promotion, and annual review	Replace a manual paper process	Medium	Local to UWGB (all campus locations)	Additional	$50k - $99k
Green Bay	Security camera software application replacement	Replace the current software application for viewing video from security cameras	Better access is needed to view real time video, as well as being able to review recorded video	Medium	Local to UWGB (all campus locations)	Additional	$50k - $99k

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Green Bay	Security cameras for additional locations	Installation of security cameras that can be tied back to the monitoring application on the main campus	Security of campuses, property, and people	Medium	Additional campus locations	Additional	$50k - $99k
Green Bay	ePortfolio application	Implement a cloud application that allows for the creation of multimodal web sites that allow students (as well as faculty and staff) to showcase and reflect upon their academic, personal, and professional growth and achievements.	To provide students with a platform to showcase their work for graduate school and/or employment	Medium	Local to UWGB (all campus locations)	Additional	$25k - $49k
Green Bay	Grant management software	Application to help track and manage the pre and post-award of grants.	Need to ensure we are properly following all pre and post award requirements for grants	Medium	Local to UWGB	Additional	$25k - $49k
Green Bay	Recreation - Fusion Software	Implementation of recreation management software Fusion. I.T. items include network infrastructure, workstations, integrations, point of sale replacement, etc.	This is a new impleementation requiring additional infrastucture and hardware	Medium	Local to UWGB	Existing	$25k - $49k
Green Bay	Transcript Auditing Software	implementing a software package that will help to audit transcripts to help automate the admissions process	Automate a very manual process	Medium	Local to UWGB (all campus locations)	Additional	$25k - $49k
Green Bay	Digital Asset Management Application	Providing an application to track digital photos and video that can be tagged and reused by others across the university	Way to track and share digital resources	Medium	Local to UWGB	Existing	$0 - $24k
Green Bay	New Citation application for University Police	Implementation of a new application to replace a version that was written in house many years ago for tracking citations.	Provides tracking of citations given out and payment of	Medium	Local to UWGB	Existing	$0 - $24k
Green Bay	Online credit card payment application	Implement a unviersity-wide online credit card payment application	Allow for departments to take payments online for various services	Medium	Local to UWGB (all campus locations)	Additional	$0 - $24k
Green Bay	E-Sports Lab	Implementation of an E-Sports lab on campus. I.T items include networking infrastructure, workstations, and streaming hardware	This is a new impleementation requiring additional infrastucture and hardware	Low	Local to UWGB	Existing	$50k - $99k
Green Bay	Chatbot	Implement an chatbot application to be able to answer questions about the university when staff are busy or otherwise not available	Provide for self-service for information, and allow for staff time to be spent on more value added work	Low	Local to UWGB (all campus locations)	Additional	$25k - $49k
Green Bay	Electronic Diplomas	Implement an application that will allow the university to issue diplomas electronically	Eliminate the gap of time from date of graduation to receiving printed diploma	Low	Local to UWGB (all campus locations)	Additional	$25k - $49k

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Green Bay	VITA Volunteer Tax Assistance Program - Remote Solution (for Feb 2022)	Process for taking tax information from community members to help them file annual tax returns	Community service	Low	Local to UWGB	Additional	$0 - $24k
Green Bay	Weidner Center App	Smartphone app that will allow the Weidner Center to communicate with their patrons, and allow patrons to interacte with them	Customer relationship building and increase in ticket sales	Low	Local to UWGB	Additional	$0 - $24k
La Crosse	Wireless Infrastructure External Review	Conduct a campus-wide analysis and site survey of campus wireless network infrastructure and coverage through an external consultant.	There is a need for a thorough analysis of the campus wireless infrastructure and coverage. Past wireless was based upon a predictive model. A more detailed and accurate analysis is required to provide adequate wireless coverage for academic and residence hall buildings.	High	During the fall of 2020, UWL experienced significant wireless issues. The university is currently replacing end-of-life wireless equipment with existing budget resources. However, a comprehensive review of the entire wireless infrastructureis needed to identify and correct coverage and density issues.	Additional	$50k - $99k
La Crosse	ITaaS- Server Infrastructure Migration	Migrate existing server and storage environment to the Hybrid Cloud provided by UW-Madison as part of the IT as a Service program.	There is a need to continue to provide computing and storage services for the UWL campus, but this will help transition legacy on-premise services to a cloud-based model for improved efficiency and effectiveness.	Medium	This project will aid the process of consolidating data centers and computing environments across the UW System.	Additional	$50k - $99k
La Crosse	Virtual Desktop Infrastructure-Microsoft Azure	Migrate existing UWL VDI infrastructure to Microsoft Azure pay-as-you-go cloud service until the UW System migration has been completed.	As of December 31, 2020, UWL ceased operation of its existing VDI infrastructure due to the high replacement cost. There still is a need for virtual desktop access, particularly for students. The plan is to migrate to a pay-as-you-go Microsoft Azure instance to address these needs.	Medium	In both the current COVID-19 and post-COVID teaching and learning environments, remote desktop and application access for students needs to be accommodated. The Azure Cloud solution will provide the required access.	Existing	$25k - $49k
Madison	Safer Badgers, Shield T3	This is the technology back-end for a new covid testing strategy on campus, both the lab management system and the end-user app. Note that this is not an "IT project" but a public health project with a significant IT footprint. It is listed here for completeness.	Enable COVID testing with data management and application management.	High	University-wide	Additional	$10M +
Madison	Data center migration	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Existing	$1M - $4.9M
Madison	Electronic access control system	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
Madison	End point security	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
Madison	Facilities management workorder system	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M

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Madison	Hybrid cloud infrastructure	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
Madison	Identity and interoperability	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
Madison	Salesforce Adoption	See the large/vital IT projects report for details	See the large/vital IT projects report for details	High	See the large/vital IT projects report for details	Additional	$1M - $4.9M
Madison	Security Incident Event Management (SIEM) - Phases 1-3	Enhance crisis and information security incident response/management to enable the UW System to quickly recover its information assets in the event of a catastrophic event and to manage information security events more efficiently and effectively, thereby reducing or minimizing the damages to the UW System community.	Provides an additional layer of cybersecurity protection to reduce the risk of compromise.	High	University wide benefit as security posture is improved.	Additional	$1M - $4.9M
Madison	VoIP Phase II	Replacement of Centrex and legacy telephone services to reduce the overall cost for campus and ensure uninterrupted service for the campus users and visitors. Phase 2 of this project will be circling back to remaining Centrex and legacy telephone services that were out of scope for Phase 1 and transition them to VoIP, if possible. This includes migration of elevator, blue light, security, emergency, and Area of Rescue lines to VoIP. Most lines are a separate project.	Migrating to VoIP is required to maintain service to these special locations.	High	Should be relatively seemless for most areas as all of the work is infrastructure.	Existing	$1M - $4.9M
Madison	Implement Globus	Expand the Globus COVID-19 pilot to a central campus Globus service offering that can support secure Data Transfer and Use Agreements (DTUAs - https://rsp.wisc.edu/contracts/dtua.cfm) and enable research collaborations.	Necessary to support research programs that have large data transfer requirements.	High	Reduces complexity for researchers and makes them for efficient in their work.	Additional	$500k - $999k
Madison	Infoblox (DNS/DHCP) Server Replacement	Project will replace old DNS/DHCP hardware with new hardware & software.	Secure and reliable DNS/DHCP is a critical service that is foundational for all IT systems to work throughout the entire University. In addition to refreshing the environment, we are deploying backup systems at other Universities that we would reply upon should we have a major disaster with our facilities.	High	Infrastructure - largely seemless to everyone.	Additional	$500k - $999k

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Madison	GitLab: DoIT Service License Renewal and Service Offering Refinement	GitLab is a cloud-based software code repository tool used through the University. It was free for higher education customers, but with the current contract renewal the vendor is seeking new subscription fees in excess of $250,000 per year.	We need a code repository tool as it is used for administrative functions and in academic programs. We're exploring alternatives as we don't have the funds to pay for this new fee.	High	TBD.	Additional	$250k - $499k
Madison	Privileged Account Management (PAM) - CyberArk	Privileged account management (PAM) is a set of technologies enabling enterprises to allow for proactive assessment, reduction and management of risk in a manner that enables the larger UW System community to be more aware of the risks that their information assets are vulnerable to, identify controls to reduce those risks, and understand what risks remain after any identified controls have been implemented.	Improve university and System cybersecurity management.	High	University-wide and System-wide	Additional	$250k - $499k
Madison	Course collaboration	This investigation is to potentially license or replace Piazza, the collaboration tool within Canvas. It has been provided without charge until now. UW-Madison has been notified that the vendor will begin charging for this software.	Supports student to student collaboration within Canvas, and is used by hundreds of courses, particulary as we rely on remote learning.	High	University-wide functionality for course collaboration.	Additional	$100k - $249k
Madison	Cybersecurity Training	This project is driven by UW System Policy for conducting initial and periodic security awareness training for faculty, staff, and students.	Provides training for all employees to minimize compromise and loss of data through user error.	High	University-wide training for all employees.	Additional	$100k - $249k

