



UWM's Financial & Administrative Outlook: *Meeting WI's Needs into the Future*

Robin Van Harpen, Vice Chancellor for Finance & Administrative Affairs
Board of Regents Meeting | Business and Finance Committee | June 3, 2021

UWM's Impact & Importance

- ***UWM Students:***

- Out of 24,725 students on 3 campuses:
 - 20,558 (83%) from WI
 - 6,025 underrepresented minority students
 - 1,064 military/veteran students
 - 7,245 Pell Grant Recipients



**Highest #s of
any 4-year
institution in WI**

- ***UWM Research & Engagement:***

- R1 Carnegie Research Classification
 - *One of top 131 research universities nation-wide*
- Carnegie Classification for Community Engagement

UWM's Impact & Importance

- ***UWM's Financial Impact on Wisconsin:***
 - \$1.5 billion economic impact
 - Over 80% of grads stay in WI for at least a decade
 - About 5,500 degrees in 20-21
 - 138,000 UWM alums currently living in WI

Notable Employers in WI and UWM Grads Working There

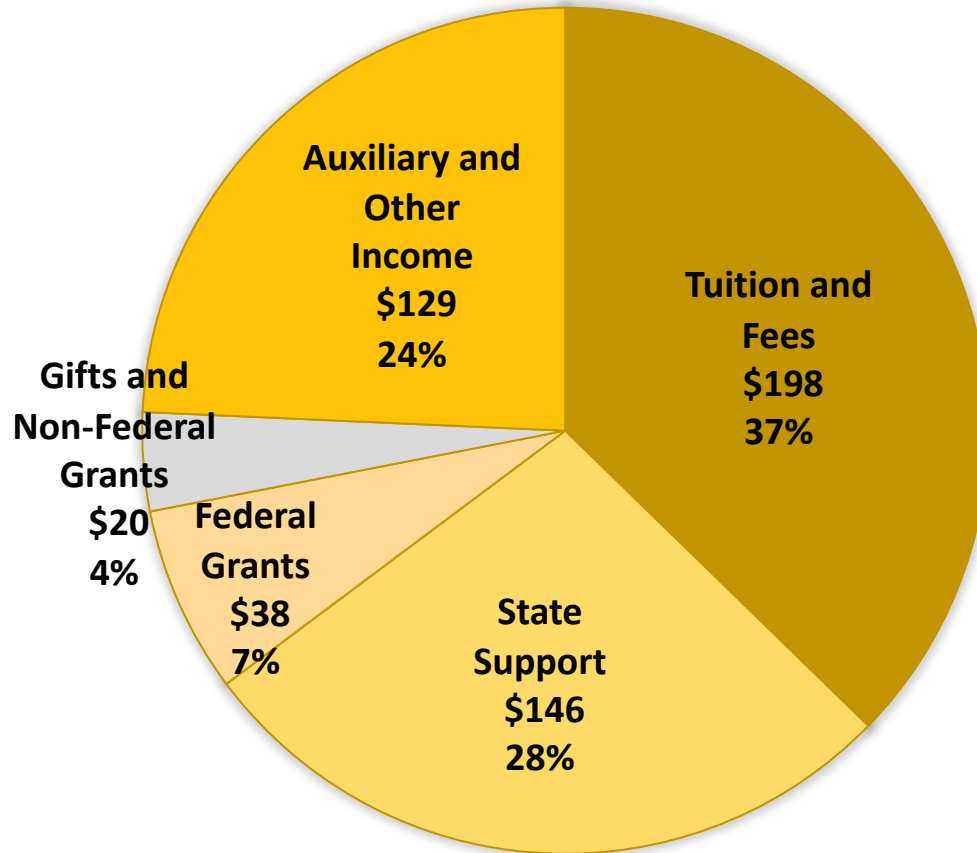
Rockwell Automation (750)	Advocate Aurora Healthcare (338)
Northwestern Mutual (2,000)	Froedtert Hospitals (427)
Kohl's (650)	Curative Care Network (19)
GE Healthcare (500)	Children's Hospital of WI (403)
JCI/Tyco (365)	Versiti Blood Centers (73)
Quad Graphics (180)	Zablocki VA Medical Center (34)
Milwaukee Tool (175)	ProHealth Care (234)

