

1998-99 Budget Report



University of Wisconsin
MILWAUKEE

Office of Budgets, Institutional Research
and Space Management

July 31, 1998

University of Wisconsin - Milwaukee
1998-99 Budget Report
Table of Contents

	<u>Schedule</u>
Executive Summary	i
Understanding the Financial Climate	vii
Introduction	xiv
A. Summary Schedules & Graphs	
All	
Source of Funds	A 1
Use of Funds	
Activity	A 2
Major Expenditure Classification	A 3
State Program Funds	
Source of Funds	A 4
Use of Funds	
Division	A 5
Activity	A 6
Major Expenditure Classification	A 7
State Program Funds & Other State Funds	A 8
Extramural Support	A 9
Program Revenue Funds	A 10
B. State Program Funds Allocation	
By Division & Decision Category	
Summary	B 1
Compensation Detail	B 2
Other Changes	B 3
Program Changes	B 4
Base Transfers	B 5
Base Reallocations	B 6
Total Allocations	B 7
One-Time Allocations - Unit Wide (B98)	B 8
One Time Allocations - Academic Support (B97)	B 9
C. Detailed Schedules	
All Funds	
By Source & Activity	C 1
By Source & Major Expenditure Classification	C 2
By Activity & Major Expenditure Classification	C 3
State Program Funds	
By Division & Activity	C 4
By Division & Major Expenditure Classification	C 5
By Activity & Major Expenditure Classification	C 6
UW-Extension Inter-Institutional Agreement	C 7
D. Salary & Position Schedules - State Program Funds	
Salaries Summary	D 1
Position Detail	D 2
Unclassified Position Detail	D 3
Provisional Salary Detail	D 4
E. Auxiliary Enterprises	
Changes in Reserves	E 1
Operating Budget	E 2
Notes	
Appendix A -- Glossary of Terms	
Appendix B -- Composition of Funding Categories	
Appendix C -- Summary of Strategic Plan Reallocations	
Appendix D -- A Concise History of Budget Issues and Actions	

University of Wisconsin - Milwaukee 1998-99 Budget Report

Introduction to Executive Summary

While the underlying climate for higher education in Wisconsin did not change significantly, the roaring Wisconsin economy made this a relatively good year for the UW System and for UWM. The administration negotiated an increase in our enrollment target that eliminated the enrollment funding base reduction of \$354,000 to UW System that was originally scheduled for 1998-99. While the classified pay plan was not fully funded, the state did pick up a larger share of the mandated increase than we initially expected. This reduced the amount that the divisions had to reallocate internally for classified staff pay raises. For the second year in a row, additional base funding was received for programs in the School of Allied Health Professions. We also received base budget funds for networking and technology initiatives that significantly reduced the need for base budget reallocations. In summary, this was another good budget year for UWM.

In our initial planning assumptions, the Provost had planned a base budget reallocation within Academic Affairs. With the elimination of the third enrollment related budget reduction and after considerable discussion with the Academic Deans Council, the Provost elected to forgo the base reallocations. The budget was balanced by eliminating the base budget of the Enrollment Contingency Account and by drawing down the Vice Chancellor's Holding Accounts. This strategy that cannot be repeated in future years. This made it possible for a second consecutive year to have no mandatory base budget reductions and reallocations. As part of the continuing reality budgeting initiative, we also eliminated the university-level accounting for required salary savings. This technical adjustment reduced the base budgets of the divisions by the amount of their required salary savings but did not alter their planned expenditure authority. Previously, the divisions were required to return salary savings outside of the budget process. This year base budget allocations for summer session budgets were made to the divisions. The university continued to emphasize internal budget reallocations within the divisions as a primary means of directing resources toward the achievement of the goals in our strategic plan.

This year we made minor changes to the B schedules with the intent of better documenting the planned expenditure authority for each division during the fiscal year. The high percentage of resources allocated on a one-time basis and the technical budget adjustments required by UW Extension make it impossible to determine the total financial resources available to a division in the coming fiscal year by examining its base budget alone. With the revisions to Schedules B7, B8, and B9, we have documented the planned expenditure authority for each division including both base budget and one-time budget allocations. When used in conjunction with the new Financial Reports prepared by the Controller, members of the university community will have a much-improved capacity to compare budgets to actual expenditures. We hope you find this report helpful in describing and explaining the budget. If you have questions about the budget or comments on this report, please contact the Office of Budgets, Institutional Research and Space Management.

Executive Summary

This Executive Summary discusses changes in four areas of the budget: state program funds, other funds, auxiliary operations and internal base reallocations and transfers within the divisions. The summary schedules in the body of the report fill in the details for each division.

STATE PROGRAM FUNDS

The 1998-99 UWM state program funds budget of \$154,404,700 increases the 1997-98 budget by \$5,743,200 (3.9%). The changes are as follows:

Compensation

Funding of 1998-99 Unclassified Pay Plan (4.5%)	\$2,941,700
Funding of 1998-99 Graduate Assistant Pay Plan	166,500
Funding of 1998-99 Classified Pay Plan (Partial)	643,800
Adjustment for prior years' Classified Pay Plan	111,400
Fringe Benefit Cost Increases	2,095,400
Summer Session Pay Plan	136,800
Net Tuition Remission – Graduate Assistants	(1,544,000)
Subtotal – Compensation	4,551,600

Non-Compensation

Network Infrastructure	340,100
Faculty Technology/Curricular Redesign	197,000
Allied Health - Occupational/Physical Therapy Programs	570,500
Allied Health - Tuition Surcharges	34,400
Student Technology Fee Revenue Increase	61,900
UW System General Budget Reduction	(11,900)
Fleet Vehicle Cost Reduction	(400)
Subtotal - Non-Compensation	1,191,600

Total	\$5,743,200
-------	-------------

Compensation

The 1997-99 State approved Compensation Plan is as follows:

	1997-98	1998-99
Faculty & Academic Staff	4.0%	4.5%
Represented Staff	3.0%	3.5%
Nonrepresented Classified	3.0%	3.0%

The nonrepresented classified pay plan also provides for an additional 1% annual discretionary Performance Recognition Award plus a 0.5% selective Performance Recognition Award for 1998-99.

The Legislature provided full funding for the faculty and academic staff pay plan by granting 104% tuition spending authority for the first year and 103% in the second year plus additional GPR funding (\$4,000,000 System wide) in the second year.

The Legislature did not fund the entire represented and nonrepresented classified pay plans for the biennium. However, State revenues were greater than expected and additional funding was received. For the biennium, the classified pay plan was partially funded at 81.4%. UWM's shortfall will be about \$315,000 for the biennium.

The biennial budget passed by the Legislature also required the Board of Regents to remit all or part of resident graduate tuition for employed graduate assistants with appointments equal to at least 33% of a full-time equivalent position. UWM completed negotiations with the Graduate Assistants' union during November of 1997, which resulted in reduced compensation in return for the remission of in-state tuition. The contract was ratified and implemented during the 97-98 Spring semester. Implementation of this contract will result in reduced tuition revenues and reduced salary expenses for UWM.

UWM's budget was decreased by \$1,544,000 to reflect net tuition remissions estimated for teaching and project assistants. This decrease in expenditures will be offset by a similar decrease in revenues, resulting in a net budget change of zero.

Research Assistants, who are not employees, will receive a substantial increase in their stipend and a \$100 per semester tuition remission.

Fringe benefits for UWM State Program Funds are budgeted to be \$32,799,900 for 1998-99. This represents an increase of \$2,095,500 or 6.8%. UW System allocates fringes from its pool of funds based on historical experience. While a budget increase, this is a technical adjustment as fringe benefits can only be used for these types of payments (any budget surplus in this line reverts to the State; in turn, the State funds any shortfall).

Other Budget Changes

The \$537,100 of technology funding consisting of Network Infrastructure (\$340,100) and Faculty Technology/Curricular Redesign (\$197,000) included the \$62,900 held back by UW System for 1997-98. All of the Network Infrastructure funding was allocated to the base budget of the Division of Information & Media Technologies. The Faculty Technology/Curricular Redesign funding has been allocated on a one-time basis to the schools and colleges.

The \$570,500 allocation for the Occupational (OT) and Physical Therapy (PT) programs in the School of Allied Health Professions brings the biennium total to \$690,500, plus \$237,000 of fringe benefits. The biennium allocations, fringes, UWM matching funds and FTE's for each program is summarized below:

	Funding			FTE		
	OT	PT	Total	OT	PT	Total
New Funding	\$195,500	\$495,000	\$690,500	4	9	13
UWM Match	\$90,000	\$140,000	\$230,000	3	2	5
Fringe Benefits	\$67,000	\$170,200	\$237,200			

The School of Allied Health Professions has secured approval to assess a graduate tuition surcharge for its Occupational Therapy (OT) and Communication Sciences and Disorders (CSD) starting in 1998-99. All revenues collected will be returned to the school as increased spending authority.

The biennial budget required a budget reduction to the general program operations of UW System of \$389,300 in 1997-98 and an additional \$94,700 in 1998-99. UWM's share of this reduction is \$48,800 and \$11,900, respectively, which is funded by the Enrollment Contingency account.

Other Internal Base Budget Allocations

As previously noted, significant base allocations were made from the Chancellor's and the Vice Chancellor's Holding Accounts and the Enrollment Contingency Account. Details of these allocations can be found in Schedules B5 and B6 and Note 1. The effects of several of these allocations will be felt across the entire campus. Funds totaling \$413,500 have been allocated to increase the public awareness of the programs offered at UWM and the benefits that can be obtained by attending UWM. The Campus Opportunity Fund has been funded by a \$250,000 allocation from the Enrollment Contingency Account in order to support programs identified by the Program Array Review that was conducted during 1997-98. Administrative Affairs was allocated \$125,000 to support physical plant activities due to the lack State funding to provide services for new or renovated building put on-line over the past several years.

As detailed in Note 6, the Enrollment Contingency base budget has been reduced from \$995,000 to zero.

Academic Fees

Resident undergraduate academic fees increased by \$71 per semester or 4.9%. This compares with an increase of 7.9% in 1997-98. The total academic fee revenue budget has increased by only 2.6% because of the tuition remissions granted to teaching assistants.

OTHER FUNDS

UW Extension GPR support for UWM increased by \$130,900 for 1998-99 versus a decrease of \$68,600 for 1997-98. The UWM Extension GPR budget for 1998-99 is \$2,021,200.

Changes in other state funds are summarized below:

Utilities & Heating (Fund 109)	\$68,300
Debt Service (Fund 110)	(566,300)
Advanced Opportunity Program (Fund 403)	53,400
Minority Retention Grants (Fund 406)	61,300
Total – Other State Funds	<u><u>\$(383,300)</u></u>

Since funding for GPR utilities and debt service is considered a sum sufficient appropriation, the budget increases will not have an impact on UW-Milwaukee. It is anticipated that actual utility expense will exceed the budgeted amount. UW System's methodology for allocating GPR debt is based on an institution's proportion of 1996-97 actual expenditures to the system total. UWM's share of the total UW System allocation of \$68,540,700 is \$8,937,000.

The total System-wide allocation for the Advanced Opportunity Program increased 3.4% for 1998-99. Likewise, the total System-wide allocation for Minority Retention Grants increased by 9.1% for 1998-99. UW System distributes these funds to each institution based on a three-year rolling average of minority students.

AUXILIARY OPERATIONS

UWM's segregated fees per semester increased from \$239.25 in 1997-98 to \$246.05 in 1998-99. This represents an increase of \$6.80 (2.8%). Most segregated fee-funded auxiliary units had modest, if any rate increases. Two units were primarily responsible for the rate increase. For the second year in a row, the Student Health fee increased significantly. The increase per semester for 1998-99 is \$9.95 (23%). With the increases from the past two year's this unit will be able to generate sufficient revenue to cover the cost of services provided and will re-establish a positive working capital position. Fee increases in future years should be modest. The Union decreased their fee per semester for 1998-99 by \$3.00 (4%). Significant cost savings will be realized in operating expenses and debt service as the result of completing the transfer of the Sandburg Commons to Residence Life. At this time fee increases of about 4% for future years are being projected in order to maintain acceptable working capital balances.

Room and board fees for the most popular meal plan and room option increased by \$111 (3.19%) for 1998-99.

Parking fees increased by 25% for 1998-99. Off-campus parking options have been expanded and mass transportation options have been developed with Milwaukee and Waukesha counties.

Various capital projects planned for 1997-98 include:

Union (Various projects)	\$1,920,000
Parking (Includes structure repairs – \$700,000)	1,201,000
Residence Life (Including architectural fees – Sandburg East, \$500,000)	815,000
Transit (Includes UPARK lot upgrades – \$400,000)	459,900
Other (Including non-auxiliary programs)	898,600
Total	<u>\$5,294,500</u>

INTERNAL BASE REALLOCATIONS

Every school, college and division was required during this budget building process to reallocate resources to meet the objectives of the Strategic Plan implemented by Chancellor Schroeder during June of 1996. These reallocations totaled \$5,025,000 for general program operation funds and \$1,640,000 for program revenue funds. It was anticipated that these reallocations would minimize the number of inter-divisional allocations. It should also be noted that major divisional allocations were made from the Vice Chancellor's holding accounts and the Enrollment Contingency account.

The Klotsche Center program and physical plant activities will be assumed by Student Affairs and Administrative Affairs, respectively, as of July 1, 1998. Since this change was not made in time to be reflected in the Redbook budget, the technical details to transfer budget authority from Allied Health to the two other divisions will be done via one-time budget transfers for 1998-99. The base budget amounts will be transferred for 1999-00 Redbook budget.

Appendix C has a summary of the internal base reallocations.

Understanding the Financial Climate and The Structural Problem in the FY 1998-99 UWM Budget

Introduction

This section was initiated in the FY 1997-98 Budget Report to provide an assessment of the financial climate under which UWM operates to members of the university community and to show the structural budget problems induced by this climate. The structural problem in the budget is a recurring, imbedded characteristic of the process that is inherent in both the public policy choices and the budgeting decisions that UWM, UWS and the State of Wisconsin have made. These issues provide an important context for understanding and interpreting the budget.

Historical Perspective

Since the end of World War II and the establishment of the GI Bill, public funding for higher education has generally followed the overall economy. Funding was tight when the economy was slow and recovered when the economy rebounded. In the 1990's, this pattern has changed. While funding was tight at the beginning of the 1990's when the economy was slow, the US is now in the longest period of sustained economic expansion since the end of World War II. Despite general and historically unprecedented economic prosperity, funding for higher education in Wisconsin remains tight.

The financial climate for higher education in Wisconsin is not as harsh as it is in many other states. The UW System has not seen draconian budget reductions, canceled capital outlay projects, general salary reductions, or rapid down sizing of the faculty and staff. Nevertheless, prisons, social services, and tax relief have all been assigned a higher public priority in Wisconsin than maintenance of traditional levels of taxpayer support for post secondary education. In the face of these public priorities, Wisconsin has apparently adopted a funding model for higher education based on higher tuition and higher financial aid with lower taxpayer support. This funding model has also been adopted as public policy in many other states with similar priorities. This shift is evidenced by the increases in tuition that are reflected in this budget. While less than the full amount authorized by the legislature, tuition will increase by 4.9% this year -- more than twice the rate of inflation in the cost other consumer goods and services. In this new climate, the percentage of total state resources allocated to the UWS is declining. Before the 1990's, the UW System (UWS) typically received more than 12 percent of total state tax-dollar appropriations. During the 1990's, this percentage has declined to less than 9 percent. While the total appropriation to UWS is rising due to increasing tax revenues and increased tuition, the UWS share of tax-dollar appropriations is falling. Looking at current trends, Tom Mortenson, editor of Post Secondary Education OPPORTUNITY, has suggested that Wisconsin will allocate its last state tax dollar for the support for higher education in 2035. He has also characterized the funding pattern in Wisconsin over the past two decades as a "collapse in state financial support" for higher education. While his pessimistic projection may be unrealistic, the financial stress being experienced in our budget is real.

We have moved from a financial climate in which change within the university occurred primarily through budget growth and additions to the program array into a new and fundamentally different financial climate. In this new climate, change occurs primarily through internal budget reallocation, entrepreneurial revenue generation, and substitution within the program array. This fundamental change in our operating environment has created a structural budget problem at UWM that is evidenced by the continuing need to make significant base budget reallocations that are frequently experienced by departments as budget reductions.

Understanding the Budget Problem

This changed climate places new demands both on the budget and on the budgeting process. Close examination of the overall state program funds budget – once the pay plan and fringe benefits are added – shows that our overall budget is increasing. The financial pressures we face stem not so much from absolute budget reductions as from the slow rate of growth in our state program funds budget. The current growth rate in state program is much less than the growth rate required to fund both inflation in our operating costs and beneficial change within the university. Thus, we face the necessity of internal reallocations that are required to fund unavoidable inflationary cost increases and operational changes such as the expanded use of technology. These reallocations are occurring at every level within the university. From the perspective of academic and administrative units, these reallocations are budget reductions because resources allocated to the department or division must be returned for reallocation or must be reallocated internally. From an external perspective, someone looking at our budget would see modest growth in overall resources – once increases for pay plan and associated fringe benefits are included. Both perspectives are accurate.

In the two immediately prior years, this structural budget problem has been exacerbated by enrollment related budget reductions in our state program funds totaling about \$900,000. The FY98-89 budget was expected to include the last of three budget reduction installments (\$354,400). Our success in increasing enrollments made it possible to negotiate the forgiveness of this last payment. This mitigated some of the additional budget pressure however; we still do not have a growth rate in state program funds that will be sufficient to cover both inflation and necessary operational changes. In preparing the FY 1998-99 budget, the administration reduced central contingency and reserve funds to cover many of our operational needs. This strategy can only be used once. To operate comfortably in the coming fiscal years, UWM will need \$1.5 to \$2.0 million in additional state program funds in each fiscal year. If the pay plan were to be fully funded, then this amount of additional funding would permit us to increase S&E budgets for inflation and fund beneficial change such as the expanded use of technology without the need for major base budget reallocations. Absent these new funds, we have a structural problem in the budget – each year we will need to identify between \$1.5 and \$2.0 million dollars in new, unrestricted revenue or base budget reallocations of unrestricted funds. If the pay plan were not to be fully funded in any year, then even more new revenues or base reallocations would be needed. Since the financial pressures in the budget are structural, they will recur each year. Effective solutions to this structural problem will require structural changes – either the restoration of traditional levels of public financial support or significant changes in the way we operate.

Unfunded and Partially Funded Initiatives

A characteristic of the new financial climate is the prevalence of unfunded initiatives. In this decade, the state has not funded the expansion of physical plant services at UWM although the campus has opened three new buildings. Since most of the operational costs for these facilities were not funded, the campus had to reallocate base budgets to partially cover these costs. In a similar manner, the Quality Reinvestment Plan (QRP) also required the university to reallocate base budgets. While these reallocations are not budget reductions when viewed at the university level, from the perspective of faculty and staff members, these reallocations require budget reductions that affect operations. In this biennium, the pay plan for faculty and academic staff was not fully funded and the resulting budget deficit is being covered by increasing tuition. The classified pay plan was also partially funded and the UWS was not permitted to cover this portion of pay plan by increasing tuition. Thus, UWM was required to base reallocate to cover this portion of the resulting budget deficit. A vigorous state economy made it possible for the legislature to fund a higher proportion of the classified pay plan than

originally projected which mitigated the extent of the internal reallocations that were required in this biennium. The prevalence of unfunded and partially funded initiatives that the campus is required to fund from base budget reallocations adds stress to the budgeting process.