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Madison	DoIT Collaborative Business Systems Path Forward Phase 1	The project will be implemented in a phased approach. We are currently in phase I of the CBS Path Forward project. There are three main work streams for this phase: 1. Implement a stable support model with a third-party vendor to support CBS (CBS Oracle support contract ends December 31, 2021. The project team is planning on transitioning the Oracle support to a third-party vendor before the next PO renewal date of February 25, 2021); 2. Validate CBS current state and develop a DoIT and campus basis differences whitepaper; and 3. Transition CBS external and internal Accounts Receivable module to SFS AR/BI module. Phase II will focus on reducing CBS modules. Phase III will focus on reducing bolt-on and subsystems to CBS.	DoIT has been running its own financial system since before SFS was installed system-wide. We're working on a strategies to keep the system running while reducing complexity and cost in preparation for eventually moving to ATP.	High	All internal to DoIT.	Existing	$100k - $249k
Madison	Implement Zoom video conferencing.	Implement an enterprise version of Zoom primarily for an improved teaching and learning experience. Secondarily support administrative use.	Existing tools, while adequate for occassional use, were not sufficient to provide a quality remote teaching and learning environment during the Covid-19 pandemic.	High	The project was fast-tracked for implementation to support early adopters for the Fall 2020 semester. Work continues to enable integration with Canvas for the Spring 2021 semester. Adoption by faculty has surpassed even our most optimistic expectations even with additional work by faculty required to make the transition.	Additional	$100k - $249k
Madison	Office of Business Engagement (OBE) - Salesforce Implementation	Design and implement Salesforce for optimizing the operational processes for Opportunity, Account Contact Management and Reporting. Platform for future operations.	Manage external partnerships and engagements.	High	Office of Business Engagement	Additional	$100k - $249k
Madison	Connect School of Medicine and Public Helath clinics and facilities to the core University network.	Migration of multiple School of Medicine and Public Health (SMPH) off-campus locations from delegated network connectivity to collaborative network connectivity.	To provide SMPH with more reliable and redundant user connectivity this project will allow customer to consolidate and standardize their support.	High	Infrastructure - largely seemless to everyone.	Existing	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Madison	Implement international data agreement tracking.	Configuration and implementation of vendor solution, MoveON, a repository and reporting tool for international agreements and engagements.	Regulary and compliance.	High	TBD.	Existing	$50k - $99k
Madison	MoveON4	Configuration and implementation of vendor solution, MoveON, a repository and reporting tool for international agreements and engagements.	Enables compliance tracking for international engagements.	High	University-wide for all areas with international scope.	Additional	$50k - $99k
Madison	WPR Studio Interconnection Project	Connect studios across state to each other at min 1Gbps if not 10Gbps. Improves timeliness of news reports and content sharing across WI Public Radio network.	Enable WPR to coninue their migration to digital studio control for more efficient management of programming from local stations and rebroast from NPR.	High	Improves resiliance of WPR broadcasting in the event of system failures and increased flexibility across the radio network. The changes will positively impact WPR staff only.	Existing	$25k - $49k
Madison	High performance computational cluster with Graphical Processing Unit (GPU) technology	This project is in early planning; budget and timeline have not yet been established. The project will augment existing high throughput compututational capacity for research with greater speed and power.	The additional capacity will allow for vastly improved computation of graphically intensive data, such as done in medicine, atmospheric, geographical and cryo research. It provides a competitive advantage to successfully gain research funding.	High	TBD.	Additional	TBD
Madison	School of Education Data Project (Exploratory & Scoping)	An overall SoE goal is to increase the number of teachers who teach in WI.	This project will develop enrollment pipeline reporting information on individuals from the time they indicate an interest in Teacher Education programs (Pre-education) through to the individuals teaching employment history. This data will allow SoE to identify areas on which to focus so as to increase the number of students that successfully complete a teacher education program and ultimately start teaching in WI. We are undertaking three phases of this project in FY 21 to develop student lifecycle pipeline reporting for SoE.	High	TBD.	Existing	$50k - $99k
Madison	Peoplesoft as a Service	See the large/vital IT projects report for details	See the large/vital IT projects report for details	Medium	See the large/vital IT projects report for details	Additional	$1M - $4.9M

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Madison	Password manager implementation	LastPass is a secure password and credential manager for enterprise and personal use. LastPass can store and share UW-Madison credentials and secrets for university units, and also store personal credentials. LastPass enables best practices for security of user passwords and other shared secrets.	We currently do not have an enterprise solution for password management. This tool fulfills that need. It is a subscription-based service.	Medium	Reduces password management complexity.	Existing	$50k - $99k
Madison	Netbox Pilot and Potential Implementation	This project streamlines and standardizes the automation of network inventory and configuration. Provide and improve essential network management to campus.	Efficiency.	Medium	TBD.	Existing	$0 - $24k
Madison	Explore Implementing Outdoor Wireless	A project to study the implementation of WiFi to outdoor locations on campus. Madison current does not have outdoor WiFi access points.	There is a need to provide more areas on campus for student accessible study locations with strong and reliable WiFi. The requirment to maintain social distancing due to Covid-19 has increased the demand for ad-hoc study spaces including outdoor areas.	Medium	Improves the availability of network connectivity for students on campus. No process changes are required.	Additional	TBD
Milwaukee	EMS Data Center HVAC Replacement/Upgrade	UWM will replace older HVAC systems and infrastructure in its EMS Data Center. It will reroute HVAC cooling to improve system functionality and redundancy. This "small capital" project will be funded by the State/System. Approximate Cost: $250,000	A request for HVAC replacement and improvements within the EMS data center was submitted to UW System and the State to replace and to rework aging equipment. System and the State have approved the project. UWM is awaiting contract finalization and the assignment of a DFDM project manager.	High	UITS	Additional	$250k - $499k
Milwaukee	Microsoft Teams VoIP	UWM will deploy a VoIP solution to replace the campus' obsolete and cost-inefficient Centrex phone lines. Phase One for "individual lines" is essentially complete; portions of Phase Two for "shared lines" are also complete; Phase Three is on track for early spring 2021.	Enhance and extend capacities for teaching and learning, research, and administrative functions through deployment to faculty and staff	High	UWM	Existing	$250k - $499k

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Milwaukee	WiFi Access Point and Switch Maintenance	UWM plans to implement annual scheduled maintenance to refresh campus networking hardware.	To maintain reliable and effective WiFi service with components that are current, licensed, and maintained, we must regularly refresh our campus equipment with a consistent lifecycle.	High	UWM Networking and Data Center Infrastructure	Existing	$250k - $499k
Milwaukee	EAB Moonshot	As a founding member of the regional partnership in southeastern Wisconsin, UWM will work to complete a series of goals in taking a comprehensive approach to remove obstacles and to create solutions aimed at closing equity gaps in higher education. The UW System Board of Regents has already approved this project. OWNER: UWM Chancellor	The "Moon Shot for Equity" is a public-private partnership with the education firm, EAB, dedicated to ensuring more students complete college degrees, especially those most often left behind – low-income, first-generation and students of color. Leveraging technology, and building on a long-standing commitment to serve a diverse population in an urban setting, UWM is confident the "Moon Shot for Equity" will help improve the quality of life for all in southeastern Wisconsin.	High	All aspects of student recruitment and retention	Additional	$100k - $249k
Milwaukee	Multi-factor Authentication for Students	UWM will implement MFA for student accounts to increase the security of student data and systems. Student enrollment in the MFA system was successfully implemented in November 2020. Student access to O365 services is now protected. Other campus IT services for students will be protected in 2021.	MFA will be required for student accounts when using UWM systems. The project will: (1) reduce the incidence of compromised student accounts; and (2) improve student processes by allowing secure electronic financial transactions and reducing paper processes.	High	UWM	Existing	$50k - $99k
Milwaukee	Slate Constituent Relationship Management (CRM)	UWM's Office of Enrollment Management will be implementing the Admissions/Enrollment functionality of the CRM tool. Procurement occurred in December 2020; implementation will be undertaken in 2021. OWNER: Office of Enrollment Management	Many current UWM enrollment-related business processes are paper-based or otherwise inefficient. Accordingly, greater efficiencies in the enrollment function will be achieved through optimized processing and a paperless workflow.	High	Admissions, Enrollment, Student Information System	Existing	$25k - $49k

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Milwaukee	E-Signature Analysis	UWM will investigate e-signature options	With UWM's move to a largely remote workforce and campus' general desire for increased automation, UWM's previously paper-based processes are no longer viable. Of particular concern is the need to sign documents via e-signature. A number of options are being tried by different areas, both within UWM and at the UW System level. The current circumstances necessitate analysis and, potentially, the identification, promulgation, and support of a campus solution.	High	Campus business process	Additional	$0 - $24k
Milwaukee	IT Procurement Process Redesign	A new campus process has been collaboratively designed, documented, communicated, and implemented. Process definition is complete and the process is largely in production. Ongoing refinements are under way.	This campus-level strategic project will: (1) reduce waste; (2) maximize the efficient use of resources; (3) promote IT standards; (4) ensure that user needs are optimally addressed; and (5) enhance awareness of prospective project management and support needs.	High	UWM	Existing	$0 - $24k
Milwaukee	IT Project Intake Process and Project Online implementation	A new campus process has been collaboratively designed, documented, communicated, and implemented. Ongoing refinements are under way.	Campus IT projects must be formalized, documented, and effectively communicated to key campus stakeholders.	High	UITS	Existing	$0 - $24k
Milwaukee	IT Service Catalog Project	This project will systematically identify UWM campus IT services, both public- and private-facing, that are centrally-supported or supported within campus areas	Comprehensive catalogue will: (1) document the delivery of business-critical services, including web access, security, email, software & hardware support, and other student- and staff-related services; (2) demonstate clearly IT present and future value to our university; (3) provide visibility into the essential business services that IT delivers; (4) increase customer satisfaction; (5) improve resource allocation; (6) reduce IT service delivery time; (7) simplify and improve service delivery processes; (8) reduce overall service costs; and (9) improve communication and collaboration.	High	UITS	Existing	$0 - $24k

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Milwaukee	Milestone cameras at UW-Waukesha and UW-Washington County	The UWM Police Department seeks to deploy additional cameras at UWM's new Waukesha and Washington County campuses.	Because the UWM Police has assumed responsibility for the security and safety of UWM's College of General Studies campuses at Waukesha and Washington County, additional security cameras are being planned for installation.	High	UW-Waukesha, UW Washington, UWM Police Department, UITS	Additional	$0 - $24k
Milwaukee	Privacy Policy Compliance	To ensure UWM campus compliance, this project will initiate planning to implement 1040 Information Security: Privacy Policy	The project addresses 3 primary business needs: (1) To establish a foundation for the privacy of a Data Subject's Personal Data throughout the University of Wisconsin (UW) System; (2) To safeguard the privacy rights of members of the UW System community and maintain accountability for protecting all types of Personal Data; and (3) To balance a Data Subject's privacy rights with the need and access to Personal Data to serve or protect core values and operations of UW System and/or to meet legal requirements.	High	UITS	Existing	$0 - $24k
Milwaukee	Research Computing	For UWM's research computing, the unification and coordination of associated support staffing and resources will be undertaken.	This project will ensure collaborative support of research computing, in the context of the campus mission of access and research.	High	UWM IT professionals and research staff	Existing	$0 - $24k
Milwaukee	Risk Management Policy Compliance	To ensure UWM campus compliance, this project will initiate planning to implement 1039 Information Security: Risk Management Policy	UW System has approved a policy requiring campuses to identify, document, and approve risk-acceptance related to IT security risks. Policy Effective Date: April 1, 2021	High	UITS	Existing	$0 - $24k
Milwaukee	UWM IT Asset Policy	To ensure UWM campus compliance with UW System Policy 1035, this project will establish ongoing operational practices and procedures to maintain an accurate inventory of IT assets.	The project addresses 3 primary business needs: (1) As a UWS campus, UWM is committed to managing the lifecycle of its IT assets; (2) Owners have a duty of care to protect IT assets whether they are in use, stored, in transit, or in a state of disposal; and (3) IT assets must be protected against physical or financial loss, whether by theft, mishandling, or accidental damage, either through primary prevention (e-g- physical security) or remediation (e-g- marking).	High	UITS, CTS	Existing	$0 - $24k