UWM's Finances: Weathering COVID

Revenues and Expense Impact of COVID-19, FY 20 & 21

COVID-19 IMPACT	\$ MILLIONS
Tuition Revenue Loss	\$9M
Auxiliary Revenue Loss	\$48M
State Budget Lapses	\$7M
Salary/S&E Expense Savings (Furloughs, Hiring/Compensation/Travel/Other, net of at least \$15M in new COVID expenses)	\$32M
Federal Funding, Institutional (HEIFA + HEERF II)	\$23M

UWM's Finances: Revenue Sources

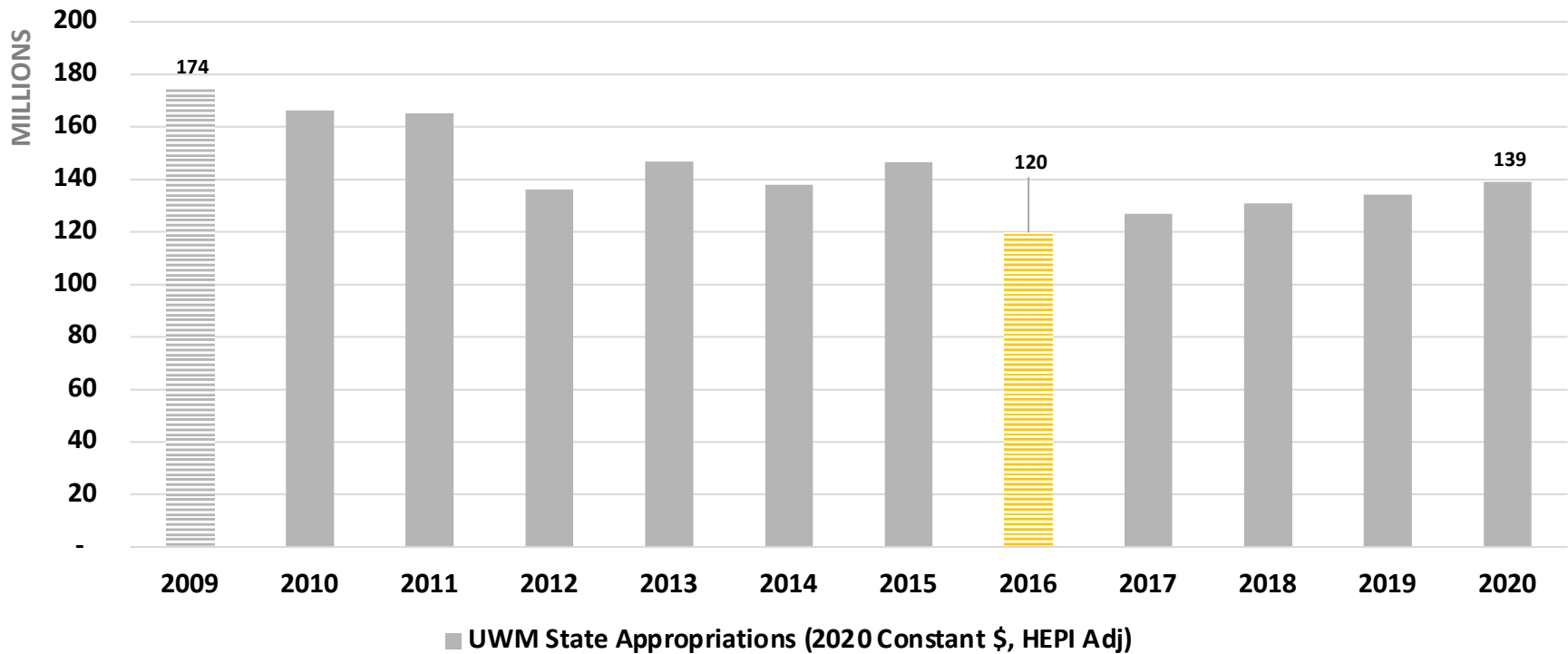


**UWM Revenue
w/o Federal Financial Aid
(in \$ Millions, FY 2021)**

Total Budget = \$531M

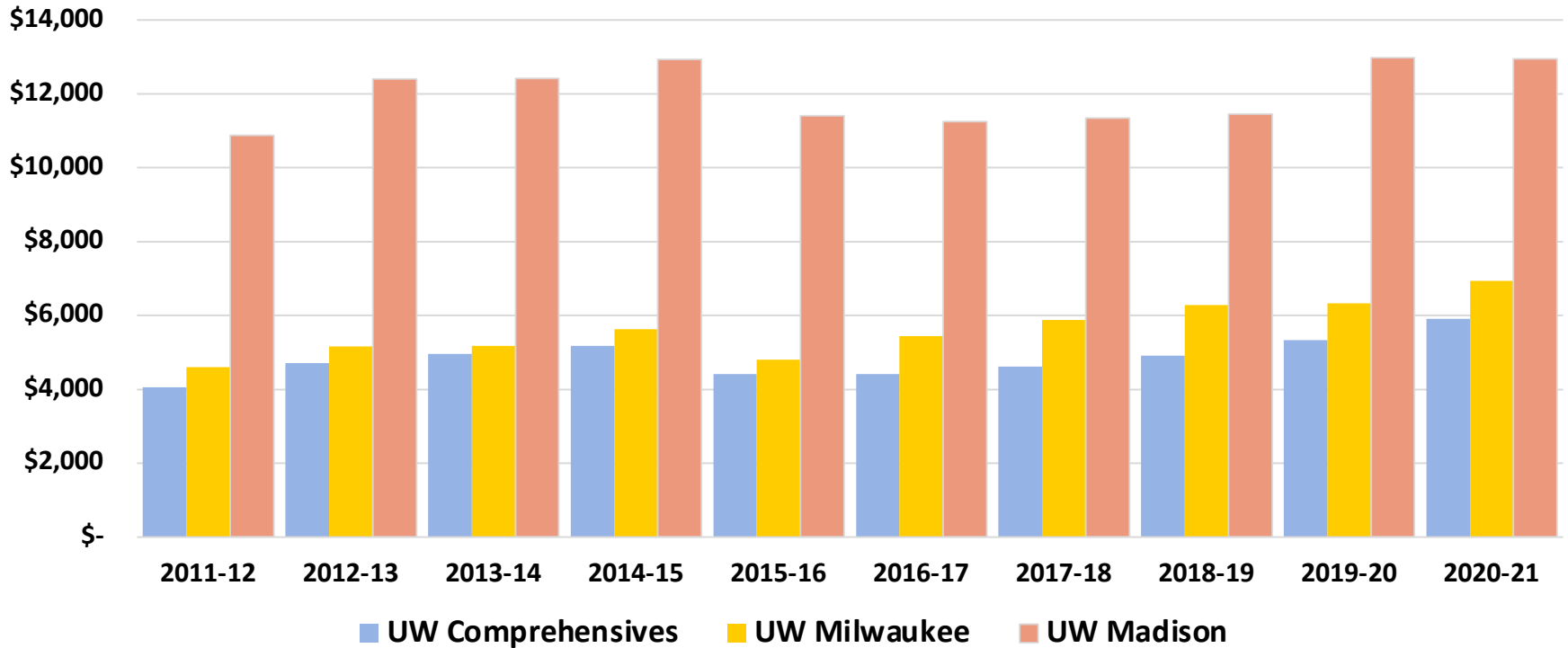
UWM's Finances: State GPR Funding

UWM State Appropriation Trend (2020 Constant \$ Millions)