Other Required Internal Reallocations

UWM received additional state program funds in the 1997-99 biennium for an expanded Occupational Therapy program and a new Physical Therapy program. This was the only significant new academic program funded in the UW System during the biennium. While these funds include new resources that will total \$928,000 when fully implemented, we were required to match these new allocations with internal base and one-time reallocations totaling over \$260,000. New state GPR allocations for instructional technology and distance education were also linked to demonstrated internal reallocations to support these statewide priorities. The trend toward required internal reallocations that match all or part of GPR additions appears unlikely to change and contributes to the structural problem in the budget.

Increasing Restrictions on the Use of Funds

The number of restricted allocations is also increasing. For example, new funds for Instructional Technology and Distance Education have been restricted by the legislature to specific purposes. Similar restrictions apply to many other initiatives (e.g., class / lab modernization, the undergraduate initiative). These restrictions constrain the administration's ability to redirect resources based on local as opposed to system or statewide priorities. These restricted allocations have increased to more than 16% of the state general funds budget adding yet another subtle source of stress in the budget development process.

Increments = Decrements

In the current financial climate, the central tendency of the budget process is for increments to equal decrements. Almost without exception, the incremental allocations in this budget have been balanced by corresponding decrements somewhere else in the budget. Even where new state program funds have been provided, these allocations have been accompanied by requirements that we reallocate matching funds. In building the FY 1998-99 budget, these decrements were taken primarily from the Enrollment Contingency Account (which now has no base budget) and from the Provost's Holding Accounts (which have been significantly reduced.) This permitted the budget to be completed without the need for university-wide budget reductions. While decrements remain unpopular within the University community, this relationship has not deterred deans, division directors, program chairs and faculty committees from asking for additional resources during the budget development process. In the current financial climate, the balanced nature of increments and decrements appears unlikely to change. In the absence of \$1.5 to \$2.0 million in new funding each year, requests for major budget allocations are also calls for major budget decrements somewhere else in the budget. This underlying tendency adds stress to the budgeting process which has become largely a zero-sum game.

Increased Emphasis on Business and Financial Issues

In the current financial climate, UWM is being pressured to find a new balance between traditional academic issues and the underlying business realities of revenue generation, cost control, and productivity growth. The increased emphasis on business and financial issues has resulted in the introduction of market factors directly into the budget process. The explicit adoption of enrollment targets for each school and college and the financial penalties associated with falling below these targeted enrollments exemplify these market factors. The establishment of the "bulls-eye" tuition revenue target by UWS is another example of the increasing emphasis on business and financial issues. Under this policy, tuition

revenue for each campus is treated by UWS as if it is program revenue essentially making each campus a “tub on its own bottom” with respect to these revenues. If UWM fails to collect the full amount of tuition revenue budget by UWS, then we experience an immediate budget reduction. For the campus, this annual enrollment target is stated in terms of revenue generation rather than FTE students and represents another market force that has been added to the budget process.

Differential Impact of Budget Problems

Tight budgets are not experienced uniformly across the university. Many units that depend upon program revenues may not experience budget constraints or may experience budget problems to a lesser degree than those programs supported primarily by state program funds. Most of these units are auxiliaries or support services funded from user charges and segregated fees. Thus UWM is --and will increasingly be -- placed in a situation where its primary academic programs experience greater fiscal stress than its secondary auxiliary operations. In developing the FY98-9 budget, UWM limited these disparities by controlling the growth of segregated fees and user charges.

Since the capacity to raise private funds varies significantly among programs, a successful major gift campaign will not ameliorate budget stress uniformly across programs. The academic units that are successful in attracting private financial support will experience less fiscal stress than programs that are unsuccessful. While private support may ameliorate fiscal stress, it is unlikely that any program at UWM can generate sufficient private support to completely overcome the structural conditions affecting our budget. Similar circumstances will apply to individual faculty members within academic programs. Those entrepreneurial faculty members who successfully generate significant private support for their personal research, scholarship, creative expression or artistic performance will not experience the same degree of fiscal stress as faculty members whose searches for private support are less successful.

Diminished Capacity to Reward or Protect Programs

Tight budgets reduce our capacity to reward programs for increasing enrollments or to protect programs with reduced enrollments from enrollment-related budget reductions. Under these circumstances faculty in programs that have increased enrollments without additional resources may feel that “No good deed goes unpunished at UWM!” because the university fails to reward their efforts with an increased budget. Similarly, faculty in programs with reduced enrollments – most of whom are making significant changes to enhance enrollment – may also feel that their good deeds are unrecognized because they are punished repeatedly by successive enrollment-related budget reductions. Similar circumstances prevail for administrative units. Under our current financial circumstances, university leadership has a much diminished capacity to reward or to protect programs while developing a balanced budget. This is another symptom of the structural nature of our budget problem.

Replacement Revenue Will Not Resolve the Structural Problem in the Budget

Public universities in other states that have faced similar budget problems in the 1990's have tried to replace lost state financial support by raising additional revenues. Strategies for doing this have included: 1) rapid increases in tuition and student fees of all types, 2) aggressive marketing of the institution and its programs, 3) increases in program revenue (grants & contracts, and fee for service programs), and 4) major fund raising campaigns to increase private support. UWM has already undertaken strategies 1, 2, and 3 and is planning a major gift campaign. While these strategies have been helpful at other public universities, they have proven unsuccessful in resolving structural problems such as the one faced by UWM. At some point, tuition and fee increases lead to lower enrollments or

to political backlash and external price controls. To understand why other sources of replacement revenue fail to solve the problem, consider the implications for a private gift campaign.

To resolve the structural budget problem with replacement revenue, UWM would need at least \$1.5 to \$2.0 million in new revenue each year. These funds would need to be unrestricted so that we could determine how these new moneys would be allocated each year. In order to avoid depleting the endowment's principle, a prudent spending plan would also be necessary. The endowment would also need to recover the cost of fundraising and investment administration. Given these constraints, an endowment of between \$30 and \$40 million would be needed to generate \$1.5 to \$2.0 million each year on a consistent basis. To resolve the structural budget problem, we would need to raise an additional \$30 to \$40 million in endowment support the second year and in each successive year and these amounts would have to increase at the rate of inflation in the general economy. Even if the fund raising strategy were to be based on annual fund giving rather than endowments, the growth rate for annual, unrestricted giving in excess of the cost of fund raising must be \$1.5 to \$2.0 million/year. No public university of our size has been successful in generating unrestricted private support at this rate. Given the experience of other public universities, neither of these scenarios offers a credible option for resolving the structural problem in the budget.

Private support can play a significant role in providing marginal resources beyond the existing resource base for academic programs. Thus, UWM should seek to maximize new revenues from private sources. Members of the university community should, however, have realistic expectations for the outcome of a successful major gift campaign. Raising a \$100 million endowment will help some programs sustain or enhance their quality but will neither eliminate nor significantly reduce the need to reallocate 1% to 2% of the state program funds budget annually.

A similar analysis applies to increases in sponsored grant and contract activity or other fee for service programs such as non-credit outreach. Consider a recent grant submitted by a UWM faculty member to the NSF. The request is for about \$1.3 million in extramural support with about \$350,000 in indirect costs flowing to UWM over three years. However UWM's required equipment match for this grant is about \$300,000. Moreover, UWM will return 10% of the indirect costs, about \$35,000 in this case, to the Principle Investigator as an incentive to increase extramural support. If the grant is approved, the university will be left with about \$15,000 over three years to cover the indirect costs associated with the research project. Many non-federal grants do not pay overhead costs and to some extent, UWM subsidizes some of the indirect costs for every research grant because our negotiated reimbursement rate is less than our actual costs. By their very nature grant and contract activities generate restricted funds and are not sufficiently profitable to generate replacement revenues on the required scale.

Like philanthropic support, grant and contract activity can make a significant difference on the margin for those programs and/or individual faculty members who compete successfully for them. They also make sense financially for the university because they provide a good return rate on our investments for equipment matches and indirect costs. However, doubling or tripling our sponsored research and/or fee for service programming will neither eliminate nor significantly reduce the need for annual base budget reallocations of state program funds.

Given these underlying financial realities, other public colleges and universities in similar circumstances have been unsuccessful in replacing lost taxpayer support with unlimited increases in tuition and required fees, private gifts, increased grant and contract activity, or fee for service programs. It is unlikely that UWM will succeed where virtually everyone else has failed. UWM should continue to strive to increase extramural support since this will contribute on the margin to sustaining quality

academic programs in the current financial climate. While these revenue enhancement strategies will mitigate financial stress for successful programs and/or individual faculty, they will not solve the underlying structural problem in the budget.

A Structural Budget Problem Will Require Structural Solutions

The underlying structural problem in the budget is inherent in the fundamental public policy choices that define the current financial climate and budgeting process. Only structural solutions -- the restoration of traditional growth rates in state program funds or fundamental changes in our current operational practices -- offer any real promise of resolving this budget problem. Since the restoration of traditional levels of public support seems unlikely in the current financial climate, there appear to be few alternatives to fundamental changes that affect our current operational practices. Across the nation, thoughtful faculty members and administrators in many universities are addressing these structural changes because they face a similar financial climate and similar structural budget problems. These discussions are also occurring at both UWS and UWM and actions have begun to emerge from these deliberations. While the following list of actions is by no means complete, it does evidence thoughtful attention to the issues.

In adapting to this new financial climate, the necessary structural changes will involve increased administrative productivity. The recent adoption of the procurement cards and the delegation of purchasing authority illustrate this type of structural adjustment. Strategies for improving administrative productivity also include the implementation of new administrative information systems and new management information systems that would improve productivity are being implemented by UWS and UWM. The adoption of these systems and the redesign of related business process offer great promise for increased in productivity. Structural changes might also entail fewer organizational units (divisions and departments) with flatter organizational structures and broader spans of control. The merger of several language departments in the College of Letters and Science is consistent with this approach. A redirection of resources from low demand/low productivity academic programs to high demand/high productivity academic programs is also a realistic approach to structural change. The recently completed Program Array Review has identified programs where this strategy can be implemented. Fundamental changes in the way we deliver instruction -- changes that yield sustainable increases in faculty productivity while maintaining or enhancing the quality of student learning -- are also attainable and realistic options in the search for structural solutions. The emphasis being placed on instructional technology and the adoption of alternative pedagogues is consistent with this strategy. There has been an explosion of knowledge in the field of human learning and the application of the results of this research offer great promise for helping UWM control costs while sustaining educational quality.

In many ways, the structural budget problem is pressuring UWM and the members of the university community to act more like a private university. In this view, state GPR appropriations can be viewed as if they were income from foundation investments. The university must then maximize the additional revenues that can be generated with this subsidy while fulfilling its mission. This conceptual shift offers other insights into adaptive strategies. For example, at private universities faculty workload is much more likely to be measured in terms FTE SCH conveyed (a proxy for tuition revenue) than in terms group instruction sections per faculty (irrespective of the enrollment or revenue generation). Compared to public universities, private universities are more likely to use economic incentives to change behaviors and members of the university community are much more likely to understand institutional finances. Moreover, financial necessity has required most private colleges and universities to maintain a delicate balance between issues of academic quality and business realities -- a central challenge now being imposed on UWM by the current financial climate.

While this list is not exhaustive, it does demonstrate that UWM is continuing to make the necessary adjustments in its operations and to reflect on strategic choices. Other strategies will no doubt emerge from the continuing dialogue on this campus and among the units of the UWS system. As these strategies yield structural changes in our operations, the pressures on the budget will decrease.

University Of Wisconsin - Milwaukee

1998-99 Budget Report

Introduction

The 1998-99 Budget Report for the University of Wisconsin - Milwaukee contains schedules and graphs which provide a broad view of campus funding. The document shows how UWM's resources have been organized into a spending plan reflecting educational priorities and public policy. This Budget Report and the Financial Report are an important part of the complete campus record of budget planning and execution.

The Budget Report has undergone some modifications for this year. The section entitled "Understanding the Financial Climate and Structural Problems in the UWM Budget" included in the Executive Summary that precedes this report has been updated for 1998-99. Schedules B7 to B9 have been expanded to provide a more comprehensive view of each division's total budget. Appendix D is new and contains a concise history of budget issues and actions since 1990-91 to the present.

The University of Wisconsin - Milwaukee, like most nonprofit institutions, relies on a system of fund accounting to produce a record of its financial affairs. The basic premise of fund accounting is that funds are received for specific purposes, and are budgeted and spent accordingly. The operating budget reflects a plan of spending consistent with a legislatively derived and collegially confirmed sense of purpose. With careful reading, this report should convey an understanding of the UWM budget as a product of decisions intended to capture and reflect the campus mission and priorities in the allocation of funds.

To ensure that funds are spent as intended, the system of budgeting and accounting captures financial data in four major categories reflecting different aspects of accountability. Nearly all the schedules in the report incorporate one or more of these categories. A glossary is appended to the report to assist with any unfamiliar terms. The four major categories around which the schedules are built are:

1. Source of Funds - where the money comes from; to give accountability to the providers of university funding.
2. Use of Funds by Division - who spends the money; to give functional or programmatic accountability and control.
3. Use of Funds by Activity - why the money is spent; to give functional or programmatic accountability and control.
4. Use of Funds by Expenditure Classification - how the money is spent; to account for the kind of goods and services used.

Besides the categories just discussed, some tables incorporate all campus funds, while others focus on a portion of the funds, the State Program Funds. State Program Funds is a term that refers to the pool of operating funds that are generated from state tax appropriations for general operations, student academic fee income, and a portion of federal indirect cost reimbursement. This pool of funds for expenditure purposes is often referred to by numeric designations in the budgeting and accounting systems as Funds 101, 105, 114, 115, 119, 177, and 402. State

Program Funds should not be confused with General Purpose Revenue (GPR), which is a state tax supported funding source.

The report is arranged in five sections, A through E. Section A includes schedules and graphs showing the UWM budget at a summary level for each of the four major accountability categories discussed earlier. There are two sets of schedules, one for all funds (A1 - A3) and one for the State Program Funds (A4 - A7). All the schedules contain a year to year comparison of the 1997-98 and 1998-99 fiscal years and a "percentage of budget" column that corresponds to the graphs. Schedule A8 is included to show changes in all state appropriations. Schedule A9 is a summary of extramural funding. Schedule A10 provides a summary of program revenue funding.

Section B provides detailed information on the changes to the State Program Funds budget between the past and current fiscal year. The categories or types of changes referenced in the tables are defined in the glossary. The schedules are provided to show changes by division and type of change. Schedules B7 - B9 are schedules that detail one time allocations made from Unit Wide and Academic Support accounts plus UW System Grants in addition to the division's base allocation. Details concerning estimated graduate tuition remissions and UW Extension budgets are also included in these schedules.

The schedules in Section C display information about the 1998-99 budget in more detail than Section A by organizing the accountability categories in various combinations. Schedule C7 outlines funding for UW-Extension integrated activities on the Milwaukee campus.

Section D focuses on the salary and position portion of the State Program Funds budget which is of special interest since compensation (salary and fringe benefits) represents 90% of the total State Program Funds budget.

Section E displays the budget and financial conditions of Auxiliary Operations units, which make a major contribution to the quality of campus life and represent a major budgeting and planning consideration.

Notes that support all the above Sections are located after Section E.

Appendix A, Glossary of Terms, is included after the schedules and notes to explain various budgeting and accounting terms. Appendix B lists the funds included in each of the following categories: State Program Funds, Other State Funds, Extramural Support Funds, and Program Revenue Funds. Appendix C contains the 1998-99 Budget Summary of Strategic Plan Reallocations. Appendix D contains A Concise History of Budget Issues and Actions for FY 1990-91 to FY 1998-99.

The UW System Office of Budgets and Planning maintains a web site at <http://www.uwsa.edu/budplan/bp.htm> which contains on-line access to the UW System Redbook Budget. A hard copy of the Redbook will also be available at the UWM Golda Meir Library.

Summary Schedules & Graphs

Schedules A1 to A10 show the year to year change in budget amounts.

Schedules A1 to A3 provide information for the Sources and Uses of all funds by activity and major expenditure classification.

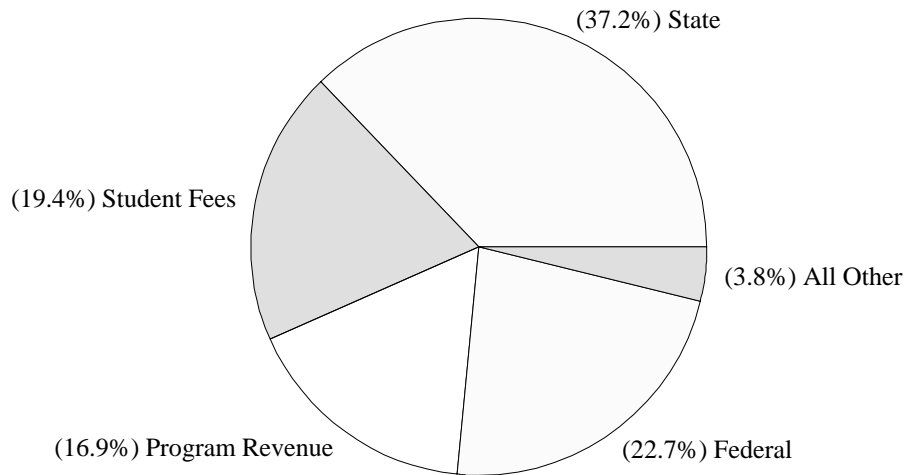
Schedules A4 to A7 provide information for the Sources and Uses of state program funds by division, activity and major expenditure classification.

Schedule A8 provides expenditure information by fund for state program funds and other state funds.

Schedule A9 provides expenditure information by fund for extramural support.