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Milwaukee	School of Information Studies	UWM's SOIS will replace current academic and administrative hardware to reduce cost and to increase support efficiency.	SOIS maintains a significant server infrastructure that hosts a variety of administrative and instructional services. Part of the current environment operates on deprecated hardware. UWM will be developing and implementing a plan for the maintenance, replacement, and deprecation of this infrastructure and related services.	Medium	School of Information Studies, UITS, CTS	Additional	$100k - $249k
Milwaukee	Fax Line migration from Centrex to new technical solution	With UWM's move to Microsoft Teams telephony, and the coincident retirement of Centrex lines at UWM, this project will: comprehensively document current fax line use/configuration; investigate and recommend solutions; and migrate needed fax services to a new campus solution.	Approximately 250 Centrex phone lines now support fax functionality at UWM. Some fax-related devices are dedicated, stand-alone machines and others are "Multi-Function Devices" (MFD's).	Medium	Fax users	Additional	$0 - $24k
Oshkosh	AIM Procurement and integration for DOS Disability DB	Implement new software for the Students with Disabilities office	Not provided	High	Not provided	Exisiting	$0 - $24k
Oshkosh	ImageNow Transition	Upgrade ImageNow to a supported version.	Our current implementation is outdated and out of support.	High	Maintain support of ImageNow to address issues with modern browsers.	Existing	$25k - $49k
Oshkosh	Design and implement Privacy Program	Design and implement a campus-wide privacy program. This project will put the campus in compliance with UWSA 1040 as well as improve information security processes.	Become compliant with UWSA 1040.	High	Improve data privacy and security, achieve compliance with UWSA 1040.	Existing	$0 - $24k
Oshkosh	Multifactor Authentication for students	Implement Microsoft MFA for Office365 for students. This project will secure student email and Office applications and should prevent attackers from using student accounts for phishing or fraudulent activity.	We have seen a significant increase in compromised student accounts being used to send phishing emails and in email fraud. Implementing Office MFA will help secure student accounts and reduce fraudulent use.	High	IT support will see increases in student requests associated with MFA.	Existing	$0 - $24k
Oshkosh	Replace Gateway with PS Cashier Module Functionality	Complete the implementation of the PeopleSoft cashier module to eliminate the unsupported third-party application.	The current software is not supported and needs to be replaced. We are implementing the PeopleSoft delivered solution.	High	Reduce the risk associated with the unsupported software.	Existing	$0 - $24k
Oshkosh	Review of Web Accessibility compliance (WCAG 2.1 + Section 508)	Review and update campus web sites to ensure compliance with Web Accessibility	Not provided.	High	Ensure regulation and policy compliance	Existing	$0 - $24k

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Oshkosh	Voip Billing Process	redevelopment of billing system for Voip Services adding support to project numbers and phone numbers at the Access Campuses	Current system doesn't have a multicampus and project number capability. We intend to migrate Voip Services to our Cisco unified environment	High	Improve budget tracking	Existing	$0 - $24k
Oshkosh	End of Life for non-library Plone servers	plone servers are no longer part of our web development and hosting portfolio.	Current servers needs to be decomissioned to reduce risk	High	Ensure regulation and policy compliance	Existing	
Oshkosh	Portal Migration to AWS	migration on local hosted legacy system to AWS as a prototype for future cloud hosted development.	Current servers needs to be decomissioned to reduce risk	Medium	reduce the risk associated with legacy and unsupported environments	Existing	$0 - $24k
Oshkosh	Review WordPress Plugin that could replace Visix (Campus Vision)	Identify potential plug-ins that would replace campus vision	Potential cost savings	Medium	Not provided.	Existing	$0 - $24k
Oshkosh	Updated IAM processes, include HR-phone number update	Changes associated with persons-of-interest, VoIP phones at the access campuses, CAPP instructors	Reduce manual processing and reduce the time to create instructor accounts.	Medium	Improve IAM processes.	Existing	$0 - $24k
Oshkosh	Verba Bookstore Project	to develop an integration and partnership with a Digital BookStore Provider	Bookstore needs a solid book service partnership to reduce cost to students	Medium	ensure service modernization and competitiveness	Existing	$0 - $24k
Oshkosh	Budget Reporting System - COB/CON (apex)	This reporting system is used to better track spending in departments	Current reports do not include known future spending or costs that have not been invoiced. This can affect spending, especially near end-of-year.	Low	Improve budget tracking	Existing	$0 - $24k
Oshkosh	COB course scheduling database reimplementation (apex)	Planning tool to assist in long-term projections	This tool is used to understand staffing and resource needs over a 5-year timeframe based on student enrollment	Low	Improve budgeting and staffing planning	Existing	$0 - $24k
Parkside	Yuga - Live streaming and Lecture Captioning	The Yuga solution will allow UWP to live stream classes, record lectures, and integrate video quizzes. This project will provide media storage, closed captioning, 24/7 stupport, Hub hardware/software updates, and instructor training.	After COVID, UWP is filling the need to have effective technology to record classes that students can view after the time class. Also Yuga will allow live stream of classes to manage social distance in the classroom.	High	Improve access to lecture content. Allow classes to social distance while live streaming lectures to remote places.	Additional	$50k - $99k
Parkside	Yellowdig - virtual communication	Yellowdig provides additional features to discussion boards not present in Canvas.	Improve discussion boards for classes online. Allow classes to be done virtual to aid social distancing in the classroom.	High	Improve discussion on online classes. Improve social distance on face to face classes	Existing	$0 - $24k
Parkside	Exterity - Digital Signage	Solution to replace Scala (signage).	Scala solution is not efficient and upgrades will be too costly for the efficiencies and features we need.	Medium	Improve Digital Signage on campus.	Existing	$50k - $99k
Parkside	Akindi - Test Scoring	Solution to replace Scantron (test scoring).	Automation of test scoring	Medium	Automate test scoring will allow us to improe efficiencies in human resources.	Existing	$0 - $24k

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Platteville	Data Warehouse/ETL Tool Upgrade	A new Data Warehouse and ETL solution, which are supported, reliable, scalable, flexible and requires minimal maintenance from ITS staff allowing staff to focus on innovative/strategic goals.	The existing Data Warehouse and IBM DataStage 8.5 (ETL toolset) are no longer supported. Legacy settings hinder Security as it relates to database version 12.1. This also hinders a PASS and Data Warehouse upgrade to 12.2 or 18c. Support for the current Production DataStage server's operating system ended in 2019. The impact of an operating system upgrade is unknown. The Dev/Test DataStage operating system cannot be upgraded, patched, nor changed without major implications. Data integrity in the Data Warehouse is amiss due to the nature of DataStage's inability to reload select data. Through research, legacy Data Warehouses and tools can hinder analytic performance, make self-service and ad-hoc reporting more difficult, are incapable of taking advantage of new data modeling techniques and are inflexible.	High	The solution would help campus become self-sufficient in ad-hoc reporting and provide data for predicitive analytics.	Additional	$100k - $249k
Platteville	Payment Vendor for Tution/Fees/etc	Replace the current payment vendor with a new vendor to access credit/debit cards and ACH payments for tution, Fees, and other charges in PASS. Research and Implement	Online payment for students, parents, and guests.	High	Increase amount of online payments	Existing	$25k - $49k
Platteville	SIS Restructuring/REPASS 2.0/CDL transition	Restructure our SIS to break down the student walls/barriers between online and on campus, each has bene operating under its own set of careers and as its own institutions	Make it simpler for students to be online and on-campus where business process and technology was put in place to make them very seprate	High	Consoldate four careers into two.	Existing	$0 - $24k
Platteville	Digital Asset Mangement software	Software tools to catagorize and store digital assets for open records laws and campus history	legally required to save digital assets for open records requests.	Medium	All campuses need to store digital assets, a common UW System sponsored software packasge could make share assets easier as well as save money.	Additional	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Platteville	Recreation Software Management System	Research and implement a software which allows management and tracking of all business through the PAC and Outdoor Rec. This includes program registration for group exercise classes and outdoor recreation adventures, membership sales, facility rentals, locker rentals, equipment rentals, asset inventory and maintenance history, and marketing and email communication with our current membership as well as potential members. As funding levels begin to drop at the university, we can position ourselves to be prepared to seek out alternative sources of revenue and have a system in place to manage and track all transactions. We are two decades behind many of our UW counterparts.	management and tracking of all business through the PAC and Outdoor Rec	Medium	New PAC and Rec business processes to use the new software selected	Existing	$25k - $49k
Platteville	IP distribution of "cable TV" to on campus residents	Convert distribution of "cable Television" from RF distribution to IP.	Elimination of RF distribution will eliminate the FCC requirement for filing paper work on a yearly basis.	Medium		Existing	$0 - $24k
Platteville	Wireless content distribution	Establish a campus-wide solution to distribute content in a wireless fashion	Classrooms, labs, conference rooms, and other informal learning spaces need an option to provide wireless collaboration. Consistency around campus is a must.	Medium		Existing	$0 - $24k
Platteville	Athletic Hall of Fame Kiosk	multiple screen- interactive	Physical space is no longer available for a plaque based solution	Low		Existing	$0 - $24k
Stevens Point	Student Laptop Checkouts	Purchase 90 new laptops for student checkout.	Our existing student laptop checkout program consisted of 60 laptops purchased 8 years ago. With COVID, this service has been highly utilized and has a definite impact on students' ability to remotely participate in classes.	High	Students	Existing	$100k - $249k

