



2024 Year in Review

**Office of Finance and
Administration**

Vice Chancellor Reflections



Rob Cramer, Vice Chancellor for
Finance and Administration

I am pleased to present the Fiscal Year 2023–2024 Year in Review for UW–Madison’s Office of Finance and Administration. This report highlights and celebrates the progress made in each of these areas during the last fiscal year.

In reflecting on the accomplishments and challenges of the past year, it is remarkable to see the ways finance and administration employees have helped to advance the university’s teaching, research, and public service mission. Although finance and administration contributions often happen behind the scenes, they are essential to the university’s growth and impact.

We will also continue to work on strengthening UW–Madison’s financial position through responsible fiscal stewardship, financial investment, and innovative revenue solutions.

Investing in People, Places, and Practices

This year, my office announced an updated [strategic plan](#) that outlines our purpose, vision, values, and priorities.

Our priorities reflect investments and initiatives in three key areas: people, places, and practices. A strategic and collaborative approach to these areas is essential for UW–Madison’s immediate and long-term success.

The updated strategic plan incorporates input from employees who work in finance and administration roles across the institution. It will be used as a guide to decision-making and aligning finance and administration activities with the university’s ambitious goals.

FY24 Highlights

In Fiscal Year 2024, finance and administration employees accomplished great work.

- We continued to make progress toward our transition to Workday as part of the Administrative Transformation Program.
- The university provided more than \$23 million in central compensation funds to help retain, reward, and offer competitive compensation packages to UW–Madison employees.
- In partnership with the Office of the Provost, we conducted the second Administrative Quality Satisfaction Survey and will use the results to improve customer satisfaction with administrative services.

The last year also brought challenges. After six months of negotiations, the Universities of Wisconsin and state legislature reached a resolution on several priorities. This included employee pay raises, approval for the much-needed engineering building, and funding for facility updates and repairs. The resolution also included a system-wide position cap, with a number of important exclusions. The university will continue to navigate this challenge in the coming years.

Closing Statement

The past year presented both significant accomplishments and obstacles. Dedicated finance and administration employees have collaborated with campus partners on essential initiatives that advance the university’s mission.

I look forward to building upon this foundation in the coming year to ensure that finance and administration employees remain a crucial partner in the university’s success.

Finance and Administration

Purpose

We Keep Wisconsin On.

We advance UW–Madison’s mission by leading and delivering innovative, growth-focused strategies for people, places, and practices.

Vision

Finance and Administration will be a strategic partner in ensuring UW–Madison is an inclusive and forward-thinking university that exceeds the expectations of the students, employees, and communities we serve.

To achieve this vision, we will:

Invest in **people** and enable employees to flourish as individuals and contribute to the university’s success.

Invest in **places** and create a safe and resilient environment that enhances learning, discovering, living, working, and belonging.

Invest in modern **practices** and improve how administrative work gets done, promote a culture of innovation, increase satisfaction with administrative services, and allow more focus on mission-related work.

Values

Our core values guide our decisions, actions, and relationships. As we pursue our strategic vision, we remain committed to excellence in:



Collaboration



Inclusion



Operational and
Fiscal Stewardship



Sustainability



Leadership



Innovation

Reinvesting in the Mission

With sound financial investments and additional revenue from research and enrollment growth, UW–Madison can enable initiatives like Wisconsin RISE that will help address significant, complex challenges facing Wisconsin and the world.

FP&M is conducting two campus-wide studies for the first time. The facility condition assessment will inform maintenance, replacement, and recapitalization decisions. The space utilization study will optimize how we use our spaces to support research and teaching.

Business Services partnered with the Universities of Wisconsin to improve how the campus manages daily cash flow before it is deposited. As a result, we expect to generate an additional \$1 million annually to support the mission.

In 2023, the UYPD Access Control Unit completed the campus upgrade to the Lenel Access Control System, a four-year collaborative project assisted by countless partners to increase safety across campus.



FY24 Investments

65% of undergraduate students are graduating debt-free, thanks in part to our financial aid programs including Bucky's Tuition Promise, Bucky's Pell Pathway, the Wisconsin Tribal Educational Promise, and the Badger Promise.