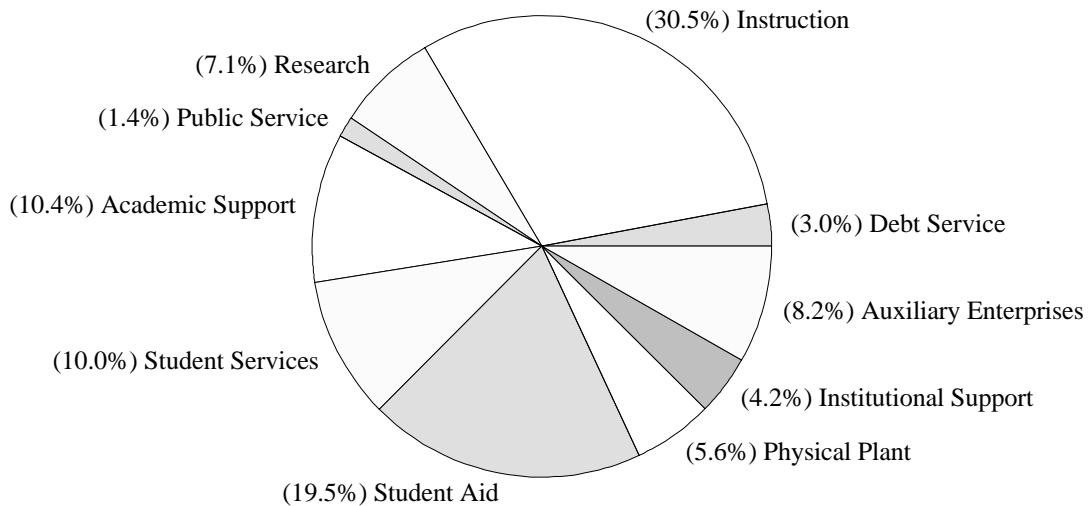
Schedule A10 provides two-year comparative expenditure information by fund and division for program revenue funds.

University of Wisconsin--Milwaukee
1998-99 Budget
Source of Funds - All Funds



	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
State General Purpose Revenue					
General Program (Note 1)	\$91,508,200	\$95,784,200	\$4,276,000	4.7%	32.0%
Other State Funds (Note 2)	16,118,000	15,734,700	(383,300)	-2.4%	5.3%
	107,626,200	111,518,900	3,892,700	3.6%	37.2%
Operations Receipts					
Student Fee Income (Note 3)	56,671,600	58,138,800	1,467,200	2.6%	19.4%
Program Revenue Funds (Note 4)	47,218,700	50,587,600	3,368,900	7.1%	16.9%
Other Receipts	2,742,700	2,941,000	198,300	7.2%	1.0%
	106,633,000	111,667,400	5,034,400	4.7%	37.3%
Federal Aid, Grants & Contracts					
Grants & Contracts	12,013,500	12,513,500	500,000	4.2%	4.2%
Student Aid	51,961,200	55,466,400	3,505,200	6.7%	18.5%
	63,974,700	67,979,900	4,005,200	6.3%	22.7%
Gift Fund Income					
	8,205,200	8,519,200	314,000	3.8%	2.8%
	72,179,900	76,499,100	4,319,200	6.0%	25.5%
Total	\$286,439,100	\$299,685,400	\$13,246,300	4.6%	100.0%

University of Wisconsin--Milwaukee
 1998-99 Budget
Use of Funds By Activity - All Funds

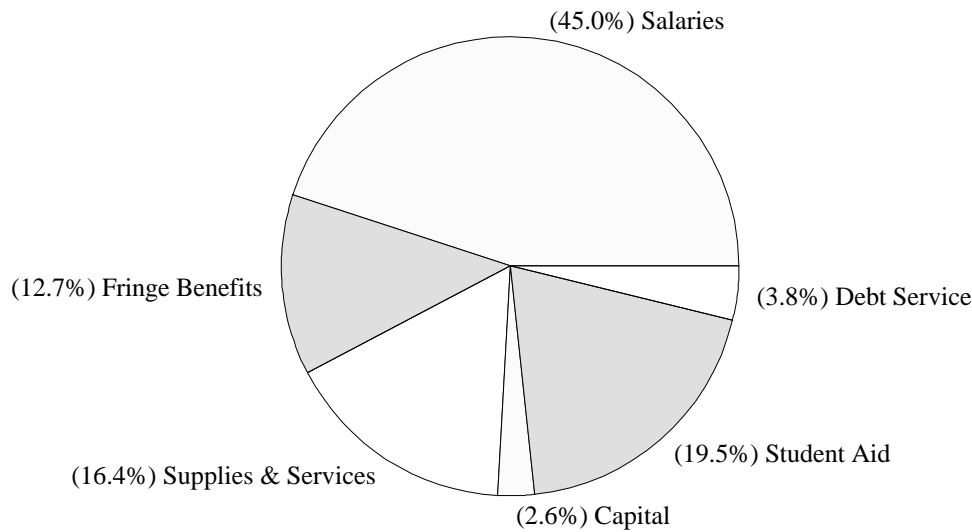


	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Primary Programs					
Instruction	\$89,300,500	\$91,502,800	\$2,202,300	2.5%	30.5%
Research	20,559,900	21,346,000	786,100	3.8%	7.1%
Public Service	3,505,000	4,302,700	797,700	22.8%	1.4%
	113,365,400	117,151,500	3,786,100	3.3%	39.1%
Support Programs					
Academic Support	29,145,700	31,279,900	2,134,200	7.3%	10.4%
Student Services	29,634,500	30,002,000	367,500	1.2%	10.0%
Student Aid	55,508,500	58,327,400	2,818,900	5.1%	19.5%
Physical Plant	16,093,600	16,815,800	722,200	4.5%	5.6%
Institutional Support	11,971,500	12,606,700	635,200	5.3%	4.2%
	142,353,800	149,031,800	6,678,000	4.7%	49.7%
Education & General Expenditures	255,719,200	266,183,300	10,464,100	4.1%	88.8%
Auxiliary Enterprises	21,215,900	24,564,400	3,348,500	15.8%	8.2%
Debt Service on Academic Bldgs. (Note 2)	9,504,000	8,937,700	(566,300)	-6.0%	3.0%
Total	\$286,439,100	\$299,685,400	\$13,246,300	4.6%	100.0%

University of Wisconsin--Milwaukee

1998-99 Budget

Use of Funds By Major Expenditure - All Funds

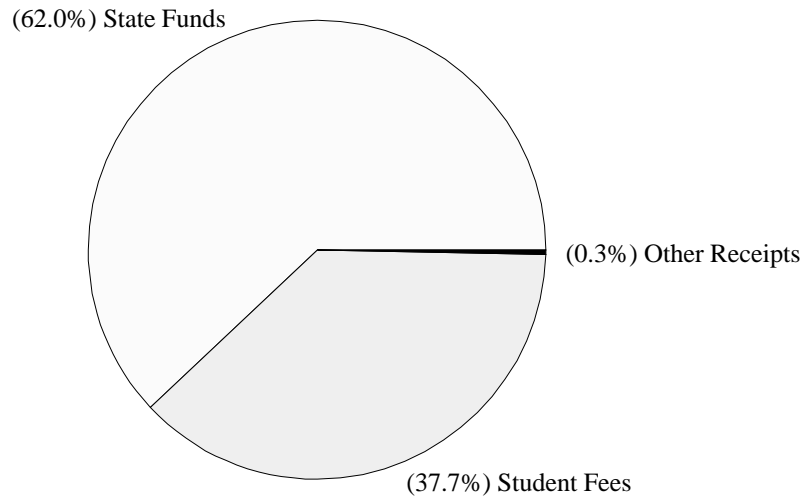


	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Staff Compensation					
Unclassified Staff Salaries	\$93,247,900	\$96,308,100	\$3,060,200	3.3%	32.1%
Classified Staff Salaries	35,872,300	38,472,300	2,600,000	7.2%	12.8%
Fringe Benefits	36,280,100	38,135,900	1,855,800	5.1%	12.7%
	165,400,300	172,916,300	7,516,000	4.5%	57.7%
Supplies, Services & Sales Credits					
Supplies & Services	63,340,500	70,034,600	6,694,100	10.6%	23.4%
Sales Credits	(18,179,700)	(20,827,600)	(2,647,900)	14.6%	-6.9%
	45,160,800	49,207,000	4,046,200	9.0%	16.4%
Capital	7,681,500	7,768,500	87,000	1.1%	2.6%
Student Aid	56,242,000	58,421,600	2,179,600	3.9%	19.5%
Municipal Services	465,700	442,200	(23,500)	-5.0%	0.1%
Debt Service					
On Academic Facilities (Note 2)	9,504,000	8,937,700	(566,300)	-6.0%	3.0%
On Auxiliary Facilities (Note 3)	1,984,800	1,992,100	7,300	0.4%	0.7%
	11,488,800	10,929,800	(559,000)	-4.9%	3.6%
Total	\$286,439,100	\$299,685,400	\$13,246,300	4.6%	100.0%

University of Wisconsin - Milwaukee

1998-99 Budget

Source of Funds - State Program Funds*



	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
State General Purpose Revenue	\$91,508,200	\$95,784,200	\$4,276,000	4.7%	62.0%
Student Fee Income (Note 3)	56,671,600	58,138,800	1,467,200	2.6%	37.7%
Federal Indirect Cost Reimbursement	481,700	481,700	0	0.0%	0.3%
Total	\$148,661,500	\$154,404,700	\$5,743,200	3.9%	100.0%

* State Program Funds includes 101, 105, 114, 115, 119, 177, and 402.

University of Wisconsin - Milwaukee

1998-99 Budget

Use of Funds By Division - State Program Funds

	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Divisions					
Academic Units	\$96,892,900	\$101,428,500	\$4,535,600	4.7%	65.7%
General Educational Administration	1,921,000	2,426,400	505,400	26.3%	1.6%
Administrative Affairs	13,616,100	13,814,400	198,300	1.5%	8.9%
Student Affairs	4,288,200	4,313,700	25,500	0.6%	2.8%
Unit Wide:					
Compensation Related	31,229,800	33,526,400	2,296,600	7.4%	21.7%
Other	713,500	(1,104,700)	(1,818,200)	-254.8%	-0.7%
Total	\$148,661,500	\$154,404,700	\$5,743,200	3.9%	100.0%

Academic Units

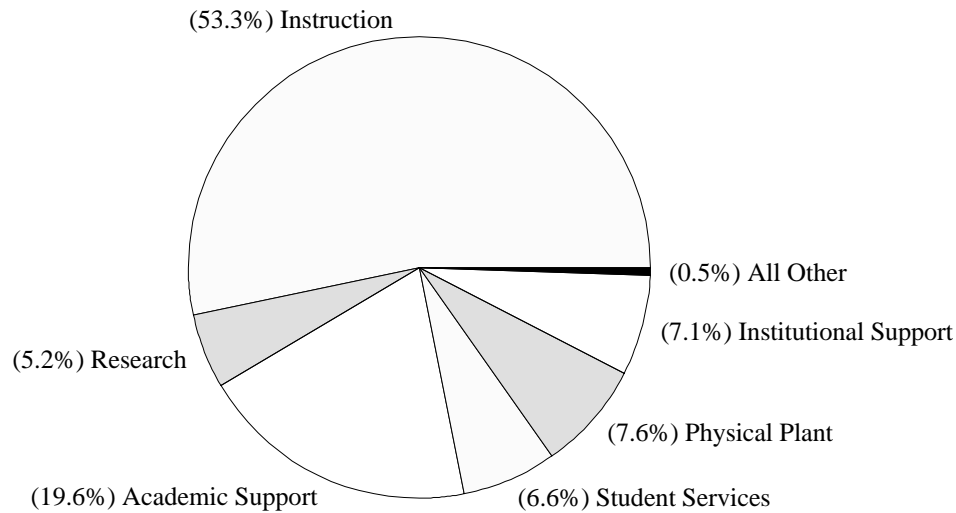
Academic Affairs - Vice Chancellor	619,200	798,300	179,100	28.9%	0.5%
Allied Health Professions	3,328,700	4,397,200	1,068,500	32.1%	2.8%
Architecture & Urban Planning	2,782,600	2,929,800	147,200	5.3%	1.9%
Business Administration	6,569,200	7,214,600	645,400	9.8%	4.7%
Education	5,929,800	6,455,200	525,400	8.9%	4.2%
Engineering & Applied Science	6,799,600	7,180,000	380,400	5.6%	4.7%
The Arts	6,739,600	7,185,600	446,000	6.6%	4.7%
Graduate School	4,392,600	4,483,600	91,000	2.1%	2.9%
Information & Media Technologies	5,009,100	5,384,000	374,900	7.5%	3.5%
Letters & Science	31,855,800	34,547,500	2,691,700	8.4%	22.4%
Library	6,769,300	6,800,200	30,900	0.5%	4.4%
Library & Information Science	695,800	898,700	202,900	29.2%	0.6%
Nursing	4,098,200	4,282,700	184,500	4.5%	2.8%
Social Welfare	2,035,900	2,335,800	299,900	14.7%	1.5%
Student Academic Development	1,665,200	1,783,900	118,700	7.1%	1.2%
Outreach & Continuing Education	589,600	655,900	66,300	11.2%	0.4%
Summer Session	3,569,400	0	(3,569,400)	-100.0%	0.0%
Academic Support	3,443,300	4,095,500	652,200	18.9%	2.7%
	96,892,900	101,428,500	4,535,600	4.7%	65.7%

Refer to Schedules B1-B6 for more detail and Note 1.

University of Wisconsin - Milwaukee

1998-99 Budget

Use of Funds By Activity - State Program Funds

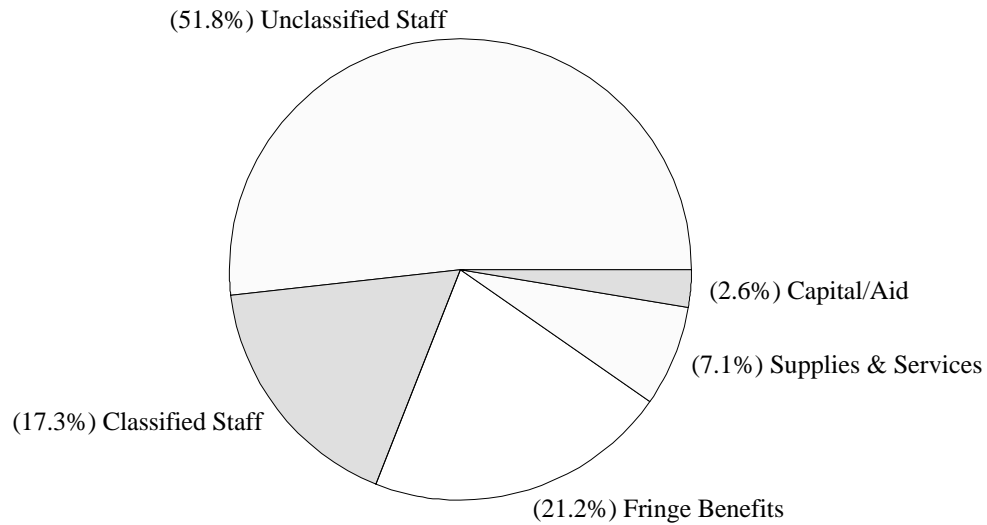


	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Primary Programs					
Instruction	\$81,037,100	\$82,354,100	\$1,317,000	1.6%	53.3%
Research	7,772,200	8,075,300	303,100	3.9%	5.2%
Public Service	658,700	728,100	69,400	10.5%	0.5%
	89,468,000	91,157,500	1,689,500	1.9%	59.0%
Support Programs					
Academic Support	28,217,000	30,235,000	2,018,000	7.2%	19.6%
Student Services	9,430,300	10,234,100	803,800	8.5%	6.6%
Student Aid	40,100	40,100	0	0.0%	0.0%
Physical Plant	11,063,100	11,770,000	706,900	6.4%	7.6%
Institutional Support	10,359,700	10,910,600	550,900	5.3%	7.1%
	59,110,200	63,189,800	4,079,600	6.9%	40.9%
Education & General Expenditures	148,578,200	154,347,300	5,769,100	3.9%	100.0%
Auxiliary Enterprises	83,300	57,400	(25,900)	-31.1%	0.0%
Total	\$148,661,500	\$154,404,700	\$5,743,200	3.9%	100.0%

University of Wisconsin - Milwaukee

1998-99 Budget

Use of Funds By Major Expenditure - State Program Funds



	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Staff Compensation					
Unclassified Staff Salaries	\$77,727,000	\$79,987,900	\$2,260,900	2.9%	51.8%
Classified Staff Salaries	25,609,900	26,676,900	1,067,000	4.2%	17.3%
Fringe Benefits (Note 1)	30,704,500	32,799,900	2,095,400	6.8%	21.2%
	134,041,400	139,464,700	5,423,300	4.0%	90.3%
Supplies, Services & Sales Credits					
Supplies & Services	22,553,800	23,502,200	948,400	4.2%	15.2%
Sales Credits	(11,668,800)	(12,603,600)	(934,800)	8.0%	-8.2%
	10,885,000	10,898,600	13,600	0.1%	7.1%
Capital					
	3,695,000	4,001,300	306,300	8.3%	2.6%
Student Aid					
	40,100	40,100	0	0.0%	0.0%
Total					
	\$148,661,500	\$154,404,700	\$5,743,200	3.9%	100.0%

University of Wisconsin - Milwaukee

1998-99 Budget

State Program Funds & Other State Funds

	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
State Program Funds (Note 1)					
GPO (101)					
Student Services	8,199,600	8,956,000	756,400	9.2%	5.3%
Institutional Support	10,359,700	10,910,600	550,900	5.3%	6.4%
Instruction	80,002,500	81,394,500	1,392,000	1.7%	47.9%
Research	7,442,800	7,701,800	259,000	3.5%	4.5%
Public Service	658,700	728,100	69,400	10.5%	0.4%
Academic Support	26,881,800	28,465,500	1,583,700	5.9%	16.8%
Physical Plant	8,407,700	9,011,200	603,500	7.2%	5.3%
Auxiliary Enterprises	83,300	57,400	(25,900)	-31.1%	0.0%
Financial Aid	40,100	40,100	0	0.0%	0.0%
	142,076,200	147,265,200	5,189,000	3.7%	86.7%
Maintenance (105)	2,655,500	2,758,800	103,300	3.9%	1.6%
Laboratory Modernization (114)					
Instruction	674,800	676,900	2,100	0.3%	0.4%
Academic Support	588,800	586,800	(2,000)	-0.3%	0.3%
	1,263,600	1,263,700	100	0.0%	0.7%
Distinguished Professors (119)	136,100	142,100	6,000	4.4%	0.1%
Strategic Plan for Business (177)	488,400	505,300	16,900	3.5%	0.3%
Minority & Disadvantaged Prog (402)	2,041,700	2,134,400	92,700	4.5%	1.3%
Subtotal State Program Funds	148,661,500	154,069,500	5,408,000	3.6%	90.7%
Other State Funds (Notes 2 & 5)					
UW Extension IIA Funds (GPR 104)					
Outreach & Continuing Education	\$1,724,700	\$1,855,600	\$130,900	7.6%	1.1%
Other Divisions	165,600	165,600	0	0.0%	0.1%
	1,890,300	2,021,200	130,900	6.9%	1.2%
Reimbursement from UW Extension	(1,890,300)	(2,021,200)	(130,900)	6.9%	-1.2%
Student Aid (107)					
Fellowships	187,400	187,400	0	0.0%	0.1%
Student Loan Matching	117,900	117,900	0	0.0%	0.1%
	305,300	305,300	0	0.0%	0.2%
Utilities & Heating (109)	4,690,400	4,758,700	68,300	1.5%	2.8%
Debt Service (110)	9,504,000	8,937,700	(566,300)	-6.0%	5.3%
Minority Student Aid Programs					
Advanced Opportunity Prog (403)	796,700	850,100	53,400	6.7%	0.5%
Minority Retention Grants (406)	821,600	882,900	61,300	7.5%	0.5%
	1,618,300	1,733,000	114,700	7.1%	1.0%
Subtotal Other State Funds	16,118,000	15,734,700	(383,300)	-2.4%	9.3%
Total	\$164,779,500	\$169,804,200	\$5,024,700	3.0%	100.0%

