



# FISCAL YEAR 2017/18 BUDGET BOOK

VOLUME ONE



UNIVERSITY OF WISCONSIN  
WHITEWATER

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Dear Chancellor Kopper:

We are pleased to present the Fiscal Year 2017/18 Budget, in the amount of \$263 million.

## **Purpose/Use of this Document**

The University of Wisconsin-Whitewater Fiscal Year 2017/18 Budget Book Volume One is intended primarily as an internal document, produced annually for use by members of the campus community. As we look forward and launch into the remainder of FY 2017/18, our institution's financial outlook is stable. Ongoing financial challenges and necessary capital improvements require continued focus on cost containment and strategic investments so that we preserve our enduring commitment to provide access and opportunities to current and future students of UW-Whitewater. We will use the budget documents throughout the year to monitor and report ongoing fiscal activity at the Cabinet level.

This budget document includes the financial breakdown of all divisions and of general and non-general fund revenues.

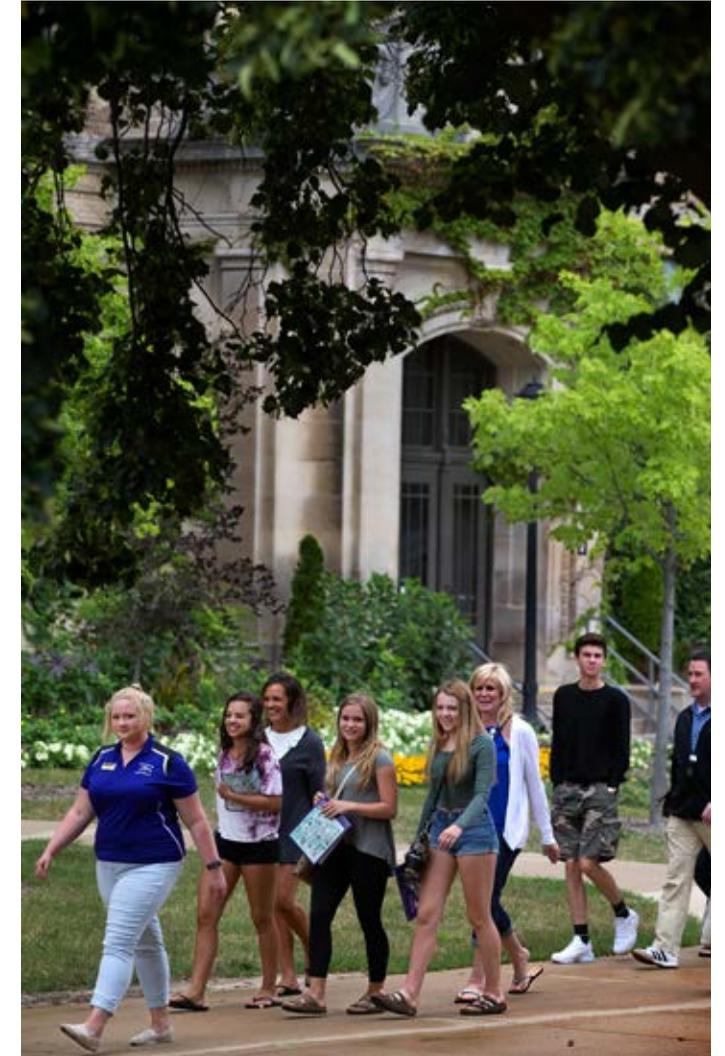
We have also included a three-year all-funds budget analysis that includes all revenue and all expenses FY 2014/15, 15/16 and 17/18. This type of analysis can be a powerful tool for decision-making as it provides insight to risks and opportunities in our budget.

Going forward we have established a routine budget cycle that includes quarterly reviews and we will be preparing and publishing future Budget Books. These changes signify our commitment to demonstrate enhanced transparency of University processes and our confidence in the institution's financial plan.

We appreciate the opportunity to submit the Fiscal Year 2017/18 Budget Book Volume One for your review and approval. We have taken great care in preparing these summary reports for your consideration. I would like to provide special thanks to my budget team and executive office staff who prepared the budget we present to you today.

Sincerely,

Grace Crickette, Vice Chancellor of Administrative Affairs



# FY 17/18 Budget Process

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The budget process for the General Fund Budget for FY 2017/2018 started in December of 2016 with the campus budget team reviewing the budget and the positions that are funded by requesting updates from all departments.