University Housing's Frozen Meals program distributed about 5,400 prepackaged meals in 2023. This program is student-run and diverts surplus food from Dining at no cost to students.

AIP is developing business process maps to identify gaps, explore user experience, and support operating model design. These efforts modernize administrative work, allowing faculty and staff to reinvest time in the university's mission.

The Office of Human Resources worked with leadership to allocate over \$23 million in central funds to schools, colleges, and divisions to retain and reward faculty and staff through base salary increases or lump sum payments.

FY24 Priority Highlights

Competitive Compensation for Employees



UW–Madison approved a compensation strategy to support the university’s total compensation philosophy, allocating \$23.95 million in central funds to support schools, colleges, and divisions. This is one way campus rewards and retains faculty and staff to ensure the university can continue its essential work. It also helps address market-informed compensation issues.

Sustainability



In February, Chancellor Mnookin announced an ambitious new environmental sustainability initiative. The goals of this initiative include:

- **Procuring 100% renewable electricity by 2030 and achieving net-zero emissions by 2048, or sooner.**
- **Becoming a Zero Waste Campus by 2040**, by sustainably managing materials and related emissions from procurement and use to reuse or disposal.
- **Achieving STARS Gold by 2025** to align UW–Madison’s performance with peer institutions and foster campus-wide participation in sustainability efforts.

Built Environment



The new College of Engineering building is a significant advancement for the campus and addresses the urgent demand for engineers in Wisconsin by supporting 1,000 additional undergraduates. This new facility will be designed for sustainability, featuring flexible classrooms and labs for active learning and research innovation. The space also includes a dedicated area for industry partners. It will be the centerpiece of UW–Madison’s seven-building engineering campus.

UWPD Active Threat Response Training



UWPD’s Active Threat Response Training began in early 2014. The goal of the training is to better prepare participants to respond to an active threat on or off campus, ultimately saving lives.

Over the past decade, UWPD has successfully trained 15,600 individuals in-person and 1,050 through an online training module.

The Active Threat Response training empowers individuals to stay safe in an emergency. It builds situational awareness, stress management skills, and equips participants with response options like Run-Hide-Fight. The program goes beyond immediate actions, delving into preventative measures, threat assessment methodologies, and how law enforcement typically responds. Local statistics on active threats are included to provide real-world context for the training.



Finance and Administration Accomplishments

275+

hours of Workplace English and Workplace Computer instruction time for employees

785

appointments were provided for more than 250 employees through career counseling services

280+

new* supervisors completed Principles of Supervisors and Management training
*started less than two years ago

16,000

hours of training completed by UWPD personnel

22,000+

one-on-one conversations with residents logged by Residence Life staff

17.5%

decrease in the time to fill a position, compared to FY23



PEOPLE

19,950

downloads of the BadgerSAFE safety app in its first year

74,152

calls dispatched for service with an average of 203 per day

8,780

students living in residence halls at Fall 2023 opening

\$2B

invested in design and construction of 104 capital projects

153,800

pounds of pre- and post-consumer waste composted at Four Lakes and Gordon

400

new security cameras added to the already robust camera system

15M

square feet identified for study of deferred maintenance needs

50+

events held during Earth Fest, a campuswide celebration of sustainability

45

lab projects completed with 40 more in design and construction



PLACES

University Areas of Pride

65%

of undergraduate students graduate without student loan debt

\$30.8B

economic impact to the state; \$26.73 return on investment (as of 2021)

977

students are in the Bucky's Pell Pathway program

3.84

years to earn a degree on average (2022-2023)

650+

software systems reviewed integration with Workday (FY21-22)

8,000+

inquiries with the Housing Chatbot, a tool powered by artificial intelligence

3%

of students with a tuition balance at year end

\$425M

financial aid applied to student accounts

530+

ancillary systems will be reconfigured to work with Workday

\$845.7M

worth of purchase orders issued in ShopUW+

\$400K

recaptured from ShopUW+ and given back to individual departments

89.9%

of requisitions are completed in one day

12

average days for invoice payment



PRACTICES

183,002

total number of purchase orders issued in ShopUW+

FY24 Financial Highlights

Strong Financial Position

UW–Madison is a top-rated public flagship university, and our financial position is strong. Our current position is attributed to several factors, including philanthropic activity, grants, and contracts, which reflect continued strong research activity.