UWM's Finances: State GPR Funding

\$ GPR per Student FTE



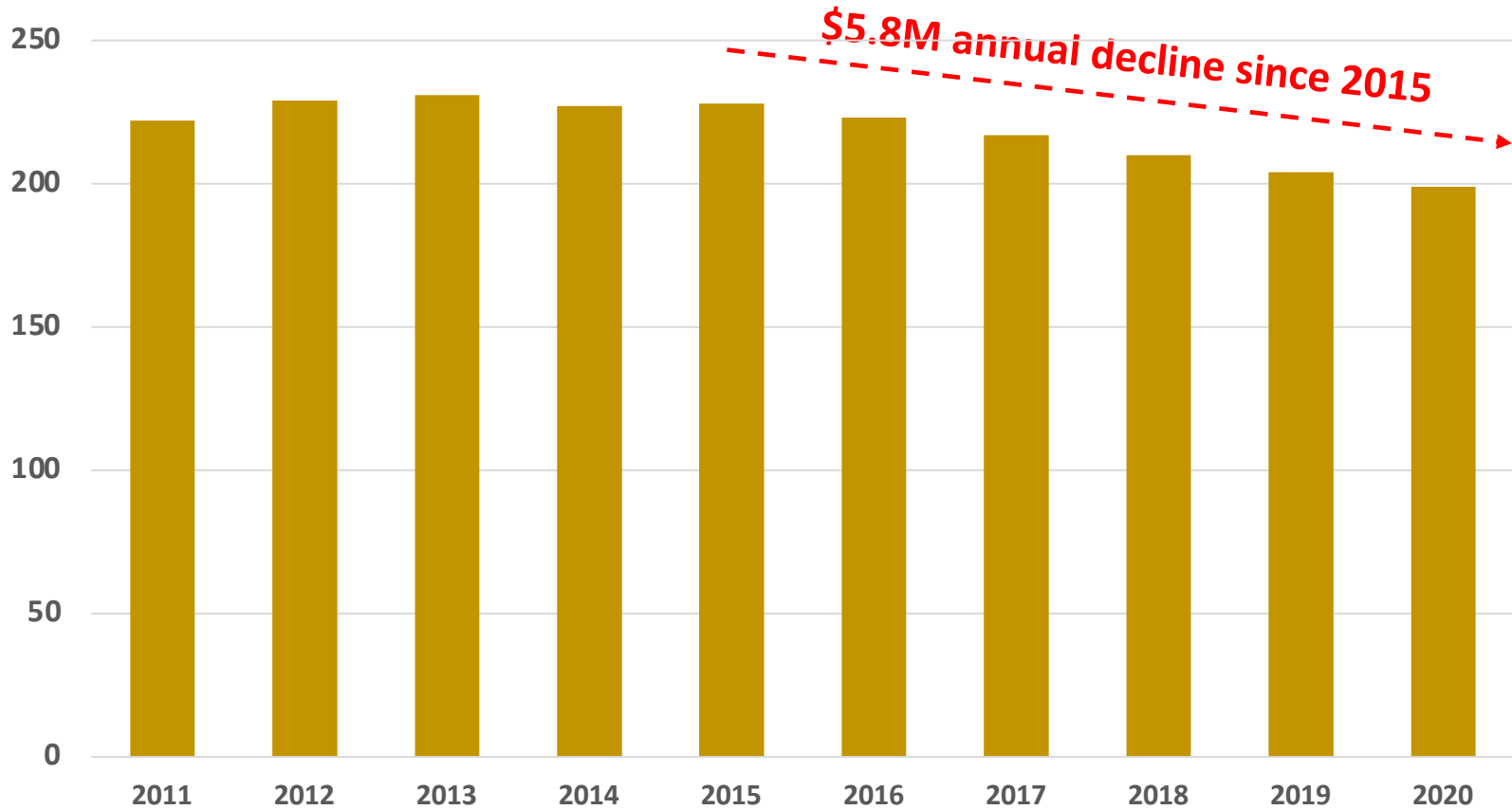
UWM's Finances: State GPR Funding

Executive Summary, Investigating the Impacts of State Higher Education Appropriations and Financial Aid, SHEEO (2021):

“Decreases in state appropriations lead to decreased in-state undergraduate enrollment, with these effects lasting several years. Additionally, increases in state funding lead to increases in enrollment.”