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Stevens Point	Website Redesign	Engage Marketing firm BVK for assistance on a Campus website redesign.	This is not really an IT project, but instead a University Relations and Communications one. IT is just heavily involved in technical and administrative aspects. The justification is that our current website isn't geared for SEO optimizations, or today's applicants. It is also limiting marketing staff in creating needed micro-sites for various purposes. Recruitment efforts are a top priority.	High	University Relations and Communications, Campus webpage maintainers	Additional	$100k - $249k
Stevens Point	Wi-Fi AP Replacements	Replace older wireless access points that will become EOL in October.	We utilize HP for our network and wireless equipment. The equipment we purchased for the academic building 15-20 years ago is about to become EOL in October due to HP switching their technology stack over to Aruba. If we do not replace these APs, the wireless in academic buildings will operate without support or new features. Over 1 to 2 years, this would have significant impact on classes and students expectations.	High	IT, general campus and community	Existing	$100k - $249k
Stevens Point	Ceiling Microphone Arrays	Build microphone arrays in 5 classrooms.	Due to COVID, there is strong demand for maximum flexibility for students to particpate both in-person or remotely. This has put pressure on our 4 Distance Learning rooms. This project will equip 5 classrooms with microphone arrays that will allow remote students to participate in class discussions. This will also alleviate scheduling pressure on classes that require this type of interaction.	High	Students, Academic classes depending on Remote Participation	Additional	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Stevens Point	Slate CRM Implementation	Implement a new CRM solution for our Admissions and Recruitment Office, as well as provide a CRM solution to departments on campus.	Our existing CRM solution has exhibited technical issues and lack of flexibility for our recruiting staff. Modern needs for texting, email marketing with tracking, customized profile templates, and workflow on responses are satisfied with the Slate CRM software. Several other UWs using this solution and are quite happy with it. We also will be developing this as a solution for academic / business departments that wish to market their programs instead of having many different solutions. Our MBA Graduate Program is piloting this solution currently. Our existing CRM solution could not be extended to areas outside Admissions and Recruitment. Recruitment efforts are top priority.	High	IT, Admissions and Recruitment, Academic Departments looking for CRM solutions	Existing	$50k - $99k
Stevens Point	Remote Lab Infrastructure	Double capacitary of our virtual computer lab to 140 concurrent users.	Our current remote computer lab infrastructure is at capacity and students sometimes complain of difficulty in having a remote computer available to them for specialized software class work needs. This project will double this capacity.	High	Students	Existing	$25k - $49k
Stevens Point	Macintosh Remote Access	Allow Remote Access to selected Macintosh computer lab computers.	With COVID, most students limit their time on campus. This has made the remote access to our computer labs in high demand. Currently, we do not have a solution for remote access to Macintosh computers, so students who needed software or class materials only available on this platform were required to physically come into campus. This software implementation will allow them access Machintosh computer labs like they do for Windows computers. Without this project, some students are highly limited in what they can do remotely.	High	Students	Existing	$0 - $24k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Stevens Point	MFA Rollout to Students (and all Remote Access)	Deploy multi-factor authentication for students, and enable it for general remote access to university resources.	We need to deploy MFA to students in order to secure their authentications to campus resources. Many students accidently compromise their accounts, and this is a particular problem with email. This effort was orginally planned for Spring 2020, but was pushed back due to COVID. This project will also move all employees towards MFA for remote access to campus resources as well. This will bring UWSP into alignment with UW Security efforts.	High	Entire campus	Additional	$0 - $24k
Stevens Point	WordPress Hosting	Partner with UW-Milwaukee to host and support a set of WordPress environments for UWSP.	We are currently utilizing SharePoint for our campus webserver. Microsoft has stated this use case (while possible) is best handled by 3rd party providers in the future should we wish to migrate to the cloud. Due to existing shortcomings with SharePoint in terms of content and design editing, we decided to follow UW-Oshkosh in partnering with UW-Milwaukee in providing several WordPress environments (a standard in the industry) to give the most flexibility to our recruitement and marketing staff. This also alleviates pressure on UWSP IT by leveraging UWM's knowledge and experience in providing WordPress services.	High	UWSP IT, UWM IT	Additional	$0 - $24k
Stout	Firewall replacement and network redesign	Replace existing campus firewalls and rearchitect by moving the firewalls to the edge.	Existing firewalls are end of life.	High	The redesign will add security features to the edge of the network while still protecting the data center. Through the redesign two additional harware components will be eliminated saving $300,000 over 7 years.	Additional	$100k - $249k
Stout	Charter U	Allow students living in residence halls the ability to view Charter Spectrum via a mobile app.	Housing; Currently provide cable TV via Coax in residence hall rooms. Looking for a portable solution when students are not in their residence hall room. Studetn could view cable TV on campus via the mobile app if implemented.	Low	Would require a list of authorized students living in residence halls to be maintained.	Existing	$0 - $24k