In January and February, meetings were held with departments, and in March the data was entered into the budget system and reconciled at the campus level. In April the budget changes were reported to the System. The data was updated so that UW-System could review it and make additional changes until it was finalized in May. We then waited for approval of the State Budget. As a result of a delay in the finalization of the State Budget, the UW-System and campus budget processes were also delayed. The budget for FY 17/18 was not finalized until September of 2017.

Changes in UW-Whitewater's budget planning process:

- Identify budget manager for each division and the colleges and other departments (Divisions: Chancellor, Administrative Affairs, Academic Affairs, Student Affairs, Athletics and Advancement) in November 2017.
- Provide budget training to the budget managers on a regular basis beginning December 5, 2017.

- Execute on entering budget (revenue projections) for all funds in WISDM starting December of 2017 and ending February of 2018.
- Launch 1st Quarterly Budget Review framework for leadership and budget managers in March 2018 and continuing each quarter going forward.

The purpose of the new budget program is to provide the following:

- A **forecast** of planned revenues, spending and saving
- A tool for the **allocation** of current and anticipated financial resources
- A means to promote **good management**
- A **controlling** instrument
- A method of **communication**
- A reflection of **organizational values**

In December of 2017 we formed a group of budget managers and began providing training. The business officers and their top leadership began review and analysis of the reports contained in this Budget Book. Our budget planning goals are that UW-Whitewater:

- Is conversant in financial language.
- Adopts a holistic, mission-based approach to developing divisional, departmental, unit and project budgets.
- Maximizes the use of available WISDM platform.
- Monitors the connection between budget outcomes and service outcomes.
- Revises budgets quarterly, including a review of encumbered funds and position control to correspond to revisions in strategic priorities.
- Leverages project value analysis to prioritize and align with strategy.

# 2017/18 Budget

## University of Wisconsin-Whitewater Budget

The total 2017/18 budget for UW-Whitewater is \$263,717,682 (including one-time use of tuition balances). The Budget Book for the divisions do not include approximately \$52 million of the budget. This amount consists primarily of general purpose revenue fringe benefits, general purpose revenue debt service, financial aid and federal aid. These funds are managed at an institution level and are not assigned to a division.

	2017-18	2016-17	2015-16
Instructional State Support	11,408,174	9,343,037	8,458,009
Energy Costs	3,365,710	3,365,710	3,365,710
State-Funded Debt Service	13,117,837	12,426,478	13,316,818
Minority and Disadvantaged Programs	1,080,225	1,119,615	1,101,330
Advanced Opportunity Grants	353,292	350,553	366,770
Lawton Grants	622,928	607,814	587,388
<b>Total State Support</b>	<b>29,948,166</b>	<b>27,213,207</b>	<b>27,196,025</b>
Student Fees	87,015,188	85,807,434	84,841,575
General Program Operations	54,203,080	59,207,844	61,436,417
Auxiliary Debt Service	8,153,166	8,644,471	8,304,820
Gifts and Donations	2,194,758	1,881,915	1,776,120
Federal Aid	82,162,824	82,180,552	82,491,275
Trust Fund Income	20,500	20,500	20,500
License Plate Scholarships	20,000	20,000	20,000
<b>Total Budget</b>	<b>263,717,682</b>	<b>264,975,923</b>	<b>266,086,732</b>



**UW-Whitewater  
2017/18 Redbook Budget Summary**

Salaries and Wages	81,674,006
Fringe Benefits	29,766,835
Supplies and Expenses	44,985,106
Sales Credits	(3,462,816)
Capital	2,039,226
Aids to Individuals	86,819,322
Special Purpose	21,896,003
	263,717,682