University of Wisconsin - Milwaukee

1998-99 Budget

Extramural Support

	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Federal Aid, Grants & Contracts					
Federal Grants & Contracts (144)					
Instruction	\$2,489,600	\$3,071,700	\$582,100	23.4%	3.9%
Research	6,165,100	6,683,800	518,700	8.4%	8.5%
Public Service	523,200	410,800	(112,400)	-21.5%	0.5%
All Other	2,835,600	2,347,200	(488,400)	-17.2%	3.0%
	12,013,500	12,513,500	500,000	4.2%	15.8%
Federal Aid to Students					
Work Study (145)	970,800	946,600	(24,200)	-2.5%	1.2%
S. E. O. G. (146)	1,734,200	1,765,300	31,100	1.8%	2.2%
Perkins Loans (147)	2,698,700	2,600,000	(98,700)	-3.7%	3.3%
Pell Grants (148)	5,400,000	6,000,000	600,000	11.1%	7.6%
Nursing Loans (151, 152)	157,500	154,500	(3,000)	-1.9%	0.2%
Direct Student Loans (149)	41,000,000	44,000,000	3,000,000	7.3%	55.7%
	51,961,200	55,466,400	3,505,200	6.7%	70.2%
Federal Indirect Costs (150)					
Research	1,701,500	1,994,500	293,000	17.2%	2.5%
Other Activities	559,800	464,600	(95,200)	-17.0%	0.6%
	2,261,300	2,459,100	197,800	8.7%	3.1%
Gift Fund Income					
Non-Federal Gifts & Grants (133, 134)					
Instruction	1,541,500	1,599,400	57,900	3.8%	2.0%
Research	4,449,200	4,022,800	(426,400)	-9.6%	5.1%
Public Service	838,600	1,366,900	528,300	63.0%	1.7%
All Other	1,217,500	1,364,100	146,600	12.0%	1.7%
	8,046,800	8,353,200	306,400	3.8%	10.6%
Trust Fund Income (161)	60,000	60,000	0	N/A	0.1%
Distinguished Professors Matching (182)	98,500	106,000	7,500	7.6%	0.1%
	8,205,300	8,519,200	313,900	0	0
Total (Note 7)	\$74,441,300	\$78,958,200	\$4,516,900	6.1%	100.0%

University of Wisconsin - Milwaukee

1998-99 Budget

Program Revenue Funds

	1997-98	1998-99	Change Dollars	Change Percent	1998-99 % of Total
Auxiliary Enterprises & Other					
Program Revenue Accounts (Note 4)					
(Funds 123, 128, 137)					
Administrative Affairs	\$5,424,900	\$5,985,500	\$560,600	10.3%	11.8%
Student Affairs	32,848,900	35,497,700	2,648,800	8.1%	70.2%
All Other	5,104,100	4,815,100	(289,000)	-5.7%	9.5%
	43,377,900	46,298,300	2,920,400	6.7%	91.5%
UW Extension IIA Funds (PR) (Note 5)					
(Fund 132, 189)					
Non-Credit Programming					
Engineering & Applied Science	5,405,900	6,412,500	1,006,600	18.6%	12.7%
Outreach & Continuing Education	3,829,300	4,091,600	262,300	6.8%	8.1%
All Other	674,900	819,700	144,800	21.5%	1.6%
	9,910,100	11,323,800	1,413,700	14.3%	22.4%
Credit Programming					
	1,203,300	1,219,000	15,700	1.3%	2.4%
	11,113,400	12,542,800	1,429,400	12.9%	24.8%
Reimbursement from UW Extension					
	(11,113,400)	(12,542,800)	(1,429,400)	12.9%	-24.8%
	0	0	0	0.0%	0.0%
Other Program Revenue					
(Fund 136)					
General Educational Administration	60,500	60,200	(300)	-0.5%	0.1%
Administrative Affairs	37,500	38,500	1,000	2.7%	0.1%
Student Affairs	386,300	365,600	(20,700)	-5.4%	0.7%
Allied Health Professions	32,000	35,100	3,100	9.7%	0.1%
Business Administration	420,000	860,000	440,000	104.8%	1.7%
Education	41,000	58,600	17,600	42.9%	0.1%
Engineering & Applied Science	97,100	180,300	83,200	85.7%	0.4%
Graduate School	124,100	126,600	2,500	2.0%	0.3%
Letters & Science	1,478,500	1,675,100	196,600	13.3%	3.3%
Library	77,300	88,300	11,000	14.2%	0.2%
Library & Information Science	65,700	91,700	26,000	39.6%	0.2%
Student Academic Development	343,400	361,900	18,500	5.4%	0.7%
Outreach & Continuing Education	494,200	315,400	(178,800)	-36.2%	0.6%
Summer Sessions	167,200	0	(167,200)	-100.0%	0.0%
	3,824,800	4,257,300	432,500	11.3%	8.4%
(Fund 181)					
Great Lakes Fish Study	16,000	32,000	16,000	100.0%	0.1%
Total	\$47,218,700	\$50,587,600	\$3,368,900	7.1%	100.0%

State Program Funds Allocations

Schedules B1 to B6 provide summary and detail information by division for changes in state program funds. Detail schedules report changes by decision categories classified as either compensation, program changes, base transfers or base reallocations.

Schedules B7 to B9 compute the total allocation for the current year by division by increasing or decreasing its state program budget by one-time allocations, carry forward (overdraft) balances, inter-divisional transfers and UW System grants. One-time allocations include loans, loan repayments, classified pay plan, tuition remissions for teaching and project assistants, UW Extension budget and allocations from the Chancellor and Vice Chancellor's accounts.

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Summary

	1997-98 Base	Compensation Changes	Total Other Changes	1998-99 Budget
Divisions				
Academic Units	\$96,892,905	\$3,533,430	\$1,002,204	\$101,428,539
General Educational Administration	1,920,998	66,054	439,332	2,426,384
Administrative Affairs	13,616,125	322,674	(124,400)	13,814,399
Student Affairs	4,288,194	132,570	(107,044)	4,313,720
Unit Wide:			0	
Compensation Related	31,484,027	498,375	0	31,982,402
Other	459,261	(1,487)	(18,485)	439,289
Total (Note 1)	\$148,661,510	\$4,551,616	\$1,191,607	\$154,404,733

Academic Units

Academic Affairs - Vice Chancellor	619,218	19,625	159,428	798,271
Allied Health Professions	3,328,714	121,782	946,736	4,397,232
Architecture & Urban Planning	2,782,588	114,720	32,470	2,929,778
Business Administration	6,569,185	265,598	379,840	7,214,623
Education	5,929,807	247,515	277,832	6,455,154
Engineering & Applied Science	6,799,570	272,594	107,800	7,179,964
The Arts	6,739,628	266,863	179,100	7,185,591
Graduate School	4,392,608	142,615	(51,600)	4,483,623
Information & Media Technologies	5,009,128	117,602	257,324	5,384,054
Letters & Science	31,855,731	1,379,913	1,311,825	34,547,469
Library	6,769,332	110,579	(79,700)	6,800,211
Library & Information Science	695,806	35,026	167,848	898,680
Nursing	4,098,237	165,756	18,720	4,282,713
Social Welfare	2,035,914	87,648	212,208	2,335,770
Student Academic Development	1,665,207	47,455	71,281	1,783,943
Outreach & Continuing Education	589,603	21,269	45,051	655,923
Summer Session	3,569,371	130,967	(3,700,338)	0
Academic Support	3,443,258	(14,097)	666,379	4,095,540
	\$96,892,905	\$3,533,430	\$1,002,204	\$101,428,539

Related Schedules:

B2

B3

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Compensation Detail

	Unclassified Increases	Classified Increases	Fringe Benefit Increases	Tuition Remissions	Total
Divisions					
Academic Units	\$3,278,128	\$255,302			\$3,533,430
General Educational Administration	58,825	7,229			66,054
Administrative Affairs	70,673	252,001			322,674
Student Affairs	91,655	40,915			132,570
Unit Wide:					
Compensation Related	(254,253)	201,201	2,095,438	(1,544,011)	498,375
Other	132	(1,619)			(1,487)
Total (Note 1)	\$3,245,160	\$755,029	\$2,095,438	(\$1,544,011)	\$4,551,616
Academic Units					
Academic Affairs - Vice Chancellor	16,690	2,935			19,625
Allied Health Professions	111,068	10,714			121,782
Architecture & Urban Planning	111,390	3,330			114,720
Business Administration	259,072	6,526			265,598
Education	237,287	10,228			247,515
Engineering & Applied Science	257,686	14,908			272,594
The Arts	258,385	8,478			266,863
Graduate School	124,530	18,085			142,615
Information & Media Technologies	44,954	72,648			117,602
Letters & Science	1,325,872	54,041			1,379,913
Library	76,948	33,631			110,579
Library & Information Science	34,434	592			35,026
Nursing	160,725	5,031			165,756
Social Welfare	83,538	4,110			87,648
Student Academic Development	44,221	3,234			47,455
Outreach & Continuing Education	14,458	6,811			21,269
Summer Session	130,967	0			130,967
Academic Support	(14,097)	0			(14,097)
	\$3,278,128	\$255,302	\$0	\$0	\$3,533,430

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Other Changes

	Program Changes	Transfers	Reallocations	Total
Divisions				
Academic Units	\$1,203,864	(\$676,346)	\$474,686	\$1,002,204
General Educational Administration	0	165,832	273,500	439,332
Administrative Affairs	0	(249,400)	125,000	(124,400)
Student Affairs	0	(107,044)	0	(107,044)
Unit Wide:				
Compensation Related	0	0	0	0
Other	(12,257)	866,958	(873,186)	(18,485)
Total (Note 1)	\$1,191,607	\$0	\$0	\$1,191,607

Academic Units

Academic Affairs - Vice Chancellor	0	116,428	43,000	159,428
Allied Health Professions	604,900	179,736	162,100	946,736
Architecture & Urban Planning	0	32,470	0	32,470
Business Administration	0	332,354	47,486	379,840
Education	0	277,832	0	277,832
Engineering & Applied Science	0	107,800	0	107,800
The Arts	0	159,100	20,000	179,100
Graduate School	0	(59,100)	7,500	(51,600)
Information & Media Technologies	340,113	(134,789)	52,000	257,324
Letters & Science	0	1,311,825	0	1,311,825
Library	0	(79,700)	0	(79,700)
Library & Information Science	0	46,348	121,500	167,848
Nursing	0	18,720	0	18,720
Social Welfare	0	136,708	75,500	212,208
Student Academic Development	0	56,281	15,000	71,281
Outreach & Continuing Education	0	45,051	0	45,051
Summer Session	0	(3,700,338)	0	(3,700,338)
Academic Support	258,851	476,928	(69,400)	666,379
	\$1,203,864	(\$676,346)	\$474,686	\$1,002,204

Related Schedules:

B4

B5

B6

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Program Changes

	Program Allocations	Base Budget Cuts	Total
Divisions			
Academic Units	\$1,203,864	\$0	\$1,203,864
General Educational Administratn	0	0	0
Administrative Affairs	0	0	0
Student Affairs	0	0	0
Unit Wide:			0
Compensation Related	0	0	0
Other	0	(12,257)	(12,257)
Total (Note 1)	\$1,203,864	(\$12,257)	\$1,191,607

Academic Units

Academic Affairs - Vice Chancellor	0	0	0
Allied Health Professions	604,900	0	604,900
Architecture & Urban Planning	0	0	0
Business Administration	0	0	0
Education	0	0	0
Engineering & Applied Science	0	0	0
The Arts	0	0	0
Graduate School	0	0	0
Information & Media Technologies	340,113	0	340,113
Letters & Science	0	0	0
Library (1)	0	0	0
Library & Information Science	0	0	0
Nursing	0	0	0
Social Welfare	0	0	0
Student Academic Development	0	0	0
Outreach & Continuing Education	0	0	0
Summer Session	0	0	0
Academic Support	258,851	0	258,851
	<u>\$1,203,864</u>	<u>\$0</u>	<u>\$1,203,864</u>

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Base Transfers

	Salary Savings Adjustments	Summer Session	Others: Sources	Others: Uses	Total
Divisions					
Academic Units	(\$844,400)	\$0	(\$286,932)	\$454,986	(\$676,346)
General Educational Administration	(14,200)	0	(25,234)	205,266	165,832
Administrative Affairs	(253,500)	0	0	4,100	(249,400)
Student Affairs	(86,900)	0	(20,144)	0	(107,044)
Unit Wide:					
Compensation Related	0	0	0	0	0
Other	1,199,000	0	(332,042)	0	866,958
Total (Note 1)	\$0	\$0	(\$664,352)	\$664,352	\$0
Academic Units					
Academic Affairs - Vice Chancellor	(10,100)	0	0	126,528	116,428
Allied Health Professions	(35,500)	215,236	0	0	179,736
Architecture & Urban Planning	(38,800)	62,400	0	8,870	32,470
Business Administration	(53,800)	354,358	0	31,796	332,354
Education	(75,200)	357,032	(4,000)	0	277,832
Engineering & Applied Science	(67,200)	175,000	0	0	107,800
The Arts	(47,900)	207,000	0	0	159,100
Graduate School	(59,100)	0	0	0	(59,100)
Information & Media Technologies	(133,700)	0	(1,089)	0	(134,789)
Letters & Science	(310,900)	1,513,483	(42,750)	151,992	1,311,825
Library	(79,700)	0	0	0	(79,700)
Library & Information Science	(6,900)	53,248	0	0	46,348
Nursing	(69,000)	87,720	0	0	18,720
Social Welfare	(17,400)	119,780	0	34,328	136,708
Student Academic Development	(7,600)	14,560	0	49,321	56,281
Outreach & Continuing Education	(7,100)	0	0	52,151	45,051
Summer Session	0	(3,700,338)	0	0	(3,700,338)
Academic Support	175,500	540,521	(239,093)	0	476,928
	(844,400)	0	(286,932)	454,986	(676,346)

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Allocation - Base Reallocations

	State Budget Cuts/Reallocations			Other	Total
	Increments	Decrements	Enrollment Adjustments		
Divisions					
Academic Units	\$0	\$0	\$0	\$474,686	\$474,686
General Educational Administration	0	0	0	273,500	273,500
Administrative Affairs	0	0	0	125,000	125,000
Student Affairs	0	0	0	0	0
Unit Wide:	0	0	0	0	0
Compensation Related	0	0	0	0	0
Other	0	0	0	(873,186)	(873,186)
Total (Note 1)	\$0	\$0	\$0	\$0	\$0
Academic Units					
Academic Affairs - Vice Chancellor	0	0	0	43,000	43,000
Allied Health Professions	0	0	0	162,100	162,100
Architecture & Urban Planning	0	0	0	0	0
Business Administration	0	0	0	47,486	47,486
Education	0	0	0	0	0
Engineering & Applied Science	0	0	0	0	0
The Arts	0	0	0	20,000	20,000
Graduate School	0	0	0	7,500	7,500
Information & Media Technologies	0	0	0	52,000	52,000
Letters & Science	0	0	0	0	0
Library	0	0	0	0	0
Library & Information Science	0	0	0	121,500	121,500
Nursing	0	0	0	0	0
Social Welfare	0	0	0	75,500	75,500
Student Academic Development	0	0	0	15,000	15,000
Outreach & Continuing Education	0	0	0	0	0
Summer Session	0	0	0	0	0
Academic Support	0	0	0	(69,400)	(69,400)
	0	0	0	474,686	\$474,686

Note: The \$250,000 to establish the Campus Opportunity fund is netted against allocations on the Academic Support line.
The offsetting deduction is included in Unit Wide.

University of Wisconsin--Milwaukee

1998-99 Budget

Total Allocations - Summary

	One Time Allocations					Total	1998-99 Base Budget	1998-99 Total Allocation
	Unit Wide (B98)	Academic Support (B97)	1997-98 Carryforward (Overdraft)	Inter- Divisional (Note 1)	UW System Grants			
Divisions								
Academic Units	\$14,739,641	\$3,287,894	\$1,936,286	(\$306,185)	\$413,248	\$20,070,884	\$97,332,999	\$117,403,883
General Educational Administration	65,178	0	123,600	0	0	188,778	2,426,384	2,615,162
Administrative Affairs	261,631	0	(538)	72,170	0	333,263	13,814,399	14,147,662
Student Affairs	58,321	40,200	69,137	234,015	0	401,673	4,313,720	4,715,393
Total	\$15,124,771	\$3,328,094	\$2,128,485	\$0	\$413,248	\$20,994,598	\$117,887,502	\$138,882,100

Academic Units

Academic Affairs - Vice Chancellor	(802)	166,419	19,691	0	0	185,308	798,271	983,579
Allied Health Professions	627,663	69,795	114,262	(306,185)	0	505,535	4,397,232	4,902,767
Architecture & Urban Planning	12,270	7,529	(8,896)	0	0	10,903	2,929,778	2,940,681
Business Administration	(17,625)	15,210	63,866	0	200,000	261,451	7,214,623	7,476,074
Education	1,304,066	57,482	128,318	0	50,709	1,540,575	6,455,154	7,995,729
Engineering & Applied Science	6,318,429	214,075	67,210	0	52,448	6,652,162	7,179,964	13,832,126
The Arts	346,705	118,411	243,941	0	0	709,057	7,185,591	7,894,648
Graduate School	(10,720)	140,000	334,716	0	0	463,996	4,483,623	4,947,619
Information & Media Technologies	(265,146)	1,536,506	(70,004)	0	0	1,201,356	5,384,054	6,585,410
Letters & Science	(5,387)	595,636	151,619	0	105,091	846,959	34,547,469	35,394,428
Library	(1,480,605)	122,357	460,220	0	0	(898,028)	6,800,211	5,902,183
Library & Information Science	169,891	52,630	2,226	0	0	224,747	898,680	1,123,427
Nursing	231,731	86,224	108,989	0	0	426,944	4,282,713	4,709,657
Social Welfare	239,946	78,340	118,220	0	0	436,506	2,335,770	2,772,276
Student Academic Development	10,982	25,514	220,409	0	5,000	261,905	1,783,943	2,045,848
Outreach & Continuing Education	7,258,243	1,766	(18,501)	0	0	7,241,508	655,923	7,897,431
Summer Session	0	0	0	0	0	0	0	0
	14,739,641	3,287,894	1,936,286	(306,185)	413,248	20,070,884	97,332,999	117,403,883

B8

B9

B1

Note: The above data represents firm allocations as of the preparation date of this report. Allocations made subsequent to this date are not included.