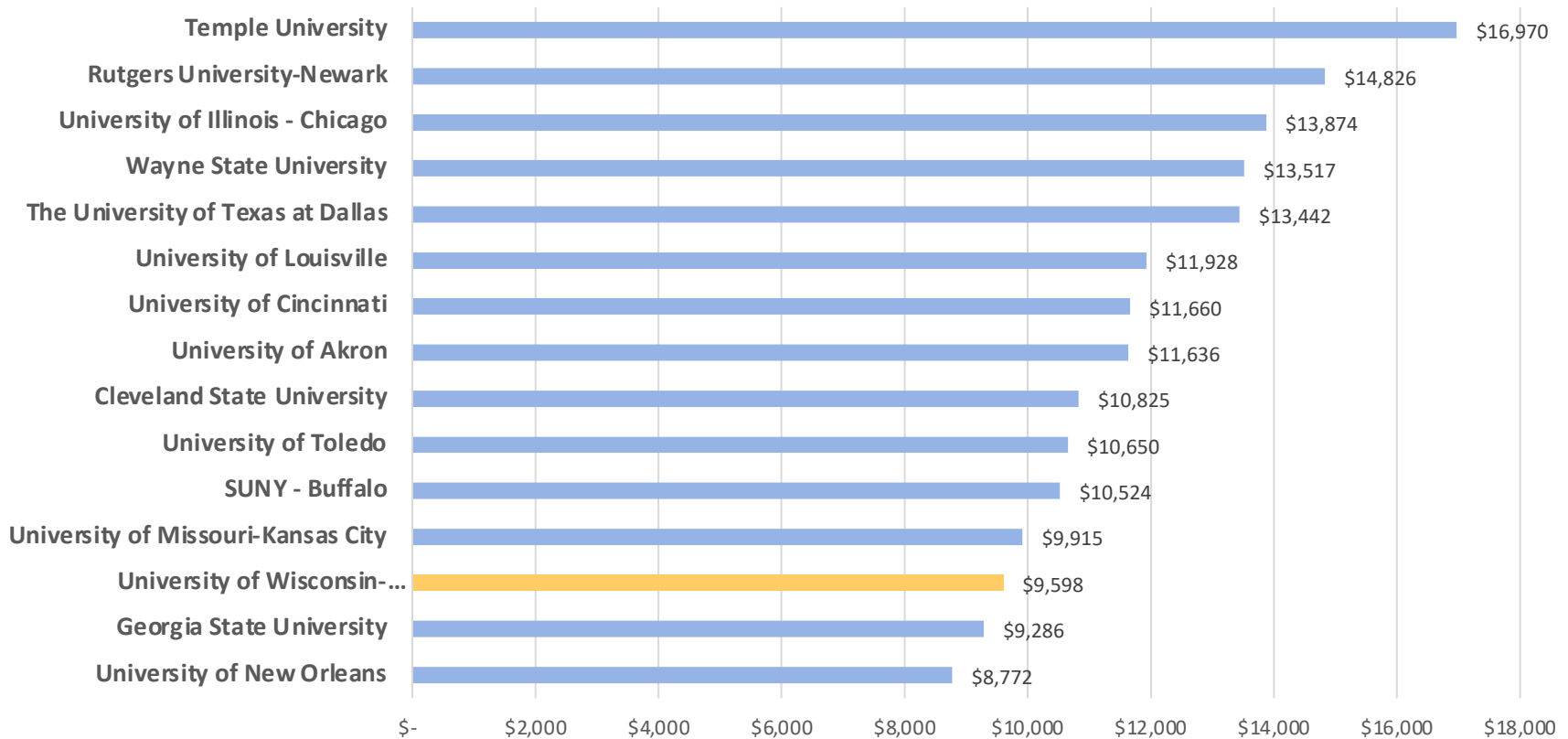
“The research overwhelmingly finds evidence that cutting state appropriations leads to detrimental credential outcomes...” [while] “[i]ncreases in state appropriations help shorten time to degree...”

