



UW Oshkosh Mission Statement

The University of Wisconsin Oshkosh provides a high-quality liberal education to its students in order to prepare them to become successful leaders in an increasingly diverse and global society. Our dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship, and community engagement to create a more sustainable future for Wisconsin and beyond. High quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master's, and professional doctorate levels.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 and are projected to be 13,019 in 2024-25.
 - Main Campus Undergraduate enrollment is projected to decrease from 11,259 to 11,147 FTE.
 - Graduate enrollment is projected to remain steady at 1,070 FTE.
 - Branch campus enrollment is estimated to decrease from 1,157 to 802 FTE, 332 of which are due to closing the Fond du Lac Campus.
- In 2024-25, **revenues are expected to decrease 5.8%**, or \$12.9 million from the prior year. Key drivers in revenues are:
 - The GPR/Tuition decrease of \$4.2 million is due to an increase in tuition revenue of \$2.1 million due to the 3.75% tuition increase approved in April offset by reduced tuition collections of \$4.4 million due to undergraduate and service-based pricing enrollment declines since 2022-23, and \$2.0 million from the closure of the Fond du Lac campus.
 - Targeted program closures in General Program Operations reduced revenue by \$1.6 million.
 - Reduced segregated fee, housing, and dining revenue due to enrollment declines of \$1.4 million.
 - Gifts, Grants and Contracts are projected to decrease by \$1 million.
 - A Federal Financial Aid decrease of \$4.7 million due to enrollment declines.
- In 2024-25, **expenses will decrease by 6.4%**, or \$14.4 million from the prior year. Key drivers in expenses are:
 - Reduction in payroll expenses resulting from the implementation of Phase One of the Institutional Realignment Plan (IRP) of \$8.0 million across all funds.
 - This includes ongoing savings from our Reduction in Force which included layoffs and elimination of vacant positions, and a Voluntary Retirement Incentive Option Program.
 - \$2.0 million associated with the closure of the Fond du Lac Campus.
 - Aligning auxiliary spending with enrollment projections as well as a one-

- time decrease in debt service of \$3.6 million in 2024-25.
 - Decreased Federal Financial Aid and General Program Operations expenditures due to enrollment declines and program eliminations under the IRP of \$700,000.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$8.6 million, down from the \$15.2 million that was reported in the 2023-24 annual budget. This was accomplished by:
 - Phase one IRP savings of \$5.3 million which included a reduction in workforce and voluntary retirement incentives.
 - The deficit was also reduced by \$1.3 million due to the discontinuation of programs.
 - Additional reduction efforts that have yet to be determined (i.e. building closures, contract re-negotiations, outsourcing) have a savings target of \$4.6 million across all funds.
 - An Academic Restructure will be implemented in 2025-26 and is estimated to provide \$4.0 million in savings.
- Key drivers in the changes in projected 2023-24 fund balances include:
 - Full utilization of existing reserves to buffer the university from tuition shortfalls due to enrollment declines.
 - Decreased expenses across all funds to align with projected revenue.
 - Tuition declines continue to negatively impact our GPR/Tuition balances until the IRP is fully implemented.

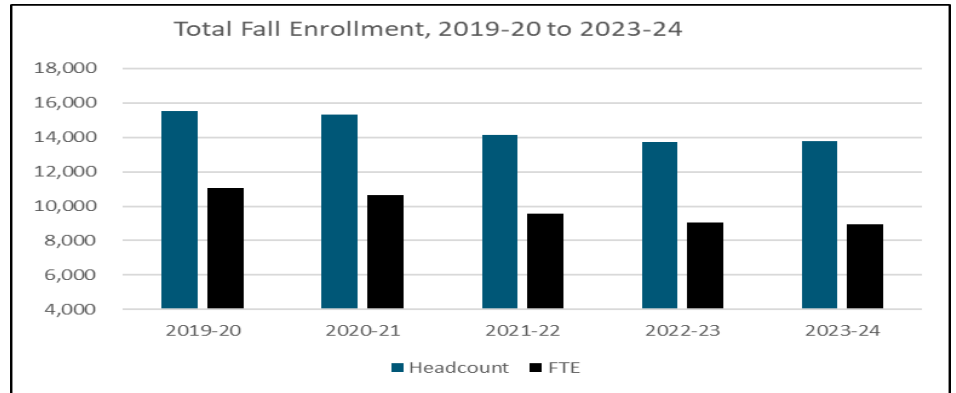
Key Campus Actions Related to the UW System's 2023-28 Strategic Plan:

Strategic Plan Initiative: We will increase access to higher education and improve rates of success for historically underserved students.
<ul style="list-style-type: none"> • The university implemented a <i>Peer Navigator program</i> to engage students with a fellow student peer mentor to improve their educational experience and eliminate barriers to their success.
Strategic Plan Initiative: We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.
<ul style="list-style-type: none"> • <i>Financial sustainability</i> remains the university's focus as we complete Phase 1 of our Institutional Realignment Plan (IRP) and move into Phase 2 to fully eliminate our structural deficit. This includes: • An additional \$4.0 million to be realized as we implement the institutional Academic Restructure and additional instructional savings in FY26. • Phase Two of the IRP includes: <ul style="list-style-type: none"> • <i>Position Accountability & Integrity Review</i> process to manage staff positions and maintain savings from Phase One of IRP. • Continued internal review of cost centers for strict budget control. • Engaging in Master Facilities Planning to include building closures/demolitions, sale of property, centralization of

<ul style="list-style-type: none"> space control, and new contract pricing/practices for external events. On-going evaluation of vendor contracts, with considerations for additional outsourcing of auxiliary services (e.g. bookstore). The <i>Sustainability Institute for Regional Transformations</i> is as an example of UW Oshkosh's commitment to environmental sustainability on campus and as a regional leader.
<p>Strategic Plan Initiative: We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.</p>
<ul style="list-style-type: none"> The <i>academic restructuring</i> will align our colleges' structure with the Department of Public Instruction's career clusters for a seamless transition for K-12 students. UW Oshkosh has <i>integrated online academic programs</i> into the existing colleges to improve the experience for undergraduate students who desire a blend of online and in-person learning. UW Oshkosh continues to partner with our region to create new programs, such as our College of Nursing's <i>Psychiatric Mental Health Family Nurse Practitioner</i> degree emphasis and certificate.

Philanthropy and Foundations:

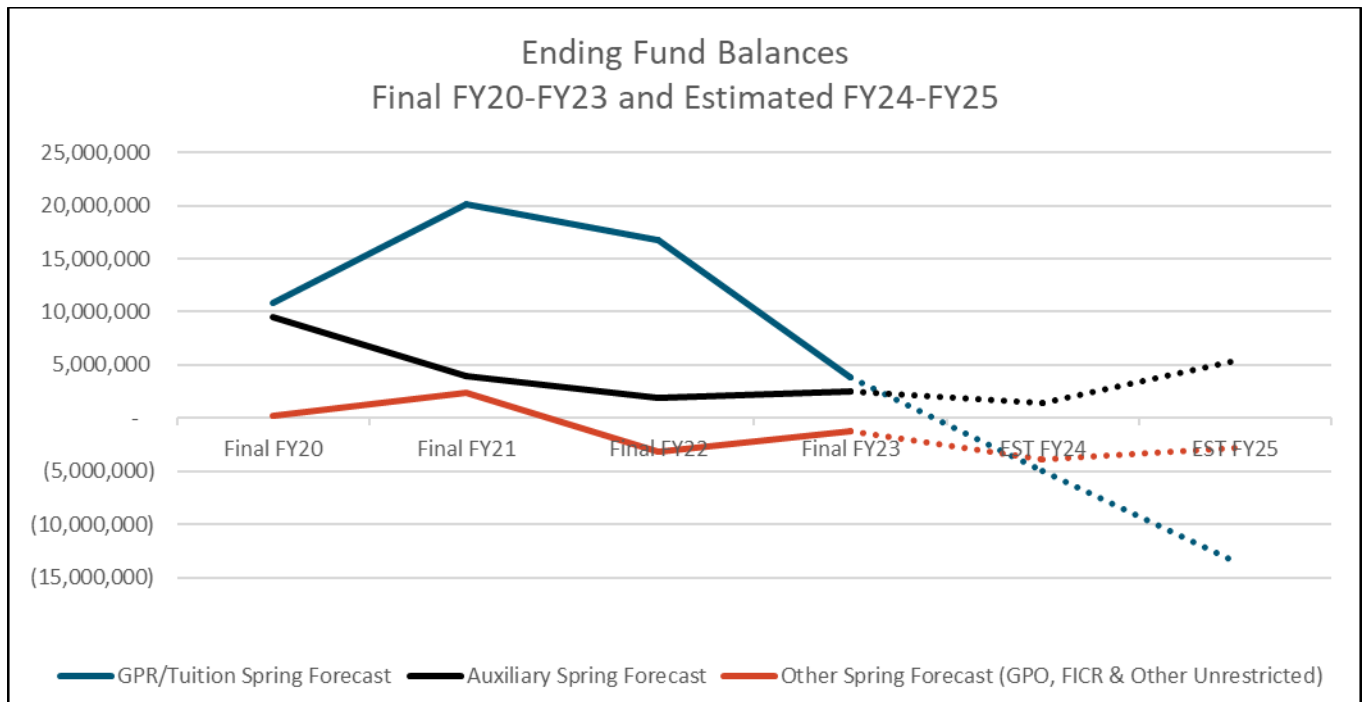
- **Primary Fundraising Foundation:** The UW Oshkosh Foundation (established in 1963).
- **Total Assets (as of June 30, 2023):** \$40.7 million
- **2024-25 Highlights:**
 - \$1.1 million provided in scholarship support in FY24.
 - \$3.4 million donation commitment for capital improvement project for Athletics.