We are projecting a 9% increase in revenues from FY24 to FY25. Sustainable revenue growth is essential to UW–Madison’s long-term success and stability. The university will continue to pursue new revenue opportunities to maintain our competitive edge compared to our peer institutions.

Funding from the state of Wisconsin is an essential source of financial support for UW–Madison. In FY24, state appropriations for educational purposes totaled \$458.7 million.

The university reported more than \$1.5 billion in total research expenditures during FY24.

Demand for a UW–Madison education continues to grow. More than 63,500 prospective first-year students applied for the fall 2023 – a 5.4% increase from fall 2022 – from around the world. In Fall 2023, our enrollment exceeded 50,000 students for the first time in the university’s 175-year history.

FY24 Capital Investments

UW–Madison made significant investments in our infrastructure to provide a space for all who live, work, and learn here. These investments are an important piece in educating and preparing the future Wisconsin workforce.

The major projects in FY24 included:

- Construction of the College of Engineering building;
- Camp Randall Sports Center;
- Morgridge Hall (CDIS) construction;
- School of Veterinary Medicine addition and renovation;
- Construction of the College of Letters & Science’s Irving and Dorothy Levy Hall; and
- Kronshage, Jorns, and Humphrey residence halls renovations.

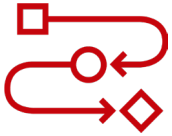
For these projects, the state will provide \$437.3 million. University funding (including philanthropy, WARF grants, and indirect cost recovery) will cover the remaining \$1.01 billion.

Budgetary Priorities for Fiscal Year 2025

- Providing additional resources to schools and colleges to accommodate the anticipated undergraduate enrollment growth.
- Expanding staff in Research and Sponsored Programs to better support research proposals, awards, and administration as our research enterprise continues to grow.
- Increasing access for talented undergraduate students with the highest financial need.
- Addressing our deferred maintenance on aging structures by providing one-time funding to Facilities Planning & Management and schools and colleges for capital updates.
- Enhancing our cybersecurity tools to protect the university against attacks.
- Providing additional support to the McBurney Disability Resource Center to meet student demand.

Because of its financial strength, UW–Madison remains well positioned for the immediate future. Responsible stewardship and planning will ensure we are able to keep making contributions that enrich the world for generations to come.

WE KEEP WISCONSIN ON



The Administrative Innovation and Planning (AIP) team has played a critical role in preparing UW–Madison for the transition to Workday.

AIP has led the creation of future state business process maps for finance, research administration, and human resources based on the work of the Administration Transformation Program. This work is being done in partnership with UW–Madison and the Universities of Wisconsin who are responsible for ensuring future state business processes are effective and communicated to stakeholders. This work is designed to:

- Identify discrepancies between the current operational methods and the envisioned future state, ensuring that any issues are resolved before the Workday system goes live on July 1, 2025.
- Enhance the Workday user experience by providing a comprehensive view of the end-to-end business processes, including activities conducted outside of Workday.
- Pinpoint significant changes that could affect users, allowing for the development of targeted training programs and job aids to facilitate a smooth transition to Workday.

The result of this work will serve as the basis for continuous improvement. Being a top-ranked public university requires modern, responsive, secure, and efficient administrative services to support our mission-critical activities.



The University of Wisconsin–Madison Police Department (UWPD) employees are experts at dealing with various special events on campus. The largest being football games at Camp Randall Stadium. UWPD prepares for each home game during the football season to ensure the safety of more than 80,000 fans. Planning for football season starts almost immediately following the previous season.

UWPD plays an important role in managing this great influx of people by directing fans to their seats, maintaining a secure environment during the game and ensuring visitors have a positive game day experience.

Hours before kickoff UWPD teams are hard at work establishing traffic control measures, conducting safety sweeps, briefing the supporting law enforcement agencies, setting up the arrest processing center, and much more.

The success of these events depends on strong partnerships with both internal and external groups. This includes law enforcement agencies across the state, university departments, and various community organizations, all working together for effective event management.