University of Wisconsin--Milwaukee

1998-99 Budget

One Time Allocations - Unit Wide (B98)

	Chancellor's Contingency	Loans (Note 1)	Faculty Promotions	Enrollment Contingency	Pay Plans (Note 1)	Tuition Remissions (Note 1)	UW Extension IIA (Note 5)	Total
Divisions								
Academic Units	\$173,061	(\$1,903,862)	\$89,240	\$62,000	\$322,881	(\$1,699,641)	\$17,695,962	\$14,739,641
General Educational Administration	56,495	0	0	0	8,683	0	0	65,178
Administrative Affairs	0	0	0	0	261,631	0	0	261,631
Student Affairs	0	0	0	0	48,321	0	10,000	58,321
Total	\$229,556	(\$1,903,862)	\$89,240	\$62,000	\$641,516	(\$1,699,641)	\$17,705,962	\$15,124,771
Academic Units								
Academic Affairs - Vice Chancellor	0	0	0	0	3,525	(4,327)	0	(802)
Allied Health Professions	0	0	5,200	0	5,904	(24,441)	641,000	627,663
Architecture & Urban Planning	20,695	0	0	0	4,000	(88,755)	76,330	12,270
Business Administration	0	0	11,440	0	7,838	(103,328)	66,425	(17,625)
Education	33,400	0	5,200	0	8,125	(47,536)	1,304,877	1,304,066
Engineering & Applied Science	10,500	0	2,080	0	17,685	(134,421)	6,422,585	6,318,429
The Arts	22,051	0	13,520	0	10,184	(92,205)	393,155	346,705
Graduate School	0	0	520	0	21,723	(32,963)	0	(10,720)
Information & Media Technologies	0	(382,862)	0	0	117,716	0	0	(265,146)
Letters & Science	27,000	0	33,600	12,000	64,096	(1,104,154)	962,071	(5,387)
Library	0	(1,521,000)	0	0	40,395	0	0	(1,480,605)
Library & Information Science	0	0	2,080	50,000	711	0	117,100	169,891
Nursing	159	0	5,200	0	6,043	(9,188)	229,517	231,731
Social Welfare	51,756	0	10,400	0	3,273	(58,323)	232,840	239,946
Student Academic Development	7,500	0	0	0	3,482	0	0	10,982
Outreach & Continuing Education	0	0	0	0	8,181	0	7,250,062	7,258,243
Summer Session	0	0	0	0	0	0	0	0
	173,061	(1,903,862)	89,240	62,000	322,881	(1,699,641)	17,695,962	14,739,641

Note: The above data represents firm allocations as of the preparation date of this report. Allocations made subsequent to this date are not included.

University of Wisconsin--Milwaukee

1998-99 Budget

One Time Allocations - Academic Support (B97)

	Vice Chancellor's Contingency	Campus Opportunity Fund	Classroom/ Lab Modern.	Recruitment and Retention	Technology Fee	Enrollment Enhance.	Technology Initiative	Undergrad. Initiative	Total
Divisions									
Academic Units	\$575,133	\$50,000	\$1,119,841	\$18,000	\$955,790	\$0	\$436,500	\$132,630	\$3,287,894
General Educational Administration	0	0	0	0	0	0	0	0	0
Administrative Affairs	0	0	0	0	0	0	0	0	0
Student Affairs	0	0	0	0	40,200	0	0	0	40,200
Total	\$575,133	\$50,000	\$1,119,841	\$18,000	\$955,790	\$0	\$436,500	\$132,630	\$3,328,094
Academic Units									
Academic Affairs - Vice Chancellor	161,419	0	0	0	0	0	5,000	0	166,419
Allied Health Professions	21,200	0	22,210	18,000	0	0	8,385	0	69,795
Architecture & Urban Planning	0	0	0	0	0	0	7,529	0	7,529
Business Administration	0	0	3,000	0	0	0	12,210	0	15,210
Education	6,750	0	0	0	0	0	50,732	0	57,482
Engineering & Applied Science	0	50,000	150,000	0	0	0	14,075	0	214,075
The Arts	0	0	100,000	0	0	0	18,411	0	118,411
Graduate School	0	0	0	0	0	0	140,000	0	140,000
Information & Media Technologies	196,900	0	364,543	0	798,433	0	44,000	132,630	1,536,506
Letters & Science	112,350	0	358,138	0	15,000	0	110,148	0	595,636
Library	0	0	0	0	122,357	0	0	0	122,357
Library & Information Science	1,000	0	50,000	0	0	0	1,630	0	52,630
Nursing	7,500	0	71,950	0	0	0	6,774	0	86,224
Social Welfare	62,500	0	0	0	0	0	15,840	0	78,340
Student Academic Development	5,514	0	0	0	20,000	0	0	0	25,514
Outreach & Continuing Education	0	0	0	0	0	0	1,766	0	1,766
Summer Session	0	0	0	0	0	0	0	0	0
	575,133	50,000	1,119,841	18,000	955,790	0	436,500	132,630	3,287,894

Note: The above data represents firm allocations as of the preparation date of this report. Allocations made subsequent to this date are not included.

Detailed Schedules

Schedules C1 to C3 provide information for the current year by source and activity, by source and major expenditure classification, and by activity and major expenditure classification for all funds.

Schedules C4 to C6 provide information for the current year by source and activity, by source and major expenditure classification and by activity and major expenditure classification for state program funds.

Schedule C7 provides information by division and revenue source for non-credit and credit programming per UW Extension Inter-Institutional Agreement.

University of Wisconsin--Milwaukee
1998-99 Budget
All Funds By Source and Activity

	State Program Funds	Other State Funds	Extramural Support	Program Revenue	Total
Primary Programs					
Instruction	\$82,354,100	\$0	\$4,918,100	\$4,230,700	\$91,502,900
Research	8,075,300	0	12,866,900	403,800	\$21,346,000
Public Service	728,100	0	1,821,500	1,753,200	\$4,302,800
	91,157,500	0	19,606,500	6,387,700	117,151,700
Support Programs					
Academic Support	30,235,000	0	331,500	713,300	31,279,800
Student Services	10,234,100	0	1,990,400	17,777,500	30,002,000
Student Aid	40,100	2,038,300	56,039,900	209,000	58,327,300
Physical Plant	11,770,000	4,758,700	182,400	104,700	16,815,800
Institutional Support	10,910,600	0	766,600	929,500	12,606,700
	63,189,800	6,797,000	59,310,800	19,734,000	149,031,600
Education & General Expenditures	154,347,300	6,797,000	78,917,300	26,121,700	266,183,300
Auxiliary Enterprises	57,400	0	41,000	24,466,000	24,564,400
Debt Service on Academic Buildings	0	8,937,700	0	0	8,937,700
Total	\$154,404,700	\$15,734,700	\$78,958,300	\$50,587,700	\$299,685,400

University of Wisconsin--Milwaukee

1998-99 Budget

All Funds by Source and Major Expenditure Classification

	State Program Funds	Other State Funds	Extramural Support	Program Revenue	Total
Staff Compensation					
Unclassified Staff Salaries	\$79,987,900	\$0	\$9,612,700	\$6,707,500	\$96,308,100
Classified Staff Salaries	26,676,900	0	2,095,400	9,700,000	\$38,472,300
Fringe Benefits	32,799,900	55,200	1,582,500	3,698,300	\$38,135,900
	139,464,700	55,200	13,290,600	20,105,800	172,916,300
Supplies, Services & Sales Credits					
Supplies & Services	23,502,200	5,658,300	8,396,400	32,477,700	70,034,600
Sales Credits	(12,603,600)	(899,600)	0	(7,324,400)	(20,827,600)
	10,898,600	4,758,700	8,396,400	25,153,300	49,207,000
Capital	4,001,300	0	986,000	2,781,200	7,768,500
Student Aid	40,100	1,983,200	56,194,300	204,000	58,421,600
Municipal Services	0	0	91,000	351,200	442,200
Debt Service					
On Academic Facilities	0	8,937,700	0	0	8,937,700
On Auxiliary Facilities	0	0	0	1,992,100	1,992,100
	0	8,937,700	0	1,992,100	10,929,800
Total	\$154,404,700	\$15,734,800	\$78,958,300	\$50,587,600	\$299,685,400

University of Wisconsin--Milwaukee

1998-99 Budget

All Funds By Activity & Major Expenditure Classification

	Total	Unclassified Staff	Classified Staff	Fringe Benefits	Supply & Expense	Capital Aids & Spec. Purp.
Primary Programs						
Instruction	\$91,502,800	\$58,363,800	\$5,081,600	\$17,784,000	\$9,653,100	\$620,300
Research	21,346,100	11,306,800	1,125,500	2,583,800	5,266,600	1,063,400
Public Service	4,302,800	2,207,400	188,800	394,000	1,456,500	56,100
	117,151,700	71,878,000	6,395,900	20,761,800	16,376,200	1,739,800
Support Programs						
Academic Support	31,279,900	12,387,500	8,228,900	6,345,900	829,000	3,488,600
Student Services	30,001,900	7,553,100	6,470,700	3,751,000	10,017,100	2,210,000
Student Aid	58,327,300	0	47,400	96,700	5,000	58,178,200
Physical Plant	16,815,700	526,800	7,194,300	3,013,900	6,000,800	79,900
Institutional Support	12,606,700	3,188,000	4,867,300	2,799,500	1,521,700	230,200
	149,031,500	23,655,400	26,808,600	16,007,000	18,373,600	64,186,900
Educ & Genrl Exp						
	266,183,200	95,533,400	33,204,500	36,768,800	34,749,800	65,926,700
Auxiliary Enterprises	24,564,500	774,600	5,267,800	1,367,100	14,457,300	2,697,700
Debt Serv on Acad Bldg	8,937,700	0	0	0	0	8,937,700
Total	\$299,685,400	\$96,308,000	\$38,472,300	\$38,135,900	\$49,207,100	\$77,562,100

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds By Division and Activity

	Division	Total	Instruction	Research	Public Service	Academic Support	Student Services	Student Aid	Auxiliary Enterprises	Physical Plant	Institutional Support
Divisions											
Academic Units	B05	\$101,428,500	\$66,439,400	\$6,383,500	\$584,100	\$23,210,200	\$3,571,700	\$0	\$57,400	\$180,400	\$1,001,800
General Educational Administratn	B01	2,426,400	84,300	3,000	17,700	157,800	413,500	0	0	0	1,750,100
Administrative Affairs	B02	13,814,300	176,600	16,400	1,400	59,400	18,100	0	0	8,396,200	5,146,200
Student Affairs	B03	4,313,700	0	0	0	0	4,124,700	40,100	0	0	148,900
Unit Wide	B98	32,421,800	15,653,600	1,672,400	124,900	6,807,700	2,106,100	0	0	3,193,400	2,863,700
Total		\$154,404,700	\$82,353,900	\$8,075,300	\$728,100	\$30,235,100	\$10,234,100	\$40,100	\$57,400	\$11,770,000	\$10,910,700
Academic Units											
Academic Affairs - Vice Chanc.	B05	798,300	118,300	0	0	85,200	0	0	0	0	594,800
Allied Health Professions	B10	4,397,200	3,604,800	0	0	691,900	0	0	0	100,500	0
Architecture & Urban Planning	B11	2,929,800	2,264,900	80,100	0	584,800	0	0	0	0	0
Business Administration	B12	7,214,600	5,853,000	282,500	0	1,079,100	0	0	0	0	0
Education	B17	6,455,100	5,284,700	149,700	14,200	1,006,500	0	0	0	0	0
Engineering & Applied Science	B19	7,180,000	5,627,800	812,200	0	634,000	106,000	0	0	0	0
The Arts	B21	7,185,600	6,132,400	0	37,000	1,016,200	0	0	0	0	0
Graduate School	B34	4,483,700	(12,800)	3,320,700	0	568,200	607,600	0	0	0	0
Information & Media Technologies	B40	5,384,100	201,900	249,700	155,800	2,854,500	1,377,900	0	57,400	79,900	407,000
Letters & Science	B48	34,547,400	30,880,600	1,230,500	176,600	2,259,700	0	0	0	0	0
Library	B50	6,800,200	0	0	0	6,800,200	0	0	0	0	0
Library & Information Science	B51	898,600	701,700	0	0	196,900	0	0	0	0	0
Nursing	B65	4,282,600	3,211,800	203,100	0	867,700	0	0	0	0	0
Social Welfare	B86	2,335,800	1,845,700	55,000	0	435,100	0	0	0	0	0
Student Academic Development	B88	1,784,000	462,200	0	0	0	1,321,800	0	0	0	0
Outreach & Continuing Education	B90	655,900	0	0	200,500	334,500	120,900	0	0	0	0
Summer Session	B94	0	0	0	0	0	0	0	0	0	0
Academic Support	B97	4,095,600	262,400	0	0	3,795,700	37,500	0	0	0	0
		101,428,500	66,439,400	6,383,500	584,100	23,210,200	3,571,700	0	57,400	180,400	1,001,800

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds By Division & Major Expenditure Classification

	Division	Total	Unclassified Staff	Classified Staff	Fringe Benefits	Supply & Expense	Sales Credits	Capital Aids & Spec. Purp.
Divisions								
Academic Units	B05	\$101,428,700	\$76,079,400	\$13,296,700	\$0	\$17,351,700	(\$9,038,600)	\$3,739,500
General Educational Administration	B01	2,426,300	1,510,500	324,800	0	687,100	(96,100)	0
Administrative Affairs	B02	13,814,300	1,751,200	10,515,700	0	4,598,900	(3,150,200)	98,700
Student Affairs	B03	4,313,700	2,251,900	1,783,200	0	541,600	(318,700)	55,700
Unit Wide	B98	32,421,700	(1,605,200)	756,500	32,799,900	323,000	0	147,500
Total		\$154,404,700	\$79,987,800	\$26,676,900	\$32,799,900	\$23,502,300	(\$12,603,600)	\$4,041,400

Academic Units

Academic Affairs - Vice Chanc.	B05	798,300	619,300	137,300	0	41,700	0	0
Allied Health Professions	B10	4,397,200	3,494,700	439,800	0	385,700	0	77,000
Architecture & Urban Planning	B11	2,929,800	2,513,600	188,600	0	227,600	0	0
Business Administration	B12	7,214,700	6,532,000	311,800	0	365,900	0	5,000
Education	B17	6,455,200	5,507,900	460,300	0	504,000	(17,000)	0
Engineering & Applied Science	B19	7,179,900	5,854,900	784,500	0	421,600	0	118,900
The Arts	B21	7,185,500	6,110,900	495,300	0	570,200	0	9,100
Graduate School	B34	4,483,700	3,179,300	885,000	0	391,900	0	27,500
Information & Media Technologies	B40	5,384,000	1,199,300	3,646,400	0	6,522,400	(6,560,300)	576,200
Letters & Science	B48	34,547,400	30,006,700	2,753,700	0	1,603,100	0	183,900
Library	B50	6,800,200	1,715,200	1,687,200	0	941,700	(19,700)	2,475,800
Library & Information Science	B51	898,800	800,900	54,600	0	43,300	0	0
Nursing	B65	4,282,700	3,736,900	280,500	0	265,300	0	0
Social Welfare	B86	2,335,800	1,957,900	167,700	0	227,200	(17,000)	0
Student Academic Development	B88	1,784,000	1,369,000	310,100	0	104,900	0	0
Outreach & Continuing Education	B90	655,900	425,700	343,100	0	2,070,100	(2,183,000)	0
Summer Session	B94	0	0	0	0	0	0	0
Academic Support	B97	4,095,600	1,055,200	350,800	0	2,665,100	(241,600)	266,100
		101,428,700	76,079,400	13,296,700	0	17,351,700	(9,038,600)	3,739,500

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds By Activity & Major Expenditure Classification

	Total	Salaries	Fringe Benefits	Supply & Expense	Sales Credits	Capital Aids & Spec. Purp.
Primary Programs						
Instruction	\$82,354,100	\$59,526,500	\$17,044,100	\$5,198,700	(\$2,000)	\$586,800
Research	8,075,300	5,664,500	1,638,500	744,800	0	27,500
Public Service	728,100	418,100	122,700	187,300	0	0
	91,157,500	65,609,100	18,805,300	6,130,800	(2,000)	614,300
Support Programs						
Academic Support	30,235,100	19,877,500	6,302,000	7,899,500	(7,116,700)	3,272,800
Student Services	10,234,000	6,041,800	2,030,500	2,534,900	(388,700)	15,500
Student Aid	40,100	0	0	0	0	40,100
Physical Plant	11,770,000	7,632,600	3,005,900	2,586,400	(1,505,400)	50,500
Institutional Support	10,910,600	7,503,700	2,656,200	4,293,200	(3,590,800)	48,300
	63,189,800	41,055,600	13,994,600	17,314,000	(12,601,600)	3,427,200
Educ & Genrl Exp	154,347,300	106,664,700	32,799,900	23,444,800	(12,603,600)	4,041,500
Auxiliary Enterprises	57,400	0	0	57,400	0	0
Total	\$154,404,700	\$106,664,700	\$32,799,900	\$23,502,200	(\$12,603,600)	\$4,041,500

University of Wisconsin--Milwaukee

1998-99 Budget

UW Extension Inter-Institutional Agreement

	General Purpose Revenues	Program Revenues	Total Revenues	FTE
Non-Credit Programming				
Allied Health Professions	\$0	\$207,000	\$207,000	0.00
Architecture & Urban Planning	10,300	66,000	76,300	0.00
Business Administration	62,900	3,500	66,400	1.50
Education	7,600	67,200	74,800	0.10
Engineering & Applied Science	10,100	6,412,400	6,422,500	17.80
The Arts	0	263,200	263,200	0.23
Letters & Science	0	57,900	57,900	0.20
Library & Information Science	0	0	0	0.00
Nursing	74,500	155,000	229,500	2.05
Social Welfare	0	0	0	0.00
Outreach & Continuing Education	1,855,800	5,062,500	6,918,300	45.96
	2,021,200	12,294,700	14,315,900	67.84
Credit Programming				
Student Affairs	0	10,000	10,000	0.00
Allied Health Professions	0	434,000	434,000	1.60
Architecture & Urban Planning	0	0	0	0.00
Education	0	1,230,000	1,230,000	3.40
Engineering & Applied Science	0	0	0	0.00
The Arts	0	130,000	130,000	0.00
Letters & Science	0	904,200	904,200	1.80
Library & Information Science	0	117,100	117,100	0.00
Nursing	0	0	0	0.00
Social Welfare	0	232,800	232,800	0.30
Outreach & Continuing Education	0	331,900	331,900	0.50
	0	3,390,000	3,390,000	7.60
Total (Note 5)	\$2,021,200	\$15,684,700	\$17,705,900	75.44

Related Schedules:

A8

A10

Salary & Position Schedules – State Program Funds

Schedules D1 to D4 provide salary and FTE information for state program funds by division.