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Superior	Campus Firewall Replacement	Replace Cisco Firewalls which are approaching end-of-life with Palo Alto units.	Current Firewalls are approaching end-of-life. The new Palo Alto units offer modern functionality and are priced within our budget.	High	The project is necessary to maintain the confidentiality, integrity and availability of IT services at UW-Superior. The integrity of these services can indirectly impact other organizations around the world if not kept secure.	Additional	$100k - $249k
UWSA	IT Asset Management	Provides an enterprise capability to improve the efficiency, accuracy and life-cycle management of UW System IT assets. This project would initially be focused on UWSA, but could be extended to other ITaaS participants in the future.	UW System needs a comprehensive way to gather detailed hardware and software inventory information, gain full visibility into and manage IT assets, and manage and reduce vulnerabilities and other risks that can lead to cyber security incidents. Existing solutions are unable to gather comprehensive asset information, are redundant and have high labor costs.	High	Throughout UW System: drives down cost of managing IT assets; achieves gains in process efficiencies by consolidating and centralizing the management of IT assets; and reduces the frequency, duration and severity of breaches by supporting better visibility to and management of endpoints and improved hygiene. Additionally, enterprise IT asset management brings UW System-wide benefits not only to IT/IS, but to Procurement, Human Resources and enterprise reporting as well.	Additional	$100k - $249k
UWSA	Operational Transition Project	The objectives of this project are to consolidate the five different UWSA related IT environments into one IT environment to be used by all UWSA business units, to prepare the UWSA IT environment for eventual transition to ITaaS, and to reduce ongoing operating and S&E costs.	The multiple, nearly consecutive consolidation and restructuring initiatives over the past 6 years (UW Colleges consolidation; merging of UW Colleges & Extension Central Information Technology Services (CITS) and the then UWSA Office of Information Services (OIS); Merging of CITS and UW-Extension Instructional Technology Services (ICS); restructuring of the UW System which resulted in the closure of UW Colleges and UW-Extension as separate UW Institutions; the creation of UW-Shared Services (UWSS); the creation of UW Extended Campus; and the FY21 budget reductions and transition of UWSS IT to UWSA) have left remnants of five (5) different IT environments used by different units of UWSA. These IT environments use duplicative tools and processes, have different agreements and costs for maintenance, are not standardized, and inhibit efficient	High	+ Standardization of environments and processes will improve delivery capabilities of IT. + Support of multiple IT components and tools to Support the same/similar business processes will be eliminated. + Cost and complexity of supporting multiple IT environments will be eliminated. + Collaboration within UWSA and with other institutions will be more efficient. + Cost reduction should occur through consolidation of different software purchases and rightsizing of licenses.	Additional	$100k - $249k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
UWSA	Upgrade the PeopleSoft development environment V9.2	This project would allow UW-Extended Campus developers to create more advanced features that take advantage of newer PeopleSoft technologies to support the work they do with Campuses using their services, specifically the Flex program. It would also negate the risk of no longer being able to develop these tools for other campuses because of incompatibilities.	Without upgrading this development environment, UW-Extended Campus developers are limited in the types of functionality that they are able to build and could potentially become unable to implement new functionality using this environment as it would become so out of date that it would no longer be compatible with their customer base using their services.	High	UWSA-OTS-SIS will work closely with UW-Extended Campus developers to ensure that the upgrade is successful and that there were no gaps in their desired functionality gains.	Existing	$0 - $24k
UWSA	PeopleSoft Transcript transmission proof of concept	This is a proof of concept to verify the abilities and any shortcomings of transferring transcripts from one UW Campus to another using the built in PeopleSoft Transcript export and import capabilities and explore what the transmission of this data would entail.	We need to know the full scope and abilities of existing PeopleSoft electronic transcript functionality.	Medium	UWSA-OTS-SIS would need assistance from other institutions to verify the ability to do the technical export, import and transmission of data.	Existing	$0 - $24k
UWSA	Upgrade PRISM (UW-Colleges Historical PeopleSoft Environment) to V9.2	This project would be a natural follow up to the PeopleSoft development environment upgrade as both environment use the same code base and development system for upgrades.	Without upgrading this application, all security updates are still occurring without any impedance. This would only upgrade application functionality. There is a small chance that some future security upgrade could interact with the application layer directly and need the application layer upgraded. This would negate that future risk, it is a small risk as the application layer is quite separate from the rest of the layers and does not typically receive security updates. That being said 75%-85% of the work would already be accomplished with the UW-Extended Campus development PeopleSoft application upgrade.	Low	UWSA-OTS-SIS will work closely with UW-Extended Campus functional users to ensure that the upgrade is successful and that there are no degradations of service.	Existing	$0 - $24k
Whitewater	Purchase and replace seventeen new cash registers for University Center & University Dining Services.	Seventeen cash registers will reach end-of-life hardware and operating system support on September, 2021. These will need to be replaced with new devices in order to remain supported.	Replace out-of-support software/hardware.	High	Dining Services	Existing	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Migrate from Symantec VIP to DUO as MFA technology.	UW-W's current Symantec VIP MFA implementation is not compatible with the future supported versions of Shibboleth. Two alternatives were reviewed: a) to stay with the current configuration Unicon would be contracted to develop a custom plug-in for Symantec VIP, or b) UW-W would transition to DUO. Alternative (b) was chosen.	Provide sustainable MFA solution to support access to high-risk data.	High	All UW-W employees and students who currently use Symantec VIP will have to be re-credentialed. New tokens will have to be activated and assigned.	Existing	$25k - $49k
Whitewater	Create a new website for the Online Degree Program at UW-W.	To improve marketing of UW-W online programs College of Business and Economics engaged Shine United to develop targeted content and website template. The first phase of the redesigned website went live in spring 2020. The second phase is targeted for 2021.	To improve marketing of online programs.	High	The project impacts recruitment and enrollment strategies for the Online Degree Program.	Existing	$0 - $24k
Whitewater	Implement a "Safety button" within the UW-W App.	This project is a collaboration with UW-W Student Government and Police services to create a "Safety Button" in the UW-W App that will alert police services if a student is in emergency situation.	This project addresses the need for campus security and safety for students. This will provide a convenient option for students to contact police services when they need emergency aid. This functionality will replace "blue lights" phones across the campus.	High	This project will contribute to creating a safe environment for UW-W students.	Additional	$0 - $24k
Whitewater	Implement MFA for Prima Facie Applications (Police).	This project is intended to bring Prima Facie Application (body cameras videos repository) in compliance with the UWSA Authentication Policy that requires MFA for all systems containing high-risk data. The application features a desktop client and terabytes of storage.	To be in compliance with UWSA polices as well as to protect and secure high-risk data.	High	This project will impact the way police officers at UWW access their body camera footage.	Existing	$0 - $24k
Whitewater	Implement new UW Policy security initiatives.	Implement 1035 Information Security: IT Asset Management Policy. Implement 1039 Information Security: Risk Management Policy. Implement 1040 Information Security: Privacy Policy.	a) To ensure accurate maintenance and security of IT assets and to provides data to support life cycle management; b) To address and mitigate information security risk at UWW; c) To establish governance structure for privacy-related matters at UWW.	High	IT Asset Management Policy will primarily impact IT services and processes. Risk Management Policy will impact IT processes as well as the Senior leadership and the Privacy Policy may impact business processes throughout the campus.	Existing	$0 - $24k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Improve Scholarship Processing for Admission's Office.	This project is designed to help streamline the scholarship processing in the Admissions Office such as tracking scholarships and review of candidates, as well as to provide self-service (new fluid objects) for students to view/accept/reject offers. This project will also automate the process to create offers for qualified candidates, and provide additional functionality for financial aid integration.	Improve and automate scholarship management in Admissions office. Provide students with opportunities to view/accept/reject scholarships offers	High	Improves relationships with admitted students. Enables students to choose UW-W earlier. Improves efficiency and effectiveness of Admissions office.	Existing	$0 - $24k
Whitewater	Redesign recruitment-focused pages on UW-W Website	In 2019 UW-W engaged the consulting firm of Ruffalo Noel and Levitz to review recruitment-focused pages on the UW-W website as well as recommend enhancements to attract potential students. The consulting firm recommended a new template and redesign of content for top academic programs and student services pages. In 2020, UW-W redesigned it's Admissions website. The plan for 2021 is to redesign several academic program pages, starting with the college of Arts and Communications and College of Education and Professional Studies (Media Arts and Game Development, Art and Design, Music, Theatre/Dance, Communication - Public Relations, Communication - Electronic Media, Communication - Corporate and Health Communication, and Journalism).	This project will enhance UW-W recruitment efforts. The goal of this project is to incorporate keywords that prospective students use when searching for areas of studies while choosing where to apply, as well as to create academic program pages that are appealing to perspective students.	High	Faculty and staff are engaged in developing content for newly redesigned pages to increase SEO.	Existing	$0 - $24k
Whitewater	Replace recurrent access control system (DMS)	The current access control system had its final update in December of 2020. Replacement of the access control software is offered by the current vendor, Vanderbilt. The plan is to migrate the new software.	Replacing out-of-support VMS software for Housing access control system.	High	This project will impact the VMS process for housing's access control system. This will affect students and staff living and working in campus residence halls.	Additional	$0 - $24k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Secure remote access to campus computers - replace Remote Desktop (RDP).	As campus employees transitioned to working remotely during COVID, some continued to access their office computers to use a variety of software for their workstasion, using traditional RDP protocol which presnets a security risk. The project will provide a secure alternative to RDP, such as Citrix virtual apps and Citrix Remote PC. In the Fall of 2020, UW-W identified those who needed to retain access to their office computers while working remotely and piloted Citrix virtualization solutions with them. UW-W also added server capacity to accommodate graphic-intensive software. In 2021 we plan to virtualize additional software, or transition users to Citrix Remote PC and disable RDP protocol.	This project addresses the need to provide secure remote access to campus computers during pandemic and beyond.	High	In addition to improving security posture it may address needs of some Mac users who need to run windows-only business applications.	Existing	$0 - $24k
Whitewater	Upgrade Bowling Alley Steltronics automatic scoring system.	UWW's bowling alley uses an automatic scoring system (Steltronics). The current version is no longer supported and needs to be upgraded to a version that is compatible with Windows 10.	To run the system that is compatible with current versions of OS.	High	This project will impact Warhawk Alleys current scoring system as well as those who use the bowling alley (students, staff).	Existing	$0 - $24k
Whitewater	Upgrade technology for campus ID card printing	IDWorks software for campus ID card printing is no longer supported. The outdated software also doesn't work with newest ID card printers.	Replace out-of-support software/hardware.	High	This project will impact the Hawkcard office ID card printing processes.	Existing	$0 - $24k
Whitewater	Migrate StarRez from on-prem to a cloud-based system.	StarRez is the University's residence hall management system. UW-W is currently operating on premise version of StarRez.	Leverage advanced features of the cloud-based version.	Medium	This project will impact IT, support, and business processes related to University Housing.	Additional	$50k - $99k
Whitewater	Replace lighting system in University Center's Hamilton Room.	The Hamilton Room (UC164) lighting system was purchased in 1988 and is no longer reliable. The Hamilton room is used to host large campus events.	Upgrade sub-standard equipment that is used for campus events.	Medium	This project will impact IT and Facilities services	Additional	$50k - $99k
Whitewater	Replace sound system in University Center's Hamilton Room.	The Hamilton Room (UC164) audio system was purchased in 1988 and is no longer reliable. The Hamilton room is used to host large campus events.	To have state-of-the art audio system for large scale campus events.	Medium	This project will impact IT and Facilities services	Additional	$50k - $99k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Review Nelnet as a possible cost-reducing replacement for TouchNet.	UW-W currently uses TouchNet Software for electronic payment services for student accounts. This project is to review a competitor (Nelnet) functionality and pricing to see if Nelnet would provide any cost savings for UWW. If feasible, system replacement project will be launched.	Potential cost-saving	Medium	This project will impact all students and parents who access student accounts. It will also impact those departments that place charges on student bills, such as Housing and Dining. It will have a large impact on ICIT PeopleSoft development team.	Additional	$50k - $99k
Whitewater	Wireless network upgrade to Starin Hall.	Starin Hall currently has older wireless network equipment that needs to be updated to stay in line with other buildings on campus.	Replacing old network equipment to support needed capacity and speeds.	Medium	This project will impact IT and affect students and staff using the wireless network in Starin Hall.	Existing	$50k - $99k
Whitewater	Purchase new software for auxiliary services contract management and tracking for the University Center.	Universities rely on auxiliary services revenue for additional support. The UC will be purchasing RevenueVision, an auxiliary services contract management and tracking software. This software will provide a more efficient and streamlined process for auxiliary services contract management and tracking.	Improve auxiliary service revenue and improve efficiency.	Medium	The project will impact the auxiliary services process for campus.	Existing	$25k - $49k
Whitewater	Student Affairs E-Sports Program	Building a new inclusive and accesibile gaming computer lab in Wells East (resident hall) to support student life and engagement including recreation, employment, and other revenue generating e-sports activities. Purchasing 12 computers, monitor and peripherals (est. $25k)	Student recruitment, retention, and revenue generation.	Medium	The project IT impact is to University Housing ResNet, which will manage this lab like computer labs in Housing. This project will impact students by providing a physical gaming space for community engagement, student leadership and employment opportunities, numerous revenue strings to support its operation and other e-sports related initiatives/university operations. This will be the first fully inclusive e-sports studio in the UW System.	Existing	$25k - $49k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Assess the use of video-enabled classrooms and introduce improvements as needed.	To meet needs of the HyFlex modality of teaching and learning during COVID, UW-W designed and deployed 2-way interactive video systems in 31 classrooms. This enabled instructors to teach students both in class and remotely via Webex at the same time. Now that over 150 instructors experienced teaching in these rooms we are planning to assess their experience and implement adjustments if needed.	Optimize investment in video-enabled classrooms. Assure that deployed technology fully meets instructional needs during pandemic and beyond.	Medium	Provides additional flexibility for teaching and learning modalities. Creates the ability to tailor instruction to individual student needs. May lead to increased student retention and success.	Existing	$0 - $24k
Whitewater	Conduct an RFP for event ticketing software for in-person and online event sales.	UW-W currently uses AudienceView for ticketing services. The goal of this project is to conduct review of other solutions to compare cost and functionality to decide on a future choice for event ticketing system.	Reduce cost	Medium	The project will impact those who attend events in person or online through UW-W. This includes students, staff and non-campus-related community members.	Existing	$0 - $24k
Whitewater	Discovery Project to replace Hyperion.	The goal of this project is to find alternatives for the business intelligence tool, Hyperion. Hyperion has been out of support for over 2 years but is still being used by several business departments on campus since UWSA OBIEE initiative does not meet some functional needs. The UW-W approach is to analyze specific Hyperion uses, and to recommend a suitable replacement.	Replace out-of-support software.	Medium	May partner with other UW campuses to find a suitable replacement	Existing	$0 - $24k
Whitewater	Leverage student mobile app platform to replace campus calendar.	This will allow to push student-related events directly to them, as well as add capabilities for the campus event calendar.	This project will address the need to improve student communication and engagement. Broaden campus calendar capabilities.	Medium	Increase student engagement. Consolidate calendar management. Potential savings if the current calendar license is not renewed.	Additional	$0 - $24k
Whitewater	Migrate campus email system to Office 365.	UW-W is planning to transition its campus email system from on-premise Exchange to Office 365, rather than upgrading to 2019 version of Exchange.	The project drivers are: a) to leverage advanced features of many solutions that provide for email integration to O365, b) increased mailbox quotas c) UW-W will be in line with other UW-System universities.	Medium	This project will impact all current UW-W students and staff as well as anyone with an active uww.edu email address.	Additional	$0 - $24k