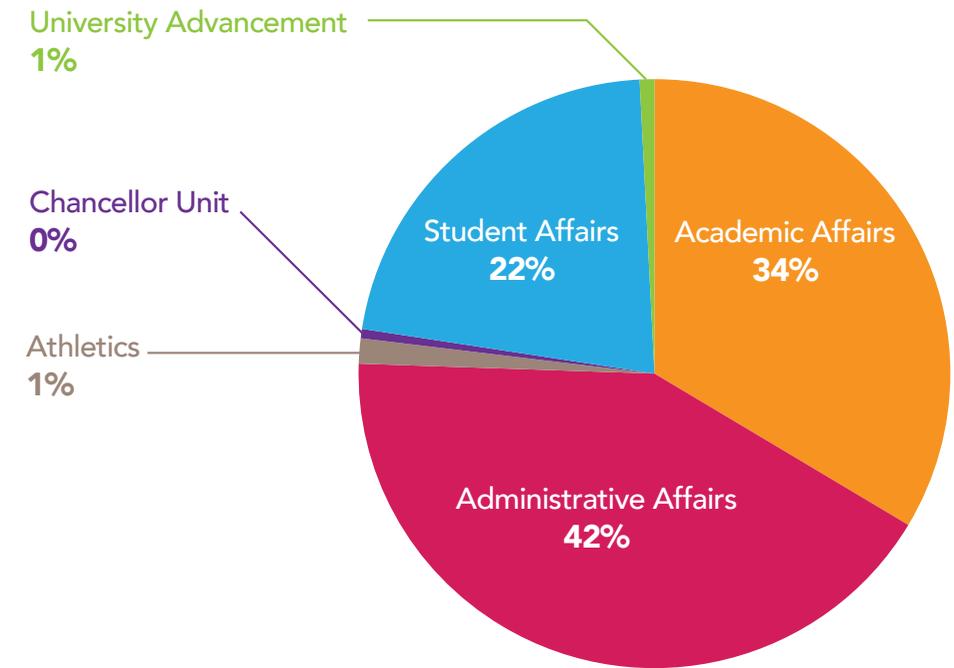
# FY 17/18 Division Budgets

## All Funds by Division

	FTE	Salary	Operating Expenses	Total
<b>Academic Affairs</b>	820.47	59,693,139	11,349,096	71,042,235
<b>Administrative Affairs</b>	167.00	10,901,816	77,816,124	88,717,940
<b>Athletics</b>	29.56	1,854,496	1,066,350	2,920,846
<b>Chancellor Unit</b>	12.00	1,000,624	79,598	1,080,222
<b>Student Affairs</b>	201.35	15,453,961	30,584,710	46,038,671
<b>University Advancement</b>	20.55	1,429,834	267,405	1,697,239
<b>All Divisions</b>	1,250.93	90,333,870	121,163,283	211,497,153

Note: Financial Aid related Funds are \$67,228,375, booked in the Administrative Affairs budget. Administrative Affairs is a passthrough for these funds.

## Total funds by division (in percents)



# FY 17/18 Division Budgets

Administrative Affairs	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	132.00	6,952,086	842,565	7,794,651
<b>Fund 131</b>	14.50	514,884	0	514,884
<b>Fund 109</b>	0.00	0	3,365,710	3,365,710
<b>Fund 123</b>	0.00	0	629,700	629,700
<b>Fund 128</b>	13.50	969,630	458,390	1,428,020
<b>Fund 133</b>	0.00	380,000	900,000	1,280,000
<b>Fund 136</b>	0.00	0	6,476,600	6,476,600
<b>Fund 144</b>	6.50	2,051,951	955,000	3,006,951
<b>Fund 147</b>	0.00	0	3,618,059	3,618,059
<b>Fund 149</b>	0.00	0	60,200,000	60,200,000
<b>Fund 150</b>	0.50	33,265	349,600	382,865
<b>Fund 161</b>	0.00	0	20,500	20,500
<b>All Funds</b>	167.00	10,901,816	77,816,124	88,717,940

Athletics	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	28.40	1,688,710	30,000	1,718,710
<b>Fund 128</b>	1.16	165,786	1,036,350	1,202,136
<b>All Funds</b>	29.56	1,854,496	1,066,350	2,920,846

Chancellor Unit*	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	10.50	909,819	(18,502)	891,317
<b>Fund 128</b>	0.00	0	73,100	73,100
<b>Fund 131</b>	1.50	90,805	5,000	95,805
<b>Fund 184</b>	0.00	0	20,000	20,000
<b>All Funds</b>	12.00	1,000,624	79,598	1,080,222

\*Includes Institutional Research and Innovation Services

**Administrative Affairs departments include:**

- Budget, Planning and Analysis
- Facilities Planning and Management
- Financial Services
- Human Resources and Diversity
- Risk Management and Safety
- Police Services
- Visitor and Parking Services

# FY 17/18 Division Budgets

Student Affairs	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	20.23	1,261,717	177,178	1,438,895
<b>Fund 131</b>	9.25	617,062	36,927	653,989
<b>Fund 133</b>	9.00	447,500	0	447,500
<b>Fund 128</b>	162.37	13,122,382	22,778,406	35,900,788
<b>Fund 136</b>	0.50	5,300	56,233	61,533
<b>Fund 123</b>	0.00	0	7,523,466	7,523,466
<b>Fund 233</b>	0.00	0	12,500	12,500
<b>All Funds</b>	201.35	15,453,961	30,584,710	46,038,671