UWM's Finances: Tuition & Fee Revenues



UWM's Finances: Tuition and Fees

2019-20 Academic Year Tuition and Fees (Resident Undergraduate)



Peers determined by Legislative Fiscal Bureau

Financial/Admin Support for UWM Strategic Initiatives

The screenshot shows the 'Office of the Chancellor' website. The header includes the university logo and navigation links: Home, About the Chancellor, Strategic Directions Updates, Communications, and Contact. The main content area is titled 'Strategic Directions Updates' and features five articles, each with a representative image, a title, a short paragraph, and a 'View More' link. The articles are: 'Diversity, Equity and Inclusion', 'Outstanding Learning Environment', 'Research Excellence', 'Community Engagement and Talent Pipeline', and 'Sustainable Future for the Campus'. A sidebar on the right lists 'ON THIS PAGE' and 'STRATEGIC DIRECTIONS' with links to each of the five categories. At the bottom of the sidebar is a 'Photo Gallery' link.

- Diversity Equity and Inclusion
- Outstanding Learning Environment
- Research Excellence
- Community Engagement and Talent Pipeline
- Sustainable Future for the Campus

Financial/Admin Support for UWM Strategic Initiatives

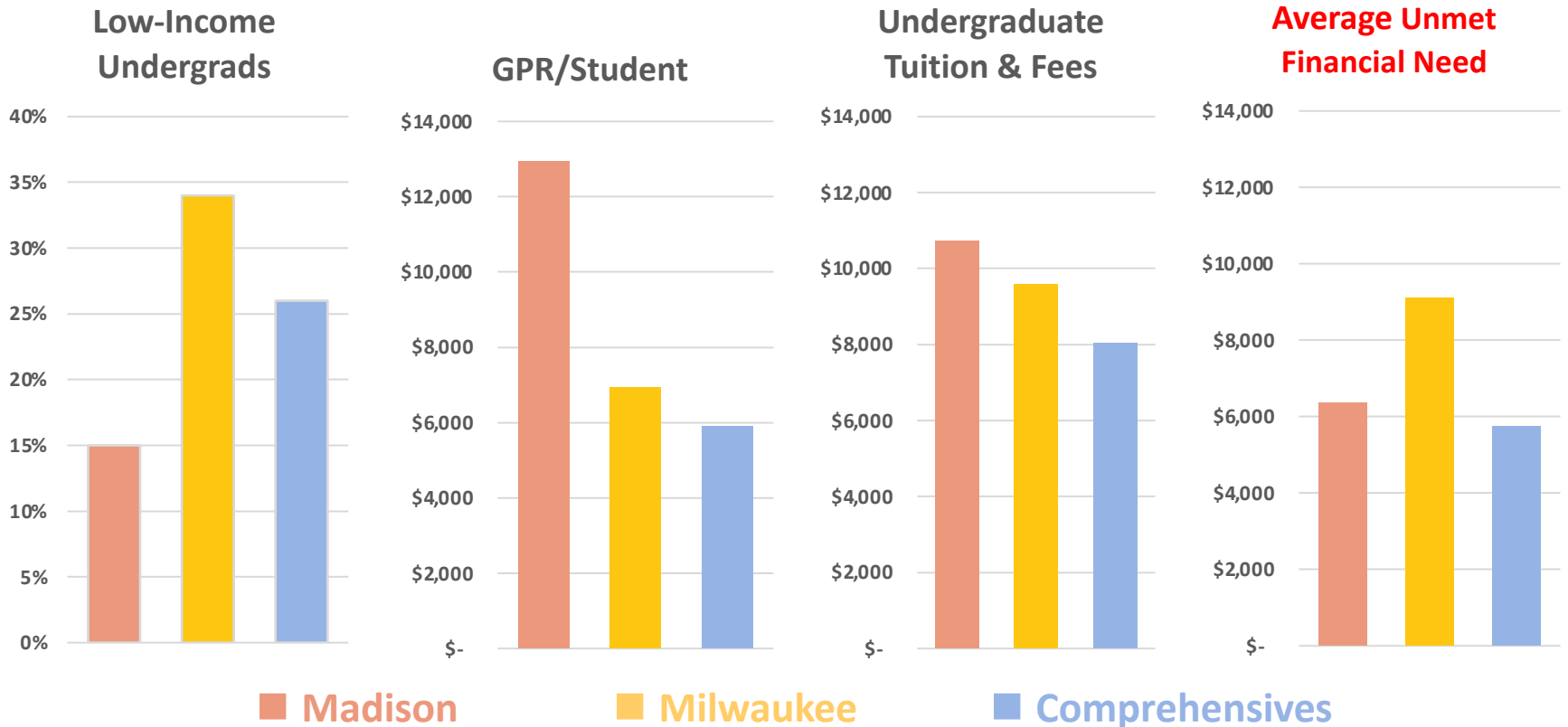
Strategic Direction #5: Sustainable Future for the Campus