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Salaries - Summary

	Positions	Provisional	Total	FTE
Divisions				
Academic Units	\$75,672,900	\$13,703,100	\$89,376,000	1,799.20
General Educational Administration	1,741,300	94,000	1,835,300	37.38
Administrative Affairs	12,020,200	246,800	12,267,000	403.35
Student Affairs	3,911,500	123,500	4,035,000	109.58
Unit Wide (Note 8)	(848,600)	0	(848,600)	36.67
Total	<u>\$92,497,300</u>	<u>\$14,167,400</u>	<u>\$106,664,700</u>	<u>2,386.18</u>

Academic Units

Academic Affairs - Vice Chanc.	770,000	(13,500)	756,500	14.37
Allied Health Professions	3,828,400	106,100	3,934,500	87.75
Architecture & Urban Planning	2,307,000	395,200	2,702,200	50.01
Business Administration	5,999,700	844,000	6,843,700	116.82
Education	5,675,100	293,100	5,968,200	119.71
Engineering & Applied Science	5,746,600	892,800	6,639,400	102.98
The Arts	5,350,500	1,255,800	6,606,300	121.98
Graduate School	3,378,400	685,900	4,064,300	94.55
Information & Media Technologies	4,461,000	384,700	4,845,700	115.44
Letters & Science	25,506,500	7,253,900	32,760,400	678.93
Library	3,265,000	137,400	3,402,400	89.35
Library & Information Science	793,100	62,300	855,400	18.00
Nursing	4,345,300	(327,900)	4,017,400	88.85
Social Welfare	1,998,000	127,500	2,125,500	38.82
Student Academic Development	1,406,600	272,500	1,679,100	39.29
Outreach & Continuing Education	619,800	149,100	768,900	17.85
Summer Session	0	0	0	0.00
Academic Support	221,900	1,184,200	1,406,100	4.50
	<u>75,672,900</u>	<u>13,703,100</u>	<u>89,376,000</u>	<u>1,799.20</u>

Related Schedules:

D2

D4

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Salaries - Positions

	Unclassified		Classified		Total	
	Amount	FTE	Amount	FTE	Amount	FTE
Divisions						
Academic Units	\$64,069,000	1,147.19	\$11,652,100	408.56	\$75,721,100	1,555.75
General Educ Admin	1,453,400	26.38	287,900	11.00	1,741,300	37.38
Administrative Affairs	1,751,300	26.25	10,268,900	377.10	12,020,200	403.35
Student Affairs	2,334,200	51.58	1,577,400	58.00	3,911,600	109.58
Unit Wide	(1,605,200)	36.67	756,500	0.00	(848,700)	36.67
Total	\$68,002,700	1,288.07	\$24,542,800	854.66	\$92,545,500	2,142.73
Academic Units						
Acad Aff - Vice Chanc.	637,700	9.07	132,300	5.30	770,000	14.37
Allied Health Prof	3,408,900	65.49	419,500	16.26	3,828,400	81.75
Arch & Urban Planning	2,150,500	39.00	156,500	6.00	2,307,000	45.00
Business Administration	5,722,300	75.41	283,700	12.00	6,006,000	87.41
Education	5,251,000	98.96	424,100	16.75	5,675,100	115.71
Engr & Applied Science	5,105,100	74.54	642,500	21.69	5,747,600	96.23
The Arts	4,917,500	94.52	433,000	16.50	5,350,500	111.02
Graduate School	2,572,300	44.90	847,000	30.63	3,419,300	75.53
Information & Media Tech	1,181,100	22.99	3,279,900	92.45	4,461,000	115.44
Letters & Science	22,831,100	413.23	2,675,500	104.40	25,506,600	517.63
Library	1,813,700	38.75	1,451,300	50.60	3,265,000	89.35
Library & Info Science	745,100	16.00	47,900	2.00	793,000	18.00
Nursing	4,129,400	80.05	215,900	8.80	4,345,300	88.85
Social Welfare	1,867,000	32.82	131,100	5.00	1,998,100	37.82
Student Academic Dev.	1,196,100	31.11	210,400	8.18	1,406,500	39.29
Outreach & Cont Educ	398,000	8.35	221,800	9.50	619,800	17.85
Summer Session	0	0.00	0	0.00	0	0.00
Academic Support	142,200	2.00	79,700	2.50	221,900	4.50
	64,069,000	1,147.19	11,652,100	408.56	75,721,100	1,555.75

Related Schedules: D3

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Salaries - Unclassified Positions

	Faculty		Academic Staff		Limited Appts		Total	
	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE
Divisions								
Academic Units	\$44,427,800	741.47	\$12,657,000	315.86	\$6,984,200	89.86	\$64,069,000	1,147.19
General Educ Admin	0	0.00	625,800	15.76	827,600	10.62	1,453,400	26.38
Administrative Affairs	0	0.00	388,800	8.00	1,362,400	18.25	1,751,200	26.25
Student Affairs	0	0.00	1,211,600	33.95	1,122,600	17.63	2,334,200	51.58
Unit Wide (Note 9)	1,247,000	62.35	(2,852,100)	(25.68)	0	0.00	(1,605,100)	36.67
Total	\$45,674,800	803.82	\$12,031,100	347.89	\$10,296,800	136.36	\$68,002,700	1,288.07
Academic Units								
Acad Aff - Vice Chanc.	0	0.00	122,000	2.45	515,700	6.62	637,700	9.07
Allied Health Prof	2,347,700	43.25	705,200	16.49	355,900	5.75	3,408,800	65.49
Arch & Urban Planning	1,686,400	30.50	241,600	6.00	222,500	2.50	2,150,500	39.00
Business Administration	4,437,100	54.54	619,200	13.68	665,900	7.19	5,722,200	75.41
Education	4,153,300	76.23	738,900	18.48	358,700	4.25	5,250,900	98.96
Engr & Applied Science	4,262,900	59.96	470,700	11.00	371,500	3.58	5,105,100	74.54
The Arts	3,930,000	71.41	675,300	19.11	312,200	4.00	4,917,500	94.52
Graduate School	646,500	8.73	1,029,000	24.25	896,900	11.92	2,572,400	44.90
Information & Media Tech.	0	0.00	730,200	16.99	450,900	6.00	1,181,100	22.99
Letters & Science	18,890,700	324.88	2,876,500	73.75	1,063,900	14.60	22,831,100	413.23
Library	0	0.00	1,367,800	32.75	445,900	6.00	1,813,700	38.75
Library & Info Science	487,600	11.00	91,800	3.00	165,800	2.00	745,200	16.00
Nursing	2,193,600	37.25	1,426,700	37.30	509,200	5.50	4,129,500	80.05
Social Welfare	1,358,600	23.32	310,700	7.00	197,600	2.50	1,866,900	32.82
Student Academic Dev.	0	0.00	907,000	25.61	289,200	5.50	1,196,200	31.11
Outreach & Cont Educ	33,400	0.40	289,100	7.00	75,600	0.95	398,100	8.35
Summer Session	0	0.00	0	0.00	0	0.00	0	0.00
Academic Support	0	0.00	55,300	1.00	86,800	1.00	142,100	2.00
	44,427,800	741.47	12,657,000	315.86	6,984,200	89.86	64,069,000	1,147.19

University of Wisconsin--Milwaukee

1998-99 Budget

State Program Funds Salaries - Provisional Salaries

	Additional Staff	Anticipated Savings	Graduate Assistants	Student Help	LTE and Other	Total	Graduate Assistants FTE
Divisions							
Academic Units	\$11,339,300	(\$5,369,400)	\$5,684,000	\$1,435,900	\$565,100	\$13,654,900	243.45
General Educ Admin	111,500	(54,400)	0	36,900	0	94,000	0.00
Administrative Affairs	0	(722,300)	0	195,400	773,700	246,800	0.00
Student Affairs	13,600	(122,700)	0	139,900	92,800	123,600	0.00
Unit Wide	0	0	0	0	0	0	0.00
Total	\$11,464,400	(\$6,268,800)	\$5,684,000	\$1,808,100	\$1,431,600	\$14,119,300	243.45

Academic Units

Acad Aff - Vice Chanc.	7,700	(26,100)	0	4,900	0	(13,500)	0.00
Allied Health Prof	302,900	(320,400)	103,200	14,100	6,300	106,100	6.00
Arch & Urban Planning	281,300	(38,800)	120,600	32,100	0	395,200	5.01
Business Administration	745,700	(476,500)	505,900	62,700	0	837,800	29.41
Education	451,500	(266,500)	71,900	31,000	5,200	293,100	4.00
Engr & Applied Science	704,000	(70,300)	116,100	1,900	140,100	891,800	6.75
The Arts	1,077,400	(61,400)	177,500	36,900	25,400	1,255,800	10.96
Graduate School	410,700	(336,800)	494,400	52,500	24,200	645,000	19.02
Information & Media Tech.	18,200	(133,700)	0	242,000	258,200	384,700	0.00
Letters & Science	3,501,300	(498,100)	4,076,000	142,800	31,800	7,253,800	161.30
Library	0	(98,500)	0	202,900	33,000	137,400	0.00
Library & Info Science	87,800	(32,100)	0	6,600	0	62,300	0.00
Nursing	161,700	(554,200)	0	64,600	0	(327,900)	0.00
Social Welfare	164,600	(92,000)	18,400	16,000	20,600	127,600	1.00
Student Academic Dev.	217,500	(44,700)	0	84,600	15,000	272,400	0.00
Outreach & Cont Educ	34,800	(7,100)	0	121,400	0	149,100	0.00
Summer Session	0	0	0	0	0	0	0.00
Academic Support	3,172,200	(2,312,200)	0	318,900	5,300	1,184,200	0.00
	11,339,300	(5,369,400)	5,684,000	1,435,900	565,100	13,654,900	243.45

Auxiliary Enterprises

Schedule E1 provides summary information for the changes in estimated net working capital for the year by auxiliary unit.

Schedule E2 provides detail information for the current year's operating budget by auxiliary unit.

University of Wisconsin--Milwaukee

1998-99 Budget

Auxiliary Enterprises - Changes in Reserves

	7/1/98 Estimated Net Working Capital	Contribution To Reserves	Reserve/ Capital Expenditures	7/1/99 Estimated Net Working Capital
Administrative Affairs				
Fleet Services	\$163,800	(\$9,600)	\$0	\$154,200
Parking	3,020,200	92,000	(1,201,100)	1,911,100
Transit	605,800	52,900	(459,900)	198,800
Student UPASS	100	(100)	0	0
Business & Financial Services	18,800	3,100	0	21,900
	3,808,700	138,300	(1,661,000)	2,286,000
Student Affairs				
Auxiliary Services	44,100	100	(5,000)	39,200
Union	3,362,100	350,200	(1,920,000)	1,792,300
Dining Services	1,105,100	68,900	(273,000)	901,000
Bookstore	369,200	85,200	(47,000)	407,400
Residence Life	5,186,200	67,100	(815,000)	4,438,300
Athletics	(48,400)	12,800	0	(35,600)
Student Health	52,300	107,400	(115,600)	44,100
Student Organizations	106,800	48,100	(45,500)	109,400
Off Campus Housing	1,000	(100)	0	900
Child Care Center	94,900	200	0	95,100
Women's Center	10,500	(2,700)	0	7,800
Klotsche Center	(44,300)	132,400	(10,000)	78,100
	10,239,500	869,600	(3,231,100)	7,878,000
Other Units				
Municipal Services	19,900	(7,000)	0	12,900
Non-auxiliaries	1,029,700	425,400	(402,400)	1,052,700
	1,049,600	418,400	(402,400)	1,065,600
Total	\$15,097,800	\$1,426,300	(\$5,294,500)	\$11,229,600

University of Wisconsin--Milwaukee

1998-99 Budget

Auxiliary Enterprises Operating Budget

	Revenues			Expenditures**			Expenditures			Non-Operating Items			Contrib To Reserves
	Operating Revenues	Segregated Fees	Total Revenues	Cost of Goods Sold	Salaries	Fringe Benefits	Supplies & Services*	Debt Service	Total Expenditures	Interest	Transfers/ Extraordinary	Total	
Administrative Affairs													
Fleet Services	\$274,400	\$0	\$274,400	\$0	\$10,200	\$4,400	\$274,900	\$0	\$289,500	\$5,500	\$0	\$5,500	(\$9,600)
Parking	1,908,200	0	1,908,200	0	355,900	86,000	784,100	208,500	1,434,500	151,000	(532,700)	(381,700)	92,000
Transit	0	82,600	82,600	0	76,100	22,500	457,400	0	556,000	29,800	496,500	526,300	52,900
Student UPASS	6,100	1,341,800	1,347,900	0	5,800	500	1,387,600	0	1,393,900	9,000	36,900	45,900	(100)
Business & Financial Serv	927,200	0	927,200	0	610,400	176,100	138,500	0	925,000	900	0	900	3,100
	3,115,900	1,424,400	4,540,300	0	1,058,400	289,500	3,042,500	208,500	4,598,900	196,200	700	196,900	138,300
Student Affairs													
Auxiliary Services	696,400	0	696,400	0	485,000	144,100	70,700	0	699,800	3,500	0	3,500	100
Union	1,628,600	3,030,400	4,659,000	268,500	1,745,000	408,600	1,481,000	631,000	4,534,100	225,300	0	225,300	350,200
Dining Services	5,934,600	0	5,934,600	2,121,000	1,941,000	371,400	1,441,100	0	5,874,500	25,000	(16,200)	8,800	68,900
Bookstore	8,714,400	0	8,714,400	6,124,300	934,600	234,100	1,333,400	0	8,626,400	13,400	(16,200)	(2,800)	85,200
Residence Life	5,681,500	0	5,681,500	0	2,091,800	395,900	2,459,800	1,025,600	5,973,100	370,000	(11,300)	358,700	67,100
Athletics	458,900	2,008,400	2,467,300	0	964,100	274,100	1,220,600	0	2,458,800	4,300	0	4,300	12,800
Student Health	326,300	2,256,200	2,582,500	0	1,592,900	454,000	433,200	0	2,480,100	5,000	0	5,000	107,400
Student Organizations	60,000	502,400	562,400	0	107,700	27,800	385,800	0	521,300	7,000	0	7,000	48,100
Off Campus Housing	0	18,200	18,200	0	7,200	1,000	10,500	0	18,700	400	0	400	(100)
Child Care Center	1,536,500	346,300	1,882,800	0	1,425,200	252,500	209,900	0	1,887,600	5,000	0	5,000	200
Women's Center	0	105,700	105,700	0	71,600	18,600	19,200	0	109,400	1,000	0	1,000	(2,700)
Klotsche Center	0	157,400	157,400	0	0	0	30,000	0	30,000	5,000	0	5,000	132,400
	25,037,200	8,425,000	33,462,200	8,513,800	11,366,100	2,582,100	9,095,200	1,656,600	33,213,800	664,900	(43,700)	621,200	869,600
Other Units													
Municipal Services	0	105,800	105,800	0	0	0	116,400	0	116,400	3,600	0	3,600	(7,000)
Non-auxiliaries	7,576,400	0	7,576,400	0	1,436,300	312,100	5,375,700	127,000	7,251,100	56,400	43,700	100,100	425,400
	7,576,400	105,800	7,682,200	0	1,436,300	312,100	5,492,100	127,000	7,367,500	60,000	43,700	103,700	418,400
Total	\$35,729,500	\$9,955,200	\$45,684,700	\$8,513,800	\$13,860,800	\$3,183,700	\$17,629,800	\$1,992,100	\$45,180,200	\$921,100	\$700	\$921,800	\$1,426,300

* Supplies & Services includes aids to individuals.

** Expenditures are shown on an accrual basis of accounting which is used for internal management purposes. Total expenditure amounts vary from those in Schedule A11 which are shown on a cash basis of accounting. The amounts in Schedule A11 are used by UW System to develop the Red Book.

University Of Wisconsin - Milwaukee
1998-99 Budget Report
Notes

Note 1 - State Program Funds

The 1998-99 UWM state program funds budget of \$154,404,733 (Schedule B1) increases the 1997-98 budget by \$5,743,223 (3.9%). The changes consist of the following elements:

<u>Compensation: (Schedules B1 & B2)</u>	<u>Amount</u>	<u>% of Total</u>
Salaries	\$4,000,189	69.7%
Fringe Benefits	2,095,438	36.5%
Net Tuition Remissions - Graduate Assistants	(1,544,011)	-26.9%
Total Compensation	<u>4,551,616</u>	<u>79.3%</u>
<u>Non-Compensation: (Schedules B1 & B3)</u>	<u>1,191,607</u>	<u>20.7%</u>
Total Increase	<u><u>\$5,743,223</u></u>	<u><u>100.0%</u></u>

The 1997-99 State approved Compensation Plan is as follows:

	<u>1997-98</u>	<u>1998-99</u>
Faculty & Academic Staff	4.0%	4.5%
Represented Classified	3.0%	3.5%
Nonrepresented Classified	3.0%	3.0%

The nonrepresented classified pay plan also provides for an additional 1% annual discretionary Performance Recognition Award plus a 0.5% selective Performance Recognition Award for 1998-99.

The Legislature provided full funding for the Faculty and Academic Staff pay plan by granting 104% tuition spending authority for the first year and 103% in the second year plus additional GPR funding (\$4,000,000 System wide) in the second year.

The Legislature did not fund the entire Represented and Nonrepresented Classified pay plans for the biennium. However, State revenues were greater than expected and additional funding was received. For the biennium, the classified pay plan was partially funded at 81.4%. UWM's shortfall will be about \$315,000 for the biennium.

The 1998-99 Classified Pay Plan is allocated to the Unit Wide account (Schedule B2) and will be distributed to divisions, as customary, in the following year (Schedule B8).

Fringe benefits for UWM State Program Funds are budgeted to be \$32,799,893 for 1998-99. This represents an increase of \$2,095,438 or 6.8% (Schedule B2). UW System allocates fringes from its pool of funds based on historical experience. While a budget increase, this is a technical adjustment as fringe benefits can only be used for these types of payments (any budget surplus in this line reverts to the State; in turn, the State funds any shortfall).

The biennial budget passed by the Legislature also required the Board of Regents to remit all or part of resident graduate tuition for employed graduate assistants with appointments equal to at least 33% of a full-time equivalent position. UWM completed negotiations with the Graduate Assistants' union during November of 1997, which resulted in reduced compensation in return for the remission of in-state tuition. The contract was ratified and implemented during the 97-98 Spring semester. Implementation of this contract will result in reduced tuition revenues and reduced salary expenses for UWM.

UWM's budget was decreased by \$1,544,000 to reflect net tuition remissions estimated for teaching and project assistants (Schedule B2). This decrease in expenditures will be offset by a similar decrease in revenues, resulting in a net budget change of zero.

Research Assistants, who are not employees, will receive a substantial increase in their stipend and they will also receive a \$100 per semester tuition remission.