Institution	Project Name	Description and justification	Business need	Priority	Project Impact	Resources needed	Estimated Budget
Whitewater	Upgrade the courses.uww.edu .NET app	Courses.uww.edu is a public facing .NET application where faculty upload their syllabi to allow students to view course information in an easily searchable format. The current iteration of this app is out of date and needs to be upgraded. The .NET application database servers will be upgraded, along with the front-end to create a more streamlined and user-friendly experience.	This project will make it easier for instructors to display their course information as well as students to make informed decisions on which courses to take. Need to update old application.	Medium	This project will impact all instructional staff and students.	Existing	$0 - $24k
Whitewater	Purchase of Cayuse Sponsored Projects subscription.	Transition to the newly launched cloud-native Cayuse research platform with a set of connected apps that cover the complete research lifecycle to manage UWW research portfolio.	Optimize and streamline Sponsored project management for ORSP. Increase efficiency, potential future cost-savings.	Low	Improved experience and efficiencies for university researches as well as for the grant administrators.	Additional	$25k - $49k
Whitewater	Automate manual process for preserving data of employees leaving the university based on their supervisor request.	Explore ServiceNow APIs and process automation capabilities to automate these and other off-boarding processes.	Provide supervisor access to data /mailbox of leaving employees for the purposes of operational continuity or legal requirements.	Low	Improvement of IT processes, efficiencies gained.	Existing	$0 - $24k
Whitewater	Explore printer consolidation, and HP print management for office printing.	To reduce the cost of printing on campus, UW-W will explore a possibility to consolidate printers located in individual offices to a few shared MFDs. In addition, UW-W will conduct a cost comparison between continuing to support office printing locally vs an expanding HP print management contract to include office printing.	Potential cost-saving	Low	This project may change current printing practices on campus.	Existing	$0 - $24k

UW-MADISON CONTRACTUAL AGREEMENT
WITH ABBVIE, INC

REQUESTED ACTION

Adoption of Resolution I., approving the contractual agreement between the Board of Regents and AbbVie, Inc.

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 contractual agreement between the Board of Regents of the University of Wisconsin System, doing business as UW-Madison, and AbbVie, Inc.

SUMMARY

AbbVie is an American pharmaceutical company whose mission is to "create an innovation-driven, patient-focused specialty biopharmaceutical company capable of achieving sustainable top-tier performance through outstanding execution and a consistent stream of innovative new medicines." AbbVie's research areas include immunology, oncology, neuroscience, virology, eye care, and aesthetics.

This Agreement allows the parties to specify distinct clinical study activities to be performed by UW-Madison through the issuance of multiple individual written agreements between AbbVie or an AbbVie Affiliate and UW-Madison.

Over the past five years, UW-Madison has executed 20 research or clinical trial agreements with AbbVie. The sum total budgeted amount between AbbVie and UW-Madison for those 20 agreements was just over $3 million.

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"

REGENT POLICY DOCUMENT REVIEW:
INTERNAL MANAGEMENT FLEXIBILITY OF AUXILIARY FUNDS

REQUESTED ACTION

Adoption of Resolution J., to rescind and replace three Regent Policy Documents (RPD) related to auxiliary funds with a new Regent Policy Document titled "Internal Management Flexibility of Auxiliary Funds."

Resolution J.   That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents rescinds and removes RPDs 21-1, "Internal Management Flexibility," 21-2, "Auxiliary Transfer Policy," and 21-3, "Auxiliary Reserve Policy," and creates a new Regent Policy Document titled "Internal Management Flexibility of Auxiliary Funds."

SUMMARY

This proposal recommends rescinding and removing RPDs 21-1, 21-2, and 21-3 related to the management of auxiliary funds to create a new policy, "Internal Management Flexibility of Auxiliary Funds," which is found in Attachment A. If adopted, the proposed policy would update and consolidate into one policy several of the provisions of RPDs 21-1, 21-2, and 21-3, which are found in Attachment B.

The proposed policy delegates authority to the UW System President and the President's designee(s), to approve auxiliary fund transfers to address priority needs within a UW institution. The proposed policy also delegates authority to the President of the UW System to develop UW System operational policies to guide the management of auxiliary funds, consistent with RPDs 21-2 and 22-3.

To continue to ensure the accountability and transparency of transfers, the proposed policy requires information about the transfers to be reported to the Board annually. However, the UW System President would not be required to obtain prior approval from the Board to make transfers.

In addition to updating and consolidating policy provisions related to the management of auxiliary funds, the proposed policy formats the policy provisions to meet the standards for Regent Policy Documents as required in RPD 2-3.

Pending the approval of the proposed Regent Policy Document, UW System Vice President Sean Nelson will initiate a process to review and update UW System operational policies implementing the new Regent Policy Document.

Presenter

- Sean Nelson, UW System Vice President of Finance

BACKGROUND

Auxiliary operations refer to university enterprises that "exist to furnish goods or services to student, faculty, staff, or incidentally to the general public...." Examples include housing services, food services, student union services, athletic activities, bookstores, parking facilities, or other similar services.

In August 1995, the UW System Board of Regents initiated a 10-month study to examine and address the key challenges facing public higher education. The study resulted in a strategic plan, The Study of the UW System in the 21st Century, which recommended several management flexibilities designed to allow the UW System to operate more efficiently and effectively. The study included a recommendation that the Board of Regents permit one-time fund transfers between auxiliary operations, as well as from auxiliaries to other program-revenue, student-supported activities. To achieve this goal, the study recommended seeking an amendment to the statutes and expanding UW System policy.

Prior to 1997, auxiliary enterprises within the UW System were covered as a separate appropriation under s. 20.285 (1) (h), Wis. Stats. 1997 Wisconsin Act 27 (the 1997-99 biennial budget) revised this provision to allow, at the request of any UW System institution, the Board of Regents to transfer surplus moneys appropriated under s. 20.285 (1)(h), Wis. Stats., to student-related activities for the one-time, fixed-duration costs of any student-related activity. The Act created a separate appropriation, s. 20.285 (1)(kp), Wis. Stats., for these student-related activities.

Between 1997 and 1999, the Board approved a series of resolutions, which were adopted as RPDs 21-1, 21-2 and 21-3, implementing the recommendations of the 21st Century study and the 1997 statutory change related to the management of auxiliary funds. The following briefly describes each of these RPDs.

RPD 21-1, "Internal Management Flexibility": Resolution 7555, now codified as RPD 21-1, was adopted in October 1997 to clarify that chancellors have the flexibility and direct authority to use funds to address institutional priorities, subject to review and approval by UW System Administration and the Board of Regents.

RPD 21-2, "Auxiliary Transfer Policy": Resolution 7684, now codified as RPD 21-2, was adopted in May 1998. The policy approved guidelines developed by a UW System Administration workgroup established to implement the changes made to s. 20.285 (1)(h), Wis. Stats., by 1997 Wisconsin Act 27. The policy guidelines clarified that transfers could only be used within the same institution, would be discretionary and could not be automatic, and could occur only if initiated by the institution where the transfer was to occur. The policy guidelines required institutions to provide assurance that appropriate reserve benchmarks were met, that the funds from the transfer were used to meet a higher institutional priority than other possible uses, and that the transfer would not increase rates or segregated fees. Finally, the policy guidelines, eventually incorporated as Attachment 1 to UW System Administrative Policy 314, established a process for institutions to request and report transfers.

RPD 21-3, "Auxiliary Reserve Policy": Resolution 7937, now codified as RPD 21-3, was adopted in June 1999, affirming the authority of the Vice President of Finance to develop policies, in consultation with UW System institutions, related to the financial management of auxiliary operations.

2011 Wisconsin Act 32 (the 2011-13 biennial budget) granted the UW System additional flexibility for managing resources by eliminating several specific appropriations under s. 20.285 (1), including ss. 20.285 (1) (h) and (kp), Wis. Stats., and replacing the individual appropriations with several block grant funds. These statutory changes, as well as the changing fiscal environments in which UW institutions operate, suggest that both the Regent policies and the UW System policies related to the management of auxiliary funds require updating.

Pursuant to Resolution 11419 and Resolution 11454 adopted by the Board of Regents, on May 5, 2020, the UW System President temporarily waived Regent Policy Documents 21-1 and 21-2 requiring auxiliary transfer requests to be considered at the time of the Board of Regents' annual budget deliberations. This waiver expired December 31, 2020.

ATTACHMENTS

A) Proposed Regent Policy Document, "Internal Management Flexibility of Auxiliary Funds"
B) Current Regent Policy Documents 21-1, 21-2, and 21-3

Business & Finance Committee Item J.

Proposed Regent Policy Document
Internal Management Flexibility of Auxiliary Funds

Scope
This policy applies to all program revenue balances from auxiliary operations, except those funded with segregated fees or parking revenues, which are required by state statutes to be used for the purpose(s) for which they were generated. Auxiliaries operations exist to provide goods or services to students, faculty, staff or incidentally to the general public and charge fees directly related to the costs of the goods or services. Examples of auxiliary operations include housing services, food services, and bookstores.

Purpose
This policy outlines the expectations of the Board of Regents related to the use of auxiliary balances within UW institutions and the ability to use auxiliary funds for other purposes to support the mission of the institution, unless prohibited by state statutes.

Policy Statement
Under Wis. Stat. s. 20.285(1)(gb), the Board of Regents is granted broad authority to administer and manage the UW System's educational programs and related programs. Since the State of Wisconsin moved the UW System to block grant funding in the 2011-13 biennium, a single non-GPR appropriation (or "fund") replaced several funds previously identified in state statutes for distinct types of operations or services.

Due to the complexity of UW institutions and their need to leverage resources to the greatest extent possible to achieve their missions, the Board of Regents delegates authority to the UW System President and the President's designee(s) to approve the transfer of program revenue balances from an institution's auxiliary operations to other operations or across auxiliary operations, within that institution. These transfers can be used to broadly support the mission of the institution and must be discrete budgetary decisions that result from unanticipated auxiliary fund balances.

Oversight, Roles and Responsibilities
The Board of Regents delegates authority to the UW System President to develop operational policies and parameters regarding to the financial management of auxiliary operations and balances.

To ensure transparency and accountability, all fund transfers shall be discretely tracked and reported annually by institution and by auxiliary operation, to the Board of Regents.