2024-25 Budget and Fund Balance Summary
(Excludes GPR/Tuition Fringe Benefits)

	Expenses		Revenue		Revenue Less Expense *	Unrestricted Fund Balances		
	2024 - 2025 Budget	\$ Change FY24 to FY25	2024 - 2025 Budget	\$ Change FY24 to FY25		Final FY23 Balance	Projected FY24 Balance	Projected FY25 Balance
GPR/Tuition	\$97,342,545	\$999,930	92,682,083	(\$4,206,544)	(\$8,567,263)	\$3,821,654	(\$5,020,198)	(\$13,587,461)
Auxiliaries	\$40,578,137	(\$7,519,689)	\$44,665,600	(\$1,432,594)	\$4,087,463	\$2,529,728	\$1,371,600	\$5,459,063
General Program Operations	\$7,352,166	(\$3,506,636)	\$8,760,485	(\$1,640,657)	\$1,408,319	(\$1,367,282)	(\$4,181,759)	(\$2,773,440)
Fed Indirect Cost Reimb.	\$578,556	(\$106,952)	\$501,500	(\$116,155)	(\$77,056)	(\$81,019)	\$134,407	\$57,351
Gifts, Grants, Contracts	\$10,842,095	(\$767,695)	\$10,780,379	(\$722,380)	(\$61,716)			
Federal Financial Aid / Other	\$49,817,247	(\$4,436,068)	\$49,557,247	(\$4,737,807)	(\$260,000)	\$242,511	\$141,055	(\$118,945)
Total Base	\$206,510,746	(\$15,337,110)	\$206,947,294	(\$12,856,137)	\$436,548	\$5,145,592	(\$7,554,895)	(\$10,963,432)
One-Time Use of Tuition Balances	\$3,906,801	\$906,801						
Total Including Use of Balances	\$210,417,547	(\$14,430,309)	\$206,947,294	(\$12,856,137)	(\$3,470,253)			

*GPR/Tuition includes One-Time Use of Tuition Balances





UW-Parkside Mission Statement

The University of Wisconsin-Parkside is committed to high-quality educational programs, creative and scholarly activities, and services responsive to its diverse student population, and its local, national, and global communities.

Key Drivers in the 2024-25 Annual Budget:

- FTE enrollments have declined since 2019-20 but have been relatively steady since 2022-23. Fall 2024 FTE enrollments are projected to decrease approximately 2% to 3,109.
 - Undergraduate enrollment is projected to decrease by 63 FTE to 2,713.
 - Graduate enrollment is projected to increase by 13 FTE to 396.
- In 2024-25, **revenues are expected to increase by 3.5%**, or \$2.9 million from the prior year. Key drivers in revenues are:
 - GPR/Tuition revenue will increase by \$5.7 million. This includes \$6.2 million of tuition revenue not previously recognized in the budget and tuition rate increases approved in April. The revenue increases are partially offset by an estimated \$500,000 decrease in tuition due to the enrollment declines.
 - Auxiliary revenue is anticipated to increase primarily due to the post-COVID increase in students on campus using residence housing, dining plans, and paying additional segregated fees.
 - Revenue from grants is anticipated to decrease due to receiving fewer grant awards.
 - Federal Financial Aid revenue decreases due to enrollment declines and grants available.
- In 2024-25, **expenses are expected to decrease by 5.2%**, or \$4.9 million from the prior year. Key drivers in expenses are:
 - GPR/Tuition expenses are expected to increase by approximately \$400,000. This is due to several factors including: campus efforts to align resources with GPR/Tuition expenditures resulted in a \$1.8 million reduction to the expense budget; conversely, there is a planned \$1.7 million increase in expenditures focused on investments in new academic programs and collaborative program costs. Additionally, funding for the FY25 2% pay plan, and increases to debt service contribute to the increase.
 - Auxiliary expenditures are expected to decrease by \$2.0 million. This is due to a \$763,000 decrease in debt service payments and a reduction in capital expenditures of \$1.2 million.
 - Activity on grants is anticipated to be down due to fewer grants awarded.
 - Budgets for federal financial aid have been reduced by \$2.9 million based on anticipated usage of financial aid grants available.
- The 2024-25 budget includes a GPR/Tuition structural deficit of \$1.0 million, down from \$5.3 million that was reported in the 2023-24 annual budget.
 - This decrease along with an additional \$600,000 was achieved through reducing operational expenditures to align with resources available as follows:

- Eliminating salaries related to vacant positions in the amount of \$2.3 million,
- Reducing the budget for student employment, eliminating unassigned salaries, the non-renewal of four positions, and laying off 11 staff has resulted in a savings of \$1.4 million,
- Eliminating another \$1.2 million in salary budgets through voluntary separation agreements, and
- Reducing department budgets for supplies and expenses totaling \$921,000.
- Of the \$5.9 million in base budget reductions listed above, approximately \$4.3 million was realized in FY24 allowing the campus to reduce its FY25 operating budget. The rest of the reduction will be realized in 2024-25 with the completion of the layoff process allowing the campus to eliminate the remaining \$1.0 million structural deficit in the FY26 operating budget.
- Key drivers in the changes in the 2023-24 fund balances include:
 - Auxiliary balances are projected to decrease by \$1.3 million. This is due to the following:
 - Planned use of fund balances for capital improvements in the amount of \$837,000 for a parking lot (\$260,000) and an elevator upgrade (\$577,000).
 - Planned use of fund balances for debt service payments for the Parkside Student Center exceeded segregated fee revenue of approximately \$490,000.

Key Campus Actions Related to the UW System's 2023-28 Strategic Plan:

We will increase access to higher education and improve rates of success for historically underserved students.

- Increased college going students across the region by expanding Parkside Access to College Credit (PACC) for high school students.
- Continuing to work with EAB's Moonshot for Equity program to eliminate equity gaps by 2030.
- Fully implemented associate degree pathways with Gateway Technical College.
- Continue to work with local school districts and higher education partners to reverse current college going trends.

Champion student success across the higher education life cycle.

- Implemented the Title III Grant and effectiveness of student success coaches which will increase student retention and the student experience.
- Implemented the Educational Opportunity Center Adult Learner Grant which will increase the college going rate in our region by helping prospective students achieve their personal and professional goals through goal setting services and degree completion assistance.
- Improved the use of Slate and EAB tools.

We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.

- Completed assessment with Brailsford & Dunlavey, which is helping the campus to identify potential opportunities to improve its outdoor athletic facilities through public private partnerships.

<ul style="list-style-type: none"> • Continue to partner with Root-Pike Watershed Initiative Network to leverage resources to enhance campus sustainability efforts.
We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge.
<ul style="list-style-type: none"> • Continue academic program innovation. • Serving as a lead partner in the Kenosha Emerging Leaders Academy and the Kenosha Innovation Neighborhood.
We will provide support for the universities to drive enrollment to meet the needs of the state and knowledge economy.
<ul style="list-style-type: none"> • Continue to serve on regional economic development boards. • Continue to partner with Higher Education Regional Alliance (HERA), Higher Expectations and Building our Future to align Higher Education outcomes to regional needs. • Continue to partner with higher education and K-12 institutions in the region.

Philanthropy and Foundations:

- **Primary Fundraising Foundation:** University of Wisconsin Parkside Foundation, Inc. (established in 1985).
- **Total Assets (as of June 30, 2023):** \$19.1 million
- **FY24-25 Highlights:**
 - The UW-Parkside Foundation is continuing progress on its first ever comprehensive fundraising campaign, Where Opportunity Meets Transformation: The Campaign for UW-Parkside. As of May 2024, we have raised nearly \$15 million toward our \$25 million campaign working goal.
 - Based on preliminary 2023-24 numbers, the UW-Parkside Foundation provided approximately \$750,000 in scholarships and other direct support to students. 2023-24 was the first year of UW-Parkside's Ascension Scholars and Froedtert Health Scholars partnerships, which pair scholarships with hands-on learning and career opportunities in the health sciences.