As the game ends and the crowds disperse, UWPD's work continues until the last fans have left the stadium. The officers' commitment to service, respect, and empathy shines through, making every home game not just a sporting event, but a showcase of community and safety coming together.

WE KEEP WISCONSIN ON



Cultural Linguistic Services (CLS), a unit within the Office of Human Resources, offers workplace learning classes at no cost to employees. These classes are designed to improve communication among employees and supervisors, increase employee engagement within the campus community, and enable employees to thrive.

Francisco Aguirre Álvarez, known to his colleagues as “Paco,” is a native Spanish speaker who has been participating in late-night Workplace English classes at UW–Madison for about a year. “These classes have helped me a lot,” Paco says. “Communication skills help people see their potential and do better.”

In these classes, Paco has learned grammar, writing, and conversational skills that he uses every day on the job. Now a third-shift custodial services supervisor, Paco encourages the members of his crew to join him for Workplace English classes. He also works with them on homework assignments designed to further develop their skills.

Paco has also completed computer training classes, where he learned how to use Microsoft Word and Excel. He uses these tools to schedule shifts, complete performance reviews, and write emails.

Paco’s story illustrates the positive impact of CLS’s workplace learning classes and exemplifies UW–Madison’s commitment to developing and retaining employees.



Each year, approximately 800 worker compensation claims cost UW–Madison roughly \$3 million and are incorporated into future year’s premiums. Risk Management, part of the Division of Business Services, added a worker’s compensation specialist to better comply with worker’s compensation policies and procedures outlined by the State of Wisconsin Worker’s Compensation Law,

Universities of Wisconsin, and Department of Administration.

The worker’s compensation specialist provides data analysis and hazard control recommendations to Environment, Health and Safety professionals and campus management. The specialist develops resources that identify injury and illness trends, understand their causes and severity, and implement control measures.

This role allows the Division of Business Services to develop and implement extra training in worker’s compensation for employees and supervisors. This results in better compliance, and contributes to a reduction in workplace injuries and illness which is beneficial to employees and will help to control worker’s compensation premiums.

WE KEEP WISCONSIN



The University Housing Sustainability Committee began transitioning the university's dual-stream recycling system to a single-stream system in all University Housing locations in 2022 and continued into 2024.

Switching to a single-stream recycling system started as a response to many campus operational and external service changes over the past few years. After a full year of the new system, the committee has observed the following outcomes:

- 63% reduction in waste and recycling staff labor associated with servicing outdoor containers
- \$60,000 annual cost savings for University Housing in waste and recycling services
- 100% decrease in work-related injuries associated with servicing the outdoor dumpsters
- An increase in student awareness of recycling responsibilities and expectations
- A decrease in contamination of recyclables in University Housing locations

The initiative has shown to be successful and met goals of decreasing labor costs by increasing efficiency of recycling collection. There has also been an increase in the ease and accessibility of recycling for residence hall staff and students.



The Office of Sustainability, a part of Facilities Planning & Management (FP&M), is collaborating with local partners to address sustainability challenges. Together, they are advancing research, supporting the campus community, and providing students with real-world, hands-on experiences. These projects will drive solutions to benefit the State of Wisconsin and help the university meet its sustainability goals.

A partnership with Alliant Energy on an agrivoltaics project focuses on how solar energy production can coexist with agriculture. The pilot project will be one of the largest in the country and will provide valuable insights for Wisconsin agriculture, while generating enough electricity to power 450 homes.

FP&M has partnered with the City of Madison to purchase nine 60-foot, articulated buses. The zero-emission, electric buses run quieter, provide enhanced accessibility features, and transport 120 people (50% more than current local buses). These buses will be used on Bus Rapid Transit routes.

Lastly, FP&M is fostering research at multiple Madison Gas & Electric (MG&E) sites. Atmospheric and Oceanic Sciences students took wind, temperature, and humidity measurements at the O'Brien Solar Fields—a UW-Madison and MG&E partnership—to study microclimates among solar arrays. Additionally, civil and environmental engineering researchers are studying how solar panels impact rainwater infiltration and soil moisture.