“Lead development of UWM strategy to create a sustainable future through implementation of infrastructure and operations, and maximizing resources”

- 11 Goals
- 27+ Initiatives (a few examples are featured next)

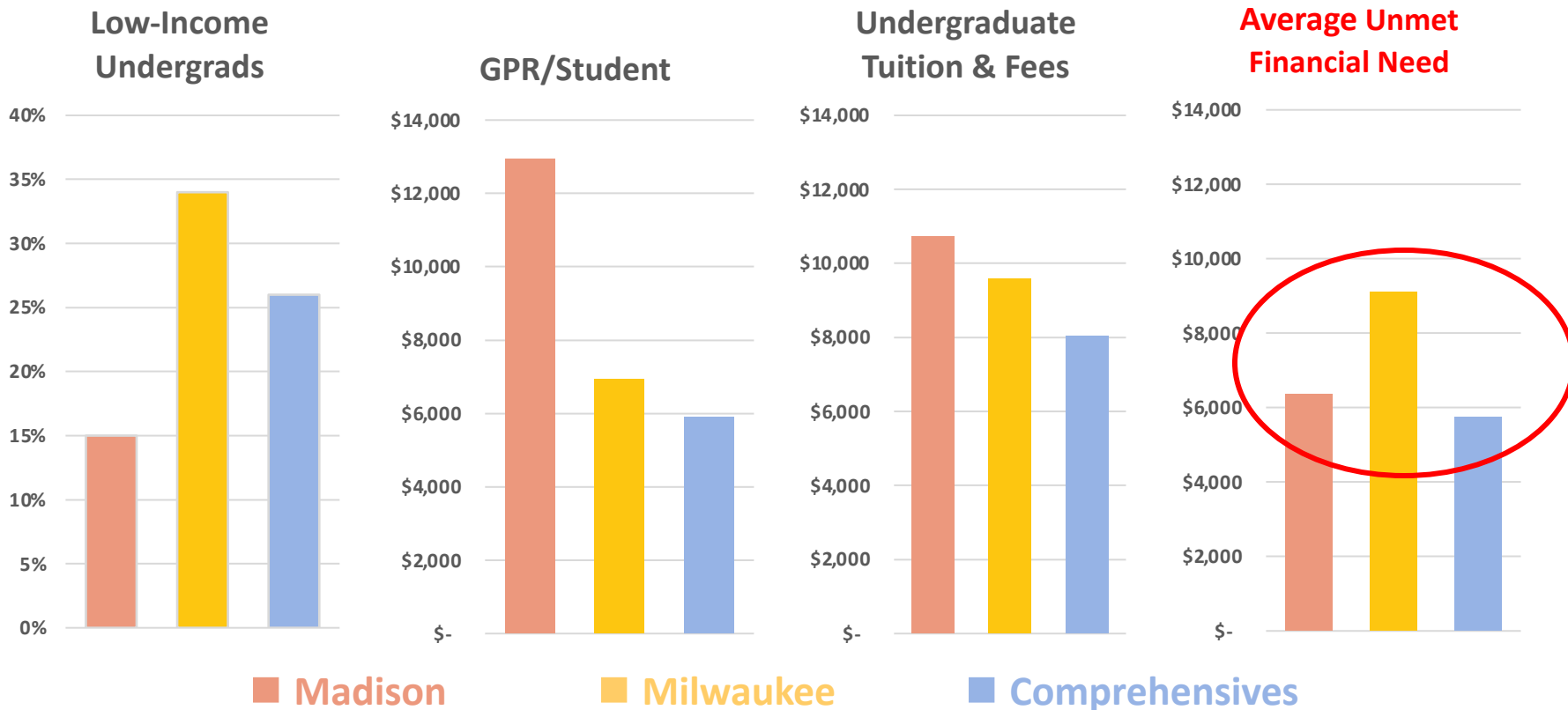
Financial/Admin Support for UWM Strategic Initiatives