Non-compensation changes are as follows:

Program Allocations

Allied Health - Occupational/Physical Therapy Programs	\$ 570,500
Allied Health - Tuition Surcharges	34,400
Information & Media Technologies - Network Infrastructure	340,113
Faculty Technology/Curricular Redesign (Academic Support)	196,973
Student Technology Fee Revenue Increase (Academic Support)	61,878
Subtotal Program Allocations (Schedule B4)	<u>1,203,864</u>

Base Budget Cuts (Unit Wide/Enrollment Contingency)

UW System General Budget Reduction	(11,875)
Fleet Vehicle Cost reduction	<u>(382)</u>
Subtotal Base Budget Cuts (Schedule B4)	<u>(12,257)</u>

Total (Schedule B3 & B4)	<u><u>\$ 1,191,607</u></u>
--------------------------	----------------------------

The \$570,500 allocation for the School of Allied Health Professions is split between the Occupational and Physical Therapy programs, \$135,500 and \$435,000 respectively.

The School of Allied Health Professions has secured approval to assess a graduate tuition surcharge for its Occupational Therapy (OT) and Communication Sciences and Disorders (CSD) starting in 1998-99. All revenues collected will be returned to the school as increased spending authority.

The biennial budget required a budget reduction to the general program operations of UW System of \$94,700 in 1998-99. UWM's share of this reduction is \$11,875.

A summary of base transfers and reallocations appears on the following pages.

Base Transfers - Uses (Schedule B5)**General Educational Education:**

Program information dissemination initiative	\$ 140,000
Development/Research staff	44,562
Other	20,704

Administrative Affairs:

Institutional memberships	4,100
---------------------------	-------

Academic Affairs:

Transfer employee to backup position	60,000
Personnel adjustments	36,931
Other	29,597

Architecture:

Enhance advising program	8,870
--------------------------	-------

Business Administration:

Strategic Alliance with UW - Colleges	26,884
Other	4,912

Letters & Science:

Strategic Alliance with UW - Colleges	143,000
Other	8,992

Social Welfare:

Joint program with UW - LaCrosse	34,328
----------------------------------	--------

Student Academic Development:

Staff reassignment and transfer	49,321
---------------------------------	--------

Outreach & Continuing Education:

Staff transfer	43,151
Heftner Center support	9,000

Total

\$ 664,352

Base Transfers - Sources (Schedule B5)**Unit Wide Holding Accounts:**

Enrollment Contingency	\$ 111,827
Chancellor's Contingency Account	110,987
UW System Central Investment Fund & Tuition Revenues	109,228

Vice Chancellor's Holding Accounts:

General Contingency Account	144,109
UW System Central Investment Fund	94,984

General Educational Administration

25,234

Student Affairs

20,144

Education

4,000

Media & Information Technologies

1,089

Letters & Science

42,750

Total

\$ 664,352

Base Reallocations - Uses (Schedule B6)**General Educational Education:**

Program information dissemination initiative \$ 273,500

Administrative Affairs:

Enhance Physical Plant operations 125,000

Academic Support:

Campus Opportunity Fund 250,000

Academic Affairs:

Instructional Improvement/Learning Technology Center 43,000

Allied Health Professions:

Occupational Therapy - Matching Funds 102,100

Physical Therapy - Matching Funds 60,000

Business Administration:

International Finance Professor 35,900

Other 11,586

The Arts:

Theatre of Color 20,000

Graduate School:

Salary Differential 7,500

Media & Information Technologies:

Internet II 25,000

Campus support for media equipment 27,000

Library & Information Science:

New Bachelor of Science program 80,000

Global Campus program 41,500

Social Welfare:

Joint program with UW - Lacrosse 24,500

Sullivan-Spaights professor 51,000

Student Academic Development:

Pre-College program 15,000

Total \$1,192,586

Base Reallocations - Sources (Schedule B6)**Unit Wide Holding Accounts:**

Enrollment Contingency \$ 861,600

Chancellor's Contingency Account 11,586

Vice Chancellor's Holding Accounts:

General Contingency Account 319,400

Total \$ 1,192,586

The Klotsche Center program and physical plant activities will be assumed by Student Affairs and Administrative Affairs, respectively, as of July 1, 1998. Since this change was too late to be reflected in the Redbook budget, the technical details transferring budget authority from Allied Health to the two other divisions will be done via one-time budget transfers for 1998-99 (Schedule B7) and the base budget amounts will be transferred for 1999-00 Redbook budget.

Loans on Schedule B8 represent advances made in 1997-98, which will be re-paid in 1998-99.

Note 2 - Other State Funds

Changes to Other State Funds are as follows:

Utilites Heating (Fund 109)	\$ 68,300
Debt Service (Fund 110)	(566,300)
Advanced Opportunity Program (Fund 403)	53,400
Minority Retention Grants (Fund 406)	<u>61,300</u>
Total (Schedules A1 & A8)	<u><u>\$ (383,300)</u></u>

Since funding for GPR utilities and debt service is considered a sum sufficient appropriation, the budget increases will not have an impact on UW-Milwaukee program operations. It is anticipated that actual utility expense will exceed the budget amount. UW System's methodology for allocating GPR debt is based on an institution's proportion of 1996-97 actual expenditures to the system total. UWM's share of the total UW System allocation of \$68,540,700 is \$8,937,700 (Schedule A2).

The total System-wide allocation for the Advanced Opportunity Program increased 3.4% for 1998-99. Likewise, the total System-wide allocation for Minority Retention Grants increased by 9.1% for 1998-99. UW System distributes these funds to each institution based on a three-year rolling average of minority students.

Note 3 - Student Fee Income

Resident undergraduate academic fees increased by \$71 per semester or 4.9%. This compares with an increase of 7.9% in 1997-98. The total academic fee revenue budget has increased by only 2.6% (Schedule A1) because of the tuition remissions being granted to teaching assistants.

Note 4 - Program Revenue Funds

Changes to Auxiliary Enterprises are as follows:

Debt Service - Auxiliary Enterprises (Fund 123)	\$ 7,300
Auxiliary Enterprises & Other Self-Supporting Activities (Fund 128)	3,031,700
Auxiliary Capital Building Projects (Fund 137)	(118,600)
Great Lakes Fish Study (Fund 181)	<u>16,000</u>
Total (Schedule 10A)	<u><u>\$ 2,936,400</u></u>

Approximately \$2,782,000 of the Fund 128 increases is attributable to activities within Student Affairs. The increase in Fund 137 consists of a \$15,000 increase in Administrative Affairs and a \$133,600 decrease for a Student Affairs project.

The Great Lakes Fish Study fund has been increased from a six month to a twelve-month annual appropriation, which allows the DNR to contract for a position at UWM to perform studies of fish in the Great Lakes.

Note 5 - Unit-wide Extension Inter-institutional Agreement

The Unit-Wide Extension Inter-institutional Agreement budget (Fund 104 GPR, 132 PR and 189 PR) is offset in Unit-Wide to reflect the spending authority maintained by University of Wisconsin - Extension, and reported as part of the UW Extension budget. To provide an accurate picture of each division's total resources, both credit and non-credit outreach programs are fully budgeted as follows:

Other State Funds (Schedules A8 & C7)	\$ 2,021,200
Program Revenue Funds (Schedules A10 & C7)	<u>15,684,700</u>
Total (Schedule C7)	<u><u>\$ 17,705,900</u></u>

Since this activity is offset in the Unit-Wide account, the campus total does not reflect Extension activity. If this spending were included, the total UWM budget would be \$17.7 million higher.

Note 6 - Enrollment Contingency

The base budget in the Unit Wide Enrollment Contingency account has been reduced to zero. A summary of transactions follows:

1997-98 Base Funds	<u>\$ 994,602</u>
<u>1998-99 Base Allocations & Transfers</u>	
Base Budget Cuts (Schedule B4)	\$ (12,257)
Base Transfers (Schedule B5)	(111,827)
Base Reallocations (Schedule B6)	(861,600)
Transfer to Chancellor's Contingency Account	<u>(8,918)</u>
	<u><u>\$ (994,602)</u></u>

Note 7 - Extramural Support (Schedule A9)

Fund 133, 144, and 150 budget amounts are projected by the Graduate School based on current activity and estimations of future levels.

Note 8 - Vacant Positions (Schedule D1)

UWM currently is holding about 36 FTE positions in the Unit Wide account to cover ad-hoc instructional positions and to provide for the expansion or creation of new programs as conditions warrant.

Note 9 – Reclassifications

Certain reclassifications have been made for consistent presentation.

Appendix A

University of Wisconsin - Milwaukee 1998-99 Budget Report Glossary of Terms

Academic Affairs - Consists of the Office of the Vice Chancellor and the Center for Improvement of Instruction and Learning Technology Center.

Academic Staff - General, instructional and academic support professional staff (other than faculty and classified staff, limited appointments, employees-in-training and student assistants) with duties and types of appointments primarily associated with higher education institutions and their administration.

Academic Support Division - Consists of Vice Chancellor's holding accounts, Information and Media Technologies matching funds and the business office for Allied Health Professions, Education and Social Welfare. The Vice Chancellor's holding accounts include funding for classroom and lab modernization, recruitment and retention, technology fee, professional development, undergraduate education initiative and the campus opportunity fund.

Academic Units - All the campus units reporting to the Vice Chancellor. This includes all the schools and colleges, the Library, Information & Media Technology, Student Academic Development and the administrative and instructional support units in the Academic Affairs Division and the Vice Chancellor's holding accounts.

Activity - One of ten distinct functions or collections of services which comprise the University's operations. Activities used to distinguish parts of the total campus operations for program budgeting purposes are:

- **Student Services** - All activities established to provide for the student's social and cultural development, clinical counseling, career guidance, and placement services. Optional activities relating to preparatory or remedial skills or knowledge or required activities within the student services area that are not separately organized and/or budgeted are included in this activity. (Budget activity code = 0)
- **Institutional Support** - Executive management, planning and programming, campus and community relations, general administrative services and general support services. (Budget activity code = 1)
- **Instruction** - All activities through which a student may earn credit toward a degree or certificate granted by the University. Departmental research and scholarly activities, institutional governance assignments, and public service that are not separately budgeted are included in this activity. (Budget activity code = 2)
- **Research** - All organized research & scholarly activities conducted within the institution and separately budgeted which are under the terms of a research contract or project, either funded by external agencies or funded as research from UWM's operating budget. (Budget activity code = 4)
- **Public Service** - Service activities that produce benefits for individuals or groups living within the geographic service area of UWM. (Budget activity code = 5)
- **Academic Support** - All activities that provide direct support to the primary academic missions of the University including libraries, learning resource centers, instructional

computing, media, audiovisual services and other academic activities that support primary programs. (Budget activity code = 6)

- Physical Plant - Facilities maintenance, operation and security activities. (Budget activity code = 7)
- Auxiliary Enterprises - All activities that provide necessary and convenient services to students, faculty and staff. Examples are Bookstore, Union, Housing and Parking. (Budget activity code = 8)
- Student Aid - All forms of financial aid assistance to students, such as scholarships, fellowships, grants and loans. (Budget activity code = 9)
- Debt Service (Academic Units) - The costs of amortizing the principle and interest due on campus buildings and related contents. (Budgeted in Fund 110 as activity 7)

Auxiliary Operations - An auxiliary operation or auxiliary enterprise is a self-supporting activity that exists to furnish goods and services to students, faculty or staff, and which charges a fee that is directly related, although not necessarily equal to the costs of service. The fund numbers are: 128 - Operations, 137 - Building Commission approved projects, and 123 - related Debt Service.

Base Reallocation - A decision to add, delete or modify some campus function that involves removing funding from one function and reinvesting it in another.

Base Transfer - A decision to reclassify some function and funding in a different division or activity category without changing the nature of the function or it's funding.

Biennial Budget – Budget in which the State of Wisconsin authorizes funding levels on a two-year cycle beginning on July 1 of every odd-numbered year.

Capital - All payments for non-consumable equipment with a unit cost over \$5,000 plus all library books and some minor remodeling projects under \$30,000. The \$5,000 threshold became effective on July 1, 1997. Prior to the change the threshold was \$1,000.

Classification - See Expenditure Classification

Classified Salaries - Wages and compensation paid to personnel in permanent or provisional state and civil service positions, student help (other than graduate assistants) and limited term employees (LTE's).

Debt Service - The costs of amortizing the principle and interest due on campus buildings and related contents.

Educational & General (E&G) Programs - The term used to include all activities of the university, excluding Auxiliary Operations and Debt Service. It includes Restricted (e.g., Extramural Support) and Unrestricted (e.g., GPO) activities.

Expenditure Classification - Designates what is received in return for the budgeted or actual expenditure. The following categories are used in budget development: Salaries (Unclassified Staff, Classified Staff), Fringe Benefits, Debt Service, Student Aid, Supplies & Expenses, and Capital (Equipment).

Faculty - All unclassified staff holding the rank of professor, associate professor, assistant professor or instructor in an academic department or its functional equivalent.

Federal Aid, Grants and Contracts - Money received from the federal government primarily for research and instruction projects (Fund 144), Perkins Loans (Fund 147), Work Study (Fund 145),

Educational Opportunity Grants (Fund 146), Pell Grants (Fund 148), Direct Student Loans (Fund 149), and Nursing Loans (Funds 151 and 152).

Fringe Benefits - Money paid as the employer's contribution toward a number of employee benefit programs such as retirement, health insurance, unemployment compensation programs, social security and other elective insurance coverage.

Fund - An allocation of money that, by action of the Legislature, is segregated from other allocations and used for a specific, stated purpose. Funds define the general structure of the University's appropriation as approved in the Biennial Budget.

General Education Administration - Includes six small units combined into one division for budget and accounting purposes: 1) Chancellor's Office, 2) Legal Affairs, 3) Office of Diversity/Compliance, 4) Secretary of the University, 5) University Relations, and 6) Development and Alumni Relations.

General Program Operations (GPO) - Money from several sources pooled together for budget and expenditure purposes. This is the largest single operational fund and includes a state appropriation of general purpose revenue (GPR - see below), student academic fee receipts, and a small portion of federal indirect cost reimbursement. Fund 101 designates GPO funds.

General Purpose Revenue (GPR) - Money received by the state from general tax collections, primarily income, sales and excise taxes, and appropriated for specific uses by the Legislature.

Gifts & Trust Fund Income - Money received from nonfederal gifts and grants (Funds 133 & 182), nonfederal loans (Fund 134) and trust funds (Fund 161). Expenditures are restricted according to the terms of the gift, grant, bequest, trust, or device to carry out the purposes for which it was made and received.

Information & Media Technologies - A new division that was formed during 1993-94 by merging Information Systems (formerly in Administrative Affairs), Computing Services, and Educational Communications.

Inter-institutional Agreement (IIA) - An agreement between two UW System institutions used to contract services between the two.

Limited Appointments - Appointments made at the pleasure of the dean, unit or division head. A person holding a limited appointment must also hold a concurrent or back-up faculty, academic staff or classified staff appointment.

Line Item - See Expenditure Classification

Major Classification - See Expenditure Classification

Other State Funds - All state GPR appropriations other than State Program Funds. These include: Student Aid (Fund 107), Advanced Opportunity Programs (Fund 403), Utilities and Heating (Fund 109), principal repayment and interest on academic buildings and lease rental payments (Fund 110) and Lawton Minority Undergraduate Retention (Fund 406).

Program Revenue - Revenues collected and paid into a state general fund that are credited by law to an appropriation to finance a specified program (e.g., Extension continuing education).

Provisional Salaries - Money set aside to fund additional staff on a fixed term, ad hoc basis as well as graduate assistants, student help and classified limited term employees (LTE's).

Restricted Funds - Restricted funds are resources provided to an institution that have externally established limitations or stipulations placed on their use.

Salary Savings - The amount of funds expected to be saved due to employee turnover and vacant positions.

Sales Credits - Money earned by certain campus service departments from charges made for services provided to other offices and divisions.

Special Purposes - A class of major expenditure used for budgeted amounts relating to debt service and payments for municipal services.

State Program Funds - GPR appropriations that directly relate to program operations. These include General Program Operations (Fund 101), Facilities Maintenance (Fund 105), Laboratory Modernization (Fund 114), Distance Education/Instructional Technology (Fund 115) Distinguished Professor (Fund 119), Strategic Planning (Fund 177), and Minority and Disadvantaged Student Programs (Fund 402).

Student Aid - All payments of grants and loans to students to assist in covering the costs of their education.

Student Fee Income - Fees collected from students as nonresident tuition and instructional fees for degree credit instruction (Funds 131, 122, 186).

Supplies & Expense - All payments for "consumable" supplies and services including, for example, equipment purchases under \$5,000, office supplies, telephone service, copying costs, travel, training, printing and postage.

Tuition – See Student Fee Income.

UW System Allocation - Funding provided by the UW System for designated purposes. The funding usually originates in a legislative budget action. Two categories of UW System allocations are:

1. Program - Funding for specific programmatic purposes.
2. Compensation Related - Funding for salaries and fringe benefits increases.

Unclassified Salaries - Wages and compensation paid to personnel in permanent or provisional non-civil service positions including faculty, academic staff, limited appointments and graduate assistants.

Unit-Wide - The organizational "home" for a collection of specialized campus wide accounts for classified compensation adjustments, fringe benefits, gifts and trusts, federal grants and contracts, debt service, required savings, Chancellor's contingency account and the enrollment contingency account.

Unrestricted Funds - Unrestricted funds are resources that have no limitations or stipulations placed on them by external agencies or donors.

Appendix B

University of Wisconsin - Milwaukee Composition of Funding Categories

State Program Funds

Fund 101	General Program Operations
Fund 105	Facilities Maintenance
Fund 114	Laboratory Modernization/General Computer Access
Fund 115	Distance Education/Instructional Technology
Fund 119	Distinguished Professorships
Fund 177	Strategic Business Planning
Fund 402	Minority & Disadvantaged Program

Other State Funds

Fund 104	General Program Operations - Extension
Fund 107	Student Aid
Fund 109	Utilities and Heating
Fund 110	Debt Service - Academic Buildings
Fund 403*	Advanced Opportunity Program
Fund 406	Lawton Minority Undergraduate Retention Grants

Extramural Support Funds

Fund 133	Non-Federal Gifts And Grants
Fund 134	Non-Federal Student Loan Funds
Fund 144	Federal Grants & Contracts
Fund 145	Federal Aid - Work Study
Fund 146	Federal Aid - Supplemental Educational Opportunity Grants
Fund 147	Federal Aid - Student Loans (Perkins)
Fund 148	Federal Aid - Basic Educational Opportunity Grants (Pell)
Fund 149	Federal Aid - Direct Student Loans
Fund 150	Federal Indirect Costs
Fund 151	Nursing Loans - Undergraduate
Fund 152	Nursing Loans - Graduate
Fund 161	Trust Fund Income
Fund 182	Distinguished Professorships - Matching Funds

Program Revenue Funds

Fund 120	Service Departments (Physical Plant Clearing Account)
Fund 123	Debt Service - Auxiliary Enterprises
Fund 128	Auxiliary Enterprises & Other Self-Supporting Activities
Fund 129	Internal Billings (Clearing Account)
Fund 132	Extension - Non-Credit Outreach
Fund 136	Other Operating Receipts
Fund 137	Auxiliary Capital Building Projects
Fund 181	Great Lakes Fish Study
Fund 189	Extension - Credit Outreach

* Also includes Minority Doctoral Student Loan funds.