Related Regent Policies and Applicable Laws
Wis Stat. s. 36.27(6), Segregated Fees

Current Regent Policy Documents 21-1, 21-2, and 21-3

21-1   INTERNAL MANAGEMENT FLEXIBILITY (Formerly 97-3)

Upon recommendation of the President of the University of Wisconsin System, the Board of Regents:

Provides institutions with the flexibility to transfer surplus funding from one auxiliary activity to another. Transfer requests would be made to System Administration and would be considered at the time of the Board of Regents' deliberations on the annual operating budget.

Eliminates sub-activity reporting.

History: Res. 7555 adopted 10/10/97

21-2   AUXILIARY TRANSFER POLICY (Formerly 98-2)

Upon recommendation of the President of the University of Wisconsin System, the Board of Regents approves the auxiliary transfer policy creating guidelines for transferring surplus moneys from auxiliary enterprises for the purpose of funding the one-time, fixed duration costs of any student related activity and for transferring surplus moneys from one auxiliary to another.

History: Res. 7684 adopted 5/8/98

21-3   AUXILIARY RESERVE POLICY (Formerly 99-3)

Upon recommendation of the President of the University of Wisconsin System, the development of policies relating to the financial management of auxiliary operations is delegated to the Vice President for Finance, in consultation with the institutions.

History: Res. 7937 adopted 6/11/99

BUDGET-TO-ACTUALS REPORT
PERFORMANCE REPORT
FY2020-21 (Midyear)

REQUESTED ACTION

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

SUMMARY

Attached is the FY2020-21 Budget-to-Actuals Report which is based on financial data for fiscal year FY20-FY21 and reflects the status of the UW System budget by major areas of activity in comparison to actuals for the period of July 1, 2020 through December 31, 2020.

Presenter:

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

BACKGROUND

The Business and Finance Committee receives periodic reports regarding the status of the UW System budget. These reports are prepared twice each year based on financial information as of December 31st and June 30th reflecting budget data at the midpoint and close of the fiscal year respectively. The report provides budget-to-actual revenue and expense information along with variances of that activity from the initial Board of Regents' approved budget. The report is intended to provide a high-level summary to provide greater visibility into the overall UW System budget management and oversight.

The budget-to-actual report presented here details revenues for the following unrestricted and restricted funding source categories:

- Tuition & Fees and State General Purpose Revenue (GPR)
- Auxiliary Enterprises
- General Operations
- Gifts, and Nonfederal Grants, and Contracts

- Federal Grants and Contracts
- Other Restricted Program Revenue
- Other Unrestricted Program Revenue
- Federal Indirect Cost Reimbursement
- Other Operating Funds

On the expense side, the following categories are highlighted:

- Salaries and Fringe Benefits
- Supplies and Expenses
- Capital
- Financial Aid
- Other (Debt Service/Transfer Out to DOA)

This cash basis report is not intended to replace the UW System's Annual Financial Report and related accrual-based, audited Financial Statements. The UW System Annual Financial Report presents a comprehensive look at the University's financial activities for a given fiscal year. The (draft) FY2020 Annual Financial Report was presented to the Business and Finance Committee at the December 2020 meeting.

Previous Action or Discussion

The last report was presented to the Business and Finance Committee in the October 2020 meeting.

Related Policies

- None

ATTACHMENT

A) FY2020-21 Midyear Budget-to-Actuals Report

UW System
Fiscal Year 2021

	Board Approved Budget	Budget Adjustments	Revised Budget	Actual	Board Approved to Actual Variance	Revised Budget to Actual	
						Variance	% of Revised Budget
Revenue							
GPR/Tuition and Fees	$ 2,661,959,601	$ 2,524,295	$ 2,664,483,896	$ 1,252,388,083	$ (1,409,571,518)	$ (1,412,095,813)	47.0%
Auxiliary Enterprises	769,525,799	(4,093,748)	765,432,051	325,917,026	(443,608,773)	(439,515,025)	42.6%
General Operations	363,409,603	(111,158)	363,298,445	137,233,281	(226,176,322)	(226,065,165)	37.8%
Other Unrestricted Program Revenue	272,060,284	(101,914)	271,958,370	67,443,733	(204,616,551)	(204,514,637)	24.8%
Federal Indirect Cost Reimbursement	33,784,611	(61,200)	33,723,411	78,482,233	44,697,622	44,758,822	232.7%
Total Unrestricted	4,100,739,898	(1,843,724)	4,098,896,173	1,861,464,355	(2,239,275,542)	**(2,237,431,818)**	**45.4%**
Gifts	585,051,230	73,712	585,124,942	253,795,898	(331,255,332)	(331,329,044)	43.4%
Nonfederal Grants and Contracts	122,133,406	(1,417,245)	120,716,161	63,843,564	(58,289,842)	(56,872,597)	52.9%
Gifts and Nonfederal Grants and Contracts	707,184,635	(1,343,533)	705,841,103	317,639,462	(389,545,173)	(388,201,641)	45.0%
Federal Grants and Contracts	608,198,970	(1,702,603)	606,496,366	377,424,160	(230,774,810)	(229,072,207)	62.2%
Other Restricted Program Revenue	838,834,196	(6,500)	838,827,696	365,385,815	(473,448,381)	(473,441,881)	43.6%
Total Restricted	2,154,217,801	(3,052,636)	2,151,165,165	1,060,449,437	(1,093,768,364)	**(1,090,715,728)**	**49.3%**
GPR - Debt Service	219,048,000	-	219,048,000	64,782,569	(154,265,431)	(154,265,431)	29.6%
GPR - Miscellaneous	23,397,864	-	23,397,864	7,841,598	(15,556,266)	(15,556,266)	33.5%
SEG - Trust Funds	17,994,376	-	17,994,376	41,268,065	23,273,689	23,273,689	229.3%
SEG - Miscellaneous	2,758,200	81,339	2,839,539	595,610	(2,162,590)	(2,243,929)	21.0%
Other	-	18,062	18,062	(29,278,608)	(29,278,608)	(29,296,670)	-162098.7%
Total Other Operating Funds	263,198,440	99,401	263,297,841	85,209,234	(177,989,206)	**(178,088,607)**	**32.4%**
Total Revenue	$ 6,518,156,138	$ (4,796,959)	$ 6,513,359,179	$ 3,007,123,026	$ (3,511,033,112)	$ **(3,506,236,153)**	**46.2%**
Expenses							
Salaries and Fringe Benefits							
Salaries	$ 2,616,195,013	$ (3,711,115)	$ 2,612,483,898	$ 1,224,627,520	$ (1,391,567,493)	$ (1,387,856,378)	46.9%
Fringe Benefits	871,964,050	(132,067)	871,831,982	481,691,482	(390,272,568)	(390,140,501)	55.3%
Total Salaries and Fringe Benefits	3,488,159,063	(3,843,182)	3,484,315,881	1,706,319,002	(1,781,840,061)	**(1,777,996,879)**	**49.0%**
Supplies and Expenses	1,319,944,793	(212,161)	1,319,732,632	529,210,313	(790,734,480)	(790,522,319)	40.1%
Capital	173,532,071	(61,447)	173,470,624	79,042,601	(94,489,471)	(94,428,024)	45.6%
Financial Aid	1,070,148,006	4,901,172	1,075,049,179	517,154,502	(552,993,504)	(557,894,677)	48.1%
Other (Debt Service/Transfer Out to DOA)	487,473,653	(118,226)	487,355,428	140,839,202	(346,634,451)	(346,516,225)	28.9%
Total Expenses	$ 6,539,257,587	$ 666,156	$ 6,539,923,743	$ 2,972,565,620	$ (3,566,691,967)	$ **(3,567,358,123)**	**45.5%**
Revenue less Expense	$ (21,101,449)	$ (5,463,115)	$ (26,564,564)	$ 34,557,407	$ 55,658,855	$ 61,121,970	

SEMIANNUAL REPORT ON GIFTS, GRANTS AND CONTRACTS
JULY 1, 2020 THROUGH DECEMBER 31, 2020

REQUESTED ACTION

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

SUMMARY

Attachment A provides a summary report of gifts, grants, and contracts awarded to University of Wisconsin System institutions from July 1, 2020 through December 31, 2020. Total gifts, grants, and contracts for the six-month period were approximately $981.4 million; this is a 10.9% increase ($96.2 million) from the same period in the prior year. Federal awards increased $104.8 million (19.0%). While a portion of this increase relates to funds received through the Coronavirus Aid, Relief and Economic Security (CARES) Act to address the COVID-19 pandemic, the majority is attributed to research and development grants from the Department of Defense and Department of Health and Human Services. Non-federal awards decreased by nearly $8.6 million (7.2%) between the first half of fiscal years 2019-20 and 2020-21.

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 mid-year report was presented to the Business and Finance Committee in August 2020.

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 2020-21 (through December 2020)
B) Report Category Descriptions and Examples

UNIVERSITY OF WISCONSIN SYSTEM
GIFTS, GRANTS AND CONTRACTS AWARDED
FISCAL YEAR 2020-2021 (through December)