- Student Financial Support



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- Student Financial Support**



Financial/Admin Support for UWM Strategic Initiatives

- **Student Financial Support**

- ***Initiative: Increase Non-Federal Financial Aid***

- UWM's last comprehensive campaign prioritized scholarships increasing gift funding for scholarships to nearly \$5M annually
- UWM has worked to carve out new financial aid from operating funds, now over \$10M annually, including increases for:
 - Need-based aid for resident, Pell-eligible students
 - Chancellor's merit awards
 - Emergency, retention and graduation grants

Financial/Admin Support for UWM Strategic Initiatives

- **Student Financial Support**
 - **Initiative: Increase Non-Federal Financial Aid**
 - **UWM cannot cover the gap on its own**
 - If WI wants more diverse and lower-income students to be successful and graduate, significantly more funding is needed
 - **WI Promise Program funding is so needed**
 - UWM cannot reach the numbers needed to offer an *equivalent* Promise program on its own

Financial/Admin Support for UWM Strategic Initiatives

- **Student Financial Support**

“Funding allocation models should promote access and success for underrepresented students. States should adjust their funding allocation strategies to be consistent with articulated state goals of reducing equity gaps and increasing educational attainment. Prioritizing increases to the base allocation for institutions serving the state’s priority populations (e.g., students of color, low-income students, and adult learners) will help achieve these goals.”

Executive Summary, [Investigating the Impacts of State Higher Education Appropriations and Financial Aid](#), SHEEO (2021)

Financial/Admin Support for UWM Strategic Initiatives

- **Diversity, Equity and Inclusion**
 - **Initiative: Develop and Implement a DEI Recruitment Plan**
 - Plan includes:
 - Improved recruitment marketing and communications
 - Revised recruitment process
 - Retention Activities
 - **Initiative: Establish a Police Community Advisory Committee**
 - Committee established in December 2020
 - Charge is to build relationship between police and campus community, enhance the quality of life for all, and allow open dialogue and action steps around implicit bias in policing
 - 3 students serve on committee, including as co-chair

Financial/Admin Support for UWM Strategic Initiatives

- **Administrative Efficiency and Effectiveness**
 - **Initiative: Design and Implement a Shared Services Administrative Structure**
 - HR/Finance/Procurement professionals consolidated into 3 shared service center hubs
 - IT/Classroom/Desktop support staff consolidated into 1 Campus Technology Solutions center
 - Paper/manual processes revamped and converted to e-Workflow
 - **Initiative: Successfully Implement Procure to Pay (P2P)**
 - P2P went live System-wide and at UWM on April 16, 2021

Financial/Admin Support for UWM Strategic Initiatives

- **Digital Transformation**
 - **Initiative: Deploy a Unified Communications Tool to Replace Traditional Telephone (Microsoft Teams)**
 - Deployed in March 2020
 - Replaced landlines and connected communication tools
 - 22,476 meetings via Teams in 2020
 - **Initiative: Deploy a Best Practices Information Security Program**
 - MFA for students in Office 365 completed in Fall 2020
 - MFA for PAWS (UWM's SIS) completed in March 2021
 - **Initiative: Support and Enhance Research Computing**
 - Established Research Computing Steering and Advisory Committees

Conclusion

UW-Milwaukee will continue to take all available steps to improve financially and administratively to meet Wisconsin's needs.

It will need Wisconsin's support to be successful.