Appendix C

University of Wisconsin - Milwaukee 1998--99 Budget Summary of Strategic Plan Reallocations (In Thousands)

	General Program Operations Funds			Program Revenue Funds		
	Total	On-Going	One Time	Total	On-Going	One Time
UWM Strategic Plan Reallocations						
1. Integrate the creation, dissemination, and application of knowledge.						
A. Advance UWM's stature as center of scholarly excellence & improve its position in the Carnegie ranking of Research II institutions.	789	535	254	0	0	0
B. Enhance the learning experiences of UWM students.	708	583	125	0	0	0
C. Expand UWM's urban mission and reinforce the university's commitment to enhancing the quality of life and economic base of the Milwaukee metro area & the state of Wisconsin.	666	626	40	311	311	0
Subtotal of Priority 1:	2,163	1,744	419	311	311	0
2. Stabilize enrollments & resources.	762	566	196	355	355	0
3. Expand technology.	1,343	916	427	328	78	250
4. Enhance the campus environment.	757	291	466	646	646	0
Total UWM Strategic Plan Reallocations	5,025	3,517	1,508	1,640	1,390	250
Divisions						
Administrative Affairs	697	262	435	611	361	250
Student Affairs	75	38	37	640	640	0
Academic Affairs	0	0	0	0	0	0
Allied Health Professions	28	28	0	6	6	0
Architecture & Urban Planning	23	23	0	0	0	0
Business Administration	324	324	0	0	0	0
Education	82	82	0	78	78	0
Engineering & Applied Science	240	101	139	0	0	0
The Arts	321	212	109	0	0	0
Graduate School	30	30	0	0	0	0
Information & Media Technologies	750	750	0	0	0	0
Letters & Science	1,439	1,009	430	0	0	0
Library	95	95	0	0	0	0
Library & Information Science	10	0	10	0	0	0
Nursing	724	461	263	225	225	0
Social Welfare	43	43	0	0	0	0
Student Academic Development	37	19	18	0	0	0
Outreach & Continuing Educ.	107	40	67	80	80	0
	5,025	3,517	1,508	1,640	1,390	250

Appendix D

University of Wisconsin - Milwaukee A Concise History of Budget Issues and Actions FY 1990-91 to FY 1998-99

These abstracts of the executive summary from the Budget Report for each fiscal year provide a concise history of major planning and budget issues and actions. More complete details are available in the full Budget Report for each fiscal year.

1990-91

State Program Funds

The pay plan provided for an average 4.25% increase. This was the second consecutive biennium that the State of Wisconsin provided catch-up funding for UWS faculty and academic staff salaries. Over the previous four years, their salaries had fallen behind their DOA peers. UWM received \$1.6 million in catch-up funding that produced salary increases averaging 6.6% for faculty, 7.2% for instructional/research academic staff and 4.8% for other academic staff.

The Legislature provided \$400,000 for the Strategic Plan – Business to strengthen graduate programs and to fully develop the Regent’s Center of Excellence in Business Competitiveness in the School of Business Administration. The allocation was contingent upon matching private donations. The differential tuition charged by the School of Business Administration for its Masters program was increased by \$120 to a total of \$400 per semester, which was estimated to yield a budget increase of \$128,900/yr.

While recognizing that the UW needed additional funding for supplies and expense items, the State provided a minimal increase from which UWM was allocated \$144,900 -- a 1.9% increase in the S&E budget. A special fee of \$115 per semester on non-resident undergraduate students was instituted to fund library improvements – resulting in an increase of \$138,00 in the library budget.

Resident undergraduate tuition was \$1,882 (no change from the prior year, 30.4% of instructional cost). Resident graduate tuition was \$2,692 (no change from the prior year, 24.7% of instruction cost.)

A mid-year budget lapse of \$793,000 occurred.

Internal Budget Reallocations

Reallocations were made for changes in enrollments. This resulted in increases to Architecture (\$37,000) and Fine Arts (\$37,000) and reductions to Allied Health Professions (\$20,000), Education (\$30,000) and Nursing (\$90,000).

Modest internal reallocations totaling \$114,000 were made within the Division of Academic Affairs. Minimal (\$28,800) campus-level reallocations among divisions were made.

Appendix D (cont.)

1991-92

State Program Funds

The state budget required major decrements totaling \$1,041,000 as follows:

- Additional Turnover savings (1991-92 only) \$507,000
- S&E/ Capital Savings (1991-93 only) 423,000
- Early Retirement Savings (Ongoing) 62,000
- Remedial Education Savings (Ongoing) 49,000

UWM allocated the decrements to the schools/colleges and administrative units and allowed the divisions to manage the reductions. To mitigate the impact of the decrements on instruction, the budget decreases were offset by allocating \$250,000 of anticipated new income from academic fee revenue to credit-producing units.

The pay plan provided for an average 1% increase.

UWM received additional budget allocations for supplies and expenses (\$141,000), library access/electronic database access (\$59,000) and engineering and technology program (first of two years) (\$319,000).

A number of high priority items, including Faculty/Academic Staff catch-up, in the 1991-93 UW System biennial budget request were not funded. UW System decided to require internal reallocations to fund these priorities. All reallocations were to be done at the campus level during 1992-93 through 1994-95. This reallocation process was named the Quality Reinvestment Program (QRP).

Resident undergraduate tuition was \$1,946 (up 3.4% from the prior year, 31% of instructional costs). Resident graduate tuition was \$2,692 (up 3.4% from the prior year, 24.1% of instructional costs.)

Internal Budget Reallocations

Additional budget reallocations of about \$240,000 were made.

Appendix D (cont.)

1992-93

State Program Funds

UWM received allocations for Network Library Services (\$319,000), engineering and technology funding (second of two years) (\$209,000) and faculty recruitment and retention funding (\$252,000).

The pay plan provided for an average 4.5% increase of which 0.25% was not funded by the state. Divisions were required to reallocate to cover the small deficit in the pay plan.

Resident undergraduate tuition was \$2,076 (up 6.7% from the prior year, 31% of instructional costs). Resident graduate tuition was \$2,969 (up 6.7% from the prior year, 24.3% of instructional costs.)

A mid-year budget lapse of \$1 million occurred.

Internal Budget Reallocations

UWM established \$3.4 million reallocation goal for the Quality Reinvestment Program (QRP). Campus priorities were to raise average salaries of full and associate professors and academic staff to levels that are competitive with UWM's DOA peer group and to increase supplies and expense funding. QRP reallocations for FY 1992-3 amounted to \$878,000. While technically not budget reductions, the reallocations associated with QRP and the resulting funds shifted from S&E and provisional staffing into faculty salaries had an effect similar to budget reductions at the departmental level.

Appendix D (cont.)

1993-94

State Program Funds

The 1993-95 biennial budget included a permanent reduction in S&E budgets of \$419,000. In addition, the 1993-94 budget required administrative cuts of \$59,900 (net of fringe benefits) and a decrement of \$226,100 to fund a system-wide reserve for potential tuition revenue shortfalls. On the positive side, the state provided \$226,800 for undergraduate education initiatives, \$100,000 for laboratory modernization and \$20,600 for hazardous waste management.

The pay plan provided for an average 2% increase.

Resident undergraduate tuition was \$2,206 (up 6.3% from the prior year, 33.1% of instructional costs). Resident graduate tuition was \$3,188 (up 7.4% from the prior year, 27.7% of instructional costs.)

Internal Budget Reallocations

The second year of the QPR resulted in \$1.3 million in reallocations funded primarily by reductions in vacant positions and ad hoc instructors. Most faculty and staff continued to view these reallocations as budget reductions.

Campus reallocations totaling \$502,800 were built into the budget. Each unit was required to contribute 0.5% of their State Program funds budget to support campus reallocation needs including funding administrative cuts, establishing a fee revenue contingency, and funding physical plant operating costs for new buildings.

Appendix D (cont.)

1994-95

State Program Funds

UWM was allocated \$262,600 for undergraduate education initiatives and \$52,300 for laboratory modernization. These allocations were partially offset by a \$77,900 reduction for administrative costs.

The pay plan provided for an average 6% increase for faculty and academic staff. The pay plan for classified staff provided for increases ranging from 2.5% to 4.6%.

Resident undergraduate tuition was \$2,359 (up 6.9% from the prior year, 33.3% of instructional costs). Resident graduate tuition was \$3,457 (up 8.4% from the prior year, 24.3% of instructional costs.)

A mid-year budget lapse of \$920,000 occurred. In addition, an enrollment/academic fees shortfall required UWM to repay \$750,000 to UW System during the year.

Internal Budget Reallocations

In the third and final year of QRP, UWM reallocated \$1.2 million again funded primarily by reductions in vacant positions and ad hoc instructors.

In addition to the QRP reallocations, each unit was required to contribute 0.5% of their State Program funds budget to support campus reallocation needs. This amounted to \$496,600, which was allocated as follows:

\$126,500 to the Enrollment Contingency account to cover potential academic fee shortages,

\$77,900 to cover a UW System mandated budget reduction targeted to administrative costs, and

\$140,000 to physical plant for the maintenance and security for new buildings.

The balance was allocated to several academic and administrative programs.

A one-time budget lapse and revenue shortfall totaling \$1.7 million was funded by the divisions (\$1,200,000), deferral of lab modernization project (\$200,000) and from campus contingency accounts (\$300,000).

Appendix D (cont.)

1995-96

State Program Funds

Internal budget decisions were guided by 11 goals derived from the campus vision statement, the research plan, the Milwaukee initiative, the Blue Ribbon Committee on the Undergraduate Experience, and Enrollment Management III.

Due to property tax relief initiated by the State, UWM experienced a budget cut of \$1.6 million. To fund the cut UWM reduced salary budgets by \$1.2 million and was therefore able to claim a credit of \$400,000 in fringe benefits, thus minimizing the size of the budget cuts experienced by the divisions.

The Legislature approved a Student Educational Technology Fee consisting of a 1% surcharge on their tuition. This resulted in a restricted allocation of \$429,000 for UWM.

The pay plan provided for an average 1% increase.

Resident undergraduate tuition was \$2,513 (up 6.5% from the prior year, 35% of instructional costs). Resident graduate tuition was \$3,752 (up 8.5% from the prior year, 26.2% of instructional costs.)

Internal Budget Reallocations

Division budgets were reduced by \$2,636,100 (2.5% of the state program funds budget) which was comprised of:

The enrollment-based reduction of \$750,000 was used as a contingency to cover the shortfall in campus tuition revenue that would occur if UWM did not meet its enrollment management target. Enrollment related reductions were apportioned to divisions with the greatest enrollment reductions (Letters & Science and the School of Business Administration).

Base budget decrements totaling \$1,886,100 consisted of a state mandated cut (\$1,210,100), funds for enrollment enhancement (\$380,000) and campus reallocations (\$296,000). The base budget reductions were not done in an across-the-board manner. Overall the reductions were larger in the administrative, student and academic support units as well as units with the ability to generate additional program revenue (e.g. Division of Continuing Education). School/college reductions were selective and differential ranging from 1% to 3% of their state program funds budget.

In addition to the base budget reductions, divisions were required to set aside enrollment contingency funds totaling \$1 million. These funds remained in their budgets, but they were not released for expenditure until the school/college or campus enrollments meet the fall 1995 target.

Appendix D (cont.)

1996-97

State Program Funds

Internal budget decisions were guided by 5 goal areas (research and scholarship, student retention and graduation, increasing enrollment, access for diverse and for nontraditional students, and campus environment).

This was the second year of State mandated budget cuts of \$1.6 million again reduced by a fringe benefit credit of \$400,000. In addition to this cut, UW System reduced UWM's Fall 1996 FTE enrollment target resulting in a budget decrement of \$554,000. The reduction was phased in over three years with an additional \$355,000 to be paid back in each of the following two fiscal years.

The Student Educational Technology Fee was increased to a 2% surcharge which resulted in an increased allocation of \$466,300 and a total restricted fund base budget of \$895,100.

The pay plan provided for an average 2% increase.

Resident undergraduate tuition was \$2,639 (up 5% from the prior year, 36.2% of instructional costs). Resident graduate tuition was \$3,977 (up 6% from the prior year, 28.6% of instructional costs.)

Internal Budget Reallocations

Base reallocations of \$2.5 million (2.3% of the state program funds budget) were made to fund state budget cut (\$1,200,000), enrollment adjustment decrement (\$554,000) and campus reallocations (\$787,000). The budget cuts/campus allocations were not distributed across-the-board. While all divisions contributed toward the reductions, they were minimized for our primary academic programs. Significant enrollment related budget reductions were charged to Letters & Science (\$344,000), Engineering & Applied Science (\$58,200) and Business Administration (\$54,100).

Campus reallocations were allocated as follows:

- Enrollment and student recruitment/retention initiatives -- \$215,000,
- Infrastructure support -- \$371,700,
- Resource development -- \$25,300,
- Enrollment revenue reserve -- \$77,800 and
- Salary matching commitments -- \$96,800.

Appendix D (cont.)

1997-98

State Program Funds

Internal budget decisions were guided by the Strategic Plan.

UW System reduced UWM's Fall 1997 FTE enrollment target, which resulted in a budget decrement of \$355,000. Other small budget reductions totaling \$82,000 were also incurred.

On the positive side, UW System returned the fee revenue contingency – a base budget increase of \$316,000. Allied Health Professions received \$120,000 for its Occupational and Physical Therapy programs (first of two years). Student Academic Development received \$88,000 for the Pre-College program. Education received \$75,000 to establish the Institute for Excellence in Urban Education.

The Student Educational Technology Fee base budget increased to \$957,000 based on tuition increases.

The pay plan provided for an average 4% increase. However, the classified pay plan was not fully funded and the divisions were required to reallocate to cover the shortfall.

Divisions were again required to hold a 1% contingency account to cover enrollment related budget shortfalls or a lapse in state funding. Divisions were also required to relinquish vacant faculty positions for which no active search was underway. This reduced the apparent number of budgeted faculty positions but had no effect on operations.

Resident undergraduate tuition was \$2,847 (up 7.9% from the prior year, 38.3% of instructional costs). Resident graduate tuition was \$4,291 (up 7.9% from the prior year, 29.4% of instructional costs.)

Internal Budget Reallocations

There were no interdivisional reallocations for FY1997-8. Three schools had budget reductions to fund the enrollment target adjustments totaling \$160,000. Letters & Science was charged \$100,000, Engineering & Applied Science was charged \$50,000 and Nursing was charged \$10,000. The reductions for Letters & Science and Engineering and Applied Science were phased in over two fiscal years. The university received supplemental funding for instructional technology with the expectation that there would be matching internal reallocations.

The enrollment contingency was used to fund \$175,000 in budget increases for the divisions.

Every division was required during this budget building process to reallocate resources to meet the objectives of the Strategic Plan implemented by Chancellor Schroeder during June of 1996. These reallocations totaled \$5,591,000 for general operation funds and \$881,000 for program revenue funds for a grand total of \$6,472,000. The reallocations for technology exceeded the reallocations required to match the appropriations for instructional technology.

Appendix D (cont.)

1998-99

State Program Funds

Internal budget decisions were guided by the Strategic Plan.

Budget decrements from UW System amounted to only \$12,000 and UW System forgave a planned enrollment target reduction totaling \$354,000. The Provost forgave the second phase of the budget reductions planned for Letters & Science and Engineering & Applied Science.

The biennial budget passed by the Legislature also required the Board of Regents to remit all or part of resident graduate tuition for employed graduate assistants with appointments equal to at least 33% of a full-time equivalent position. Implementation of this provision will result in reduced tuition revenues and reduced salary expenses for UWM in the amount of \$1,544,000. Base budget reduction to reflect these changes were not made in this fiscal year but will be made in future budgets.

Budget allocations were received in the amounts of \$537,000 for instructional technology, \$197,000 for faculty technology/curricular redesign and \$340,000 for network infrastructure. Allied Health Professions received their second year of funding for their Occupational and Physical Therapy programs in the amount of \$570,500.

Provisions for the return of required salary savings during the year were eliminated at the university level and base budgets were reduced by \$1.3 million so that budgets reflected actual authorized spending levels in the divisions. This technical change did not affect operations. Base budget allocations for summer sessions were made to the divisions and the separate budget allocation process for summer programs was eliminated.

The Student Educational Technology Fee base budget increased to \$1,020,000.

The state approved pay plan consisted of an average 4.5% increase; however, the classified staff pay plan was not fully funded. Also 0.5% of the unclassified pay plan was used to increase salaries of full professors.

Resident undergraduate tuition was \$2,988 (up 5% from the prior year, 38.1% of instructional costs). Resident graduate tuition was \$4,502 (up 4.9% from the prior year, 29.7% of instructional costs.)

Internal Budget Reallocations

Again this year there were no interdivisional reallocations.

The base budget of the enrollment contingency account of \$995,000 was distributed in total. Significant allocations from this account were \$250,000 for the establishment of a campus opportunity fund, \$413,000 for recruitment and advertising programs, \$162,000 for required matches for Occupational and Physical Therapy programs and \$125,000 for custodial support for physical plant.

Library & Information Science received base reallocations of \$121,000, \$80,000 for a new bachelor program and \$41,000 for the global campus program

This was the second year of intradivisional reallocations for the UWM Strategic Plan. Reallocations totaled \$5,000,000 for general operation funds and \$1,600,000 for program revenue funds for a grand total of \$6,600,000.

Appendix D (cont.)

Summary of Budget Changes for All State Program Funds*

Year	Beginning Redbook Budget	Changes			Ending Redbook Budget
		Compen- sation	Technical Transfers	Program	
1990-91	116,939,242	6,243,565	(385)	647,342	123,829,764
1991-92	123,829,764	2,484,433	0	(240,857)	126,073,340
1992-93	126,073,340	4,593,245	0	1,969,269	132,635,854
1993-94	132,635,854	3,182,271	0	(192,128)	135,625,997
1994-95	135,625,997	5,245,718	0	237,055	141,108,770
1995-96	141,108,770	2,895,720	0	(1,223,900)	142,780,590
1996-97	142,780,590	(145,051)	0	(1,135,405)	141,500,134
1997-98	141,500,134	6,936,823	0	224,553	148,661,510
1998-99	148,661,510	4,551,616	0	1,191,607	154,404,733
Net Changes		<u>35,988,340</u>	<u>(385)</u>	<u>1,477,536</u>	

* Includes the following State Program funds:

- 101 General Program Operations
- 105 Facilities Maintenance
- 114 Laboratory Modernization/General Computer Access
- 115 Distance Education/Instructional Technology
- 119 Distinguished Professorships
- 177 Strategic Business Planning
- 178 Alcohol & Other Drug Abuse Prevention (eliminated after 1994-95)
- 402 Minority & Disadvantaged Program

For all years after 1992-93, the “B Schedules” of the Budget Report included all State Program funds. Prior to 1993-94, only General Program Operations funds were reported. For comparative purposes, the amounts presented in the table above include State Program funds for all years.