WE KEEP WISCONSIN

As the largest and most diverse nonacademic unit on campus, FP&M supports UW–Madison’s mission by managing its physical environment. FP&M’s team members provide a variety of services to the campus community by building, maintaining, and operating the physical environment of campus.



As a Physical Plant interior designer, Kirstin Selchow designs and manages projects related to furniture finishes, signage, and space planning. She also collaborates with architects and engineers. Kirstin enjoys problem-solving and finding creative solutions that meet the needs of the project. She has worked on more than 37,000 square feet in the last fiscal year. Her projects include a remodel of a room in Memorial Union, increasing occupancy in the Red Gym, remodeling classrooms in Noland, Goodnight, and Van Vleck Halls, and remodeling to create more office or classroom space in Law, South Hall, Humanities, Weeks, and Vilas Halls.

“It’s both challenging and rewarding to find solutions that meet both the budgetary and design goals.”

– Kirstin Selchow

As environmental health and safety specialists, Luke Hendricks and Tim Lanzhammer spend their time collecting excess or unwanted chemicals from university labs and safely identifying, sorting, and preparing them for disposal. In any given year, at least 250,000 pounds of chemical waste are removed (enough to fill about 12 Olympic-sized swimming pools). Additionally, one key item that is part of their job is the redistribution of chemicals. Their impact has led to many improvements in daily operations, including increased efficiency in storing and shipping, saving both time and money.



“There are chemicals we store and ship that could kill a person within minutes if they’re unknowingly exposed. So, caution is a big part of what we do.” – Luke Hendricks



Employees who work second- and third-shift play an important role in supporting the operations of UW–Madison’s world-class research enterprise. Each night, these employees clean bathrooms, open gates, heat buildings, and more. Below are just two examples of this work.

Our central campus employs approximately 400 custodians, across all three shifts, who clean more than 10 million square feet throughout nearly 150 buildings. They clean any surface that is touched during the workday including wiping chairs, sanitizing bathrooms, mopping floors, polishing elevators, and keeping the research labs in order.

The University Hospital parking structure ranks as the second busiest in Wisconsin, outpaced only by the Milwaukee airport. Despite automated options, most visitors and patients prefer human interaction for ease and trust. Parking structure attendants, part of the FP&M’s Transportation Services team, sometimes are the first and last interaction a visitor or patient may have during their time at the hospital and FP&M is there to provide customer service during a stressful time.

Looking Ahead to FY25

As we move through the next year, we will continue to prioritize innovative, growth-focused strategies related to people, places, and practices, including:

Retaining employees

People are the essence of what makes UW–Madison great. We will continue our efforts to retain employees and offer opportunities for all individuals to develop their skills and grow their careers at UW–Madison.

Improving employee experience and campus climate

As part of our retention efforts, we remain committed to ensuring a supportive environment for all. Diversity is a source of strength at UW–Madison and beyond. We aspire to create a culture of inclusion and belonging by prioritizing employee well-being, engagement, and satisfaction.

Strengthening administrative service delivery

We will continue to explore opportunities to improve customer satisfaction with administrative services, including by ... We are reviewing the 2024 Administrative Quality Satisfaction Survey results and identifying opportunities to increase customer satisfaction across various units.

Enhancing learning and working through the built environment

Through strategic investments and modernization efforts, we seek to create spaces that inspire collaboration, creativity, excellence, and overall health.

Making progress toward sustainability goals

We are on track to reach our key sustainability goal of achieving STARS Gold by 2025 and will continue our work toward other key sustainability initiatives. All finance and administration employees have roles to play in helping the university meet these goals, including identifying ways to decrease the amount of waste generated by our daily activities.

Modernizing administrative transformation with the transition to Workday

Workday brings together data about people, finances, and operations into one system to streamline administrative work and better protect our data. This is a critical project in modernizing HR and finance processes to better support our teaching, research, and public service mission.

All Universities of Wisconsin institutions will transition to Workday on July 1, 2025. Training for HR and finance professionals will begin in March 2025, and training for all other employees will follow.



Finance and Administration

UNIVERSITY OF WISCONSIN-MADISON