	TOTAL AWARDS - ALL CATEGORIES								
	Total Fiscal Year to Date			Federal Fiscal Year to Date			Non Federal Fiscal Year to Date		
Institution	2020-21	2019-20	Increase (Decrease)	2020-21	2019-20	Increase (Decrease)	2020-21	2019-20	Increase (Decrease)
Total	**981,429,078**	**885,188,260**	**96,240,818**	**657,265,765**	**552,464,545**	**104,801,220**	**324,163,313**	**332,723,715**	**(8,560,402)**
Madison	829,220,504	731,873,997	97,346,506	537,120,274	430,365,765	106,754,509	292,100,230	301,508,233	(9,408,003)
Milwaukee	45,859,164	51,271,727	(5,412,563)	31,841,277	42,287,938	(10,446,662)	14,017,888	8,983,789	5,034,099
Eau Claire	9,544,674	10,785,509	(1,240,835)	9,421,298	7,660,829	1,760,469	123,376	3,124,680	(3,001,304)
Green Bay	11,359,169	8,154,029	3,205,139	9,250,097	6,772,511	2,477,586	2,109,072	1,381,518	727,553
La Crosse	7,305,575	8,080,066	(774,491)	5,402,716	6,236,555	(833,839)	1,902,859	1,843,512	59,347
Oshkosh	14,887,613	15,654,907	(767,294)	14,408,992	14,032,163	376,829	478,621	1,622,744	(1,144,123)
Parkside	4,180,261	4,473,083	(292,822)	3,800,592	3,792,372	8,220	379,669	680,711	(301,043)
Platteville	8,941,051	6,479,499	2,461,552	8,098,867	5,246,973	2,851,895	842,184	1,232,527	(390,343)
River Falls	5,219,514	6,076,504	(856,990)	4,336,579	5,082,137	(745,558)	882,935	994,367	(111,432)
Stevens Point	14,642,961	13,031,672	1,611,290	10,369,599	9,084,308	1,285,291	4,273,362	3,947,364	325,999
Stout	9,253,743	9,614,679	(360,936)	7,157,111	7,959,742	(802,631)	2,096,632	1,654,937	441,695
Superior	8,730,801	5,312,152	3,418,649	7,853,561	5,260,418	2,593,143	877,241	51,734	825,507
Whitewater	9,900,199	10,788,113	(887,915)	6,965,187	7,922,715	(957,528)	2,935,011	2,865,398	69,614
Colleges	0	279,794	(279,794)	0	246,588	(246,588)	0	33,207	(33,207)
System Administration	2,383,849	3,312,528	(928,679)	1,239,616	513,533	726,083	1,144,233	2,798,995	(1,654,762)

RESEARCH & PUBLIC SERVICE

Institution	Total Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Non Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)
Total	**746,692,495**	**696,103,816**	**50,588,679**	**528,338,589**	**432,227,382**	**96,111,207**	**218,353,906**	**263,876,434**	**(45,522,528)**
Madison	699,484,450	647,916,271	51,568,179	495,533,844	398,756,418	96,777,426	203,950,606	249,159,853	(45,209,247)
Milwaukee	21,871,765	29,415,196	(7,543,430)	14,157,890	23,832,324	(9,674,434)	7,713,875	5,582,871	2,131,004
Eau Claire	2,035,236	1,563,142	472,094	1,911,860	1,211,127	700,733	123,376	352,015	(228,639)
Green Bay	3,794,302	1,642,493	2,151,808	2,727,368	965,537	1,761,831	1,066,934	676,956	389,977
La Crosse	1,662,372	1,218,304	444,069	1,327,333	717,898	609,435	335,039	500,406	(165,366)
Oshkosh	1,715,672	2,571,631	(855,959)	1,267,347	1,004,410	262,937	448,325	1,567,221	(1,118,896)
Parkside	132,695	181,210	(48,515)	134,190	159,379	(25,189)	(1,495)	21,831	(23,326)
Platteville	1,740,809	537,395	1,203,414	1,707,034	477,000	1,230,034	33,775	60,395	(26,620)
River Falls	111,831	205,220	(93,389)	0	147,075	(147,075)	111,831	58,145	53,686
Stevens Point	3,040,899	3,434,864	(393,966)	1,486,730	1,367,567	119,163	1,554,168	2,067,297	(513,129)
Stout	1,418,750	2,831,872	(1,413,122)	764,242	2,436,973	(1,672,732)	654,508	394,899	259,609
Superior	5,904,564	143,844	5,760,721	5,818,002	143,244	5,674,758	86,562	600	85,962
Whitewater	1,532,466	1,555,841	(23,375)	263,133	494,896	(231,763)	1,269,333	1,060,945	208,388
Colleges	0	17,000	(17,000)	0	0	0	0	17,000	(17,000)
System Administration	2,246,684	2,869,533	(622,849)	1,239,616	513,533	726,083	1,007,068	2,356,000	(1,348,932)

INSTRUCTION

Institution	Total Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Non Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)
Total	**41,464,141**	**35,960,378**	**5,503,763**	**25,533,390**	**23,000,120**	**2,533,270**	**15,930,751**	**12,960,258**	**2,970,493**
Madison	24,801,330	22,677,262	2,124,068	16,176,758	14,963,331	1,213,427	8,624,572	7,713,931	910,641
Milwaukee	7,438,825	4,897,653	2,541,172	1,226,181	1,573,104	(346,922)	6,212,643	3,324,549	2,888,095
Eau Claire	1,107,330	1,830,527	(723,197)	1,107,330	688,376	418,954	0	1,142,151	(1,142,151)
Green Bay	472,100	53,969	418,130	0	0	0	472,100	53,969	418,130
La Crosse	754,691	259,963	494,728	606,406	249,963	356,443	148,285	10,000	138,285
Oshkosh	5,967,494	5,489,040	478,454	5,967,494	5,489,040	478,454	0	0	0
Parkside	408,417	313,388	95,029	346,094	0	346,094	62,323	313,388	(251,065)
Platteville	43,231	30,182	13,049	0	0	0	43,231	30,182	13,049
River Falls	4,740	0	4,740	0	0	0	4,740	0	4,740
Stevens Point	284,240	267,237	17,003	3,942	113	3,829	280,298	267,124	13,174
Stout	155,812	135,695	20,117	99,185	36,194	62,991	56,627	99,501	(42,874)
Superior	6,263	0	6,263	0	0	0	6,263	0	6,263
Whitewater	19,669	5,462	14,207	0	0	0	19,669	5,462	14,207
Colleges	0	0	0	0	0	0	0	0	0
System Administration	0	0	0	0	0	0	0	0	0

STUDENT AID

Institution	Total Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Non Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)
Total	**101,398,558**	**98,306,782**	**3,091,776**	**84,364,698**	**86,914,637**	**(2,549,940)**	**17,033,860**	**11,392,145**	**5,641,715**
Madison	29,316,436	22,011,031	7,305,405	18,584,863	15,086,222	3,498,641	10,731,573	6,924,808	3,806,764
Milwaukee	14,574,447	15,910,366	(1,335,919)	14,570,687	15,910,366	(1,339,679)	3,760	0	3,760
Eau Claire	4,979,631	6,214,493	(1,234,862)	4,979,631	5,761,326	(781,695)	0	453,167	(453,167)
Green Bay	5,642,782	6,002,413	(359,631)	5,236,432	5,684,724	(448,292)	406,350	317,689	88,661
La Crosse	4,504,739	5,084,807	(580,068)	3,423,828	4,082,457	(658,629)	1,080,911	1,002,350	78,561
Oshkosh	7,035,852	7,538,713	(502,861)	7,035,852	7,538,713	(502,861)	0	0	0
Parkside	3,471,064	3,836,383	(365,319)	3,190,513	3,632,993	(442,480)	280,551	203,390	77,161
Platteville	3,948,929	4,097,362	(148,433)	3,946,521	4,097,362	(150,841)	2,408	0	2,408
River Falls	4,136,034	4,546,659	(410,625)	3,625,262	3,988,241	(362,979)	510,772	558,418	(47,646)
Stevens Point	9,251,649	8,525,813	725,837	7,528,015	7,716,628	(188,613)	1,723,634	809,185	914,450
Stout	4,602,201	4,942,673	(340,472)	4,139,907	4,521,746	(381,839)	462,294	420,927	41,366
Superior	2,600,272	2,136,249	464,023	1,922,389	2,136,249	(213,860)	677,883	0	677,883
Whitewater	7,334,522	7,213,234	121,288	6,180,797	6,511,023	(330,226)	1,153,725	702,211	451,514
Colleges	0	246,588	(246,588)	0	246,588	(246,588)	0	0	0
System Administration	0	0	0	0	0	0	0	0	0

ALL OTHERS*

Institution	Total Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)	Non Federal Fiscal Year to Date 2020-21	2019-20	Increase (Decrease)
Total	**91,873,884**	**54,817,284**	**37,056,600**	**19,029,088**	**10,322,406**	**8,706,682**	**72,844,796**	**44,494,878**	**28,349,918**
Madison	75,618,288	39,269,433	36,348,854	6,824,809	1,559,794	5,265,015	68,793,479	37,709,640	31,083,839
Milwaukee	1,974,127	1,048,513	925,614	1,886,518	972,144	914,374	87,609	76,369	11,240
Eau Claire	1,422,477	1,177,348	245,129	1,422,477	0	1,422,477	0	1,177,348	(1,177,348)
Green Bay	1,449,986	455,155	994,832	1,286,297	122,250	1,164,047	163,689	332,905	(169,216)
La Crosse	383,773	1,516,993	(1,133,220)	45,149	1,186,237	(1,141,088)	338,624	330,756	7,868
Oshkosh	168,595	55,523	113,072	138,299	0	138,299	30,296	55,523	(25,227)
Parkside	168,084	142,102	25,982	129,795	0	129,795	38,289	142,102	(103,813)
Platteville	3,208,082	1,814,560	1,393,522	2,445,312	672,611	1,772,702	762,770	1,141,949	(379,180)
River Falls	966,909	1,324,625	(357,716)	711,317	946,821	(235,504)	255,592	377,804	(122,212)
Stevens Point	2,066,174	803,758	1,262,416	1,350,912	0	1,350,912	715,262	803,758	(88,496)
Stout	3,076,980	1,704,438	1,372,542	2,153,777	964,829	1,188,948	923,203	739,609	183,594
Superior	219,702	3,032,059	(2,812,357)	113,169	2,980,925	(2,867,756)	106,532	51,134	55,398
Whitewater	1,013,541	2,013,576	(1,000,035)	521,257	916,796	(395,539)	492,284	1,096,780	(604,496)
Colleges	0	16,207	(16,207)	0	0	0	0	16,207	(16,207)
System Administration	137,166	442,995	(305,829)	0	0	0	137,166	442,995	(305,829)

*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 organizational unit within the institution.	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 concerned with community and alumni relations, including development and fundraising.	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 Landscaper 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

COVID-19 FINANCIAL IMPACTS UPDATE

REQUESTED ACTION

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

SUMMARY

The COVID-19 pandemic continues to impose significant impacts on UW System finances, including both revenue losses and expenditure increases incurred for health and safety measures and technology needs.

Federal actions in March and December 2020 have and will provide relief funding both directly and through state-managed allocations that, along with a variety of earlier and ongoing cost reduction steps implemented by UW System Administration and UW institutions, have partially mitigated these impacts.

Vice President Sean Nelson will report on the current financial situation. Information on COVID-19 financial impacts was first presented to the Board of Regents at its May 2020 meeting, with subsequent periodic updates to the Business and Finance Committee.

Presenter

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