**Student Affairs departments include:**

- Student Affairs departments include:
- Bookstore/Textbook Services
- Career and Leadership Development
- Center for Students with Disabilities
- Children's Center
- Dean of Students Office
- Health and Counseling Services
- Recreation Sports and Facilities
- University Housing
- University Center

University Advancement	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	17.30	1,174,748	91,524	1,266,272
<b>Fund 128</b>	1.50	94,119	(14,119)	80,000
<b>Fund 233</b>	1.75	160,967	190,000	350,967
<b>All Funds</b>	20.55	1,429,834	267,405	1,697,239

**University Advancement departments Include:**

- Philanthropy and Alumni Engagement
- University Marketing and Communications

# FY 17/18 Division Budgets – Academic Affairs

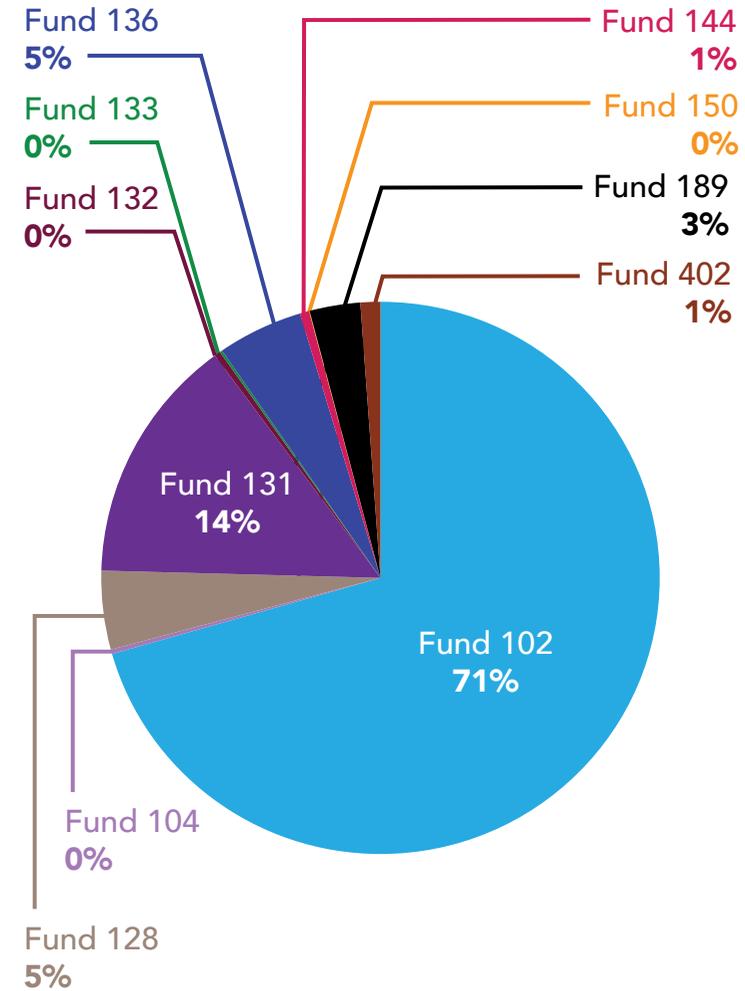
## Academic Affairs

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	638.39	44,622,404	5,500,880	50,123,284
<b>Fund 104</b>	3.50	182,280	5,000	187,280
<b>Fund 128</b>	9.27	899,998	2,371,429	3,271,427
<b>Fund 131</b>	121.69	9,368,945	915,788	10,284,733
<b>Fund 132</b>	1.14	84,617	164,470	249,087
<b>Fund 133</b>	0.95	98,593	5,199	103,792
<b>Fund 136</b>	11.56	1,748,059	1,766,725	3,514,784
<b>Fund 144</b>	5.00	324,344	57,000	381,344
<b>Fund 150</b>	0.00	5,000	20,000	25,000
<b>Fund 189</b>	17.48	1,743,849	339,761	2,083,610
<b>Fund 402</b>	11.49	615,050	202,844	817,894
<b>All Funds</b>	820.47	59,693,139	11,349,096	71,042,235

### Academic Affairs departments include:

- College of Arts and Communication
- College of Business and Economics
- College of Education and Professional Studies
- College of Letters and Sciences
- School of Graduate Studies/Continuing Education
- Instructional, Communications and Informational Technology
- Enrollment and Retention
- Office of Research and Sponsored Programs
- Honors Program
- Undergraduate Research
- Global Experiences
- Library
- Student Diversity, Engagement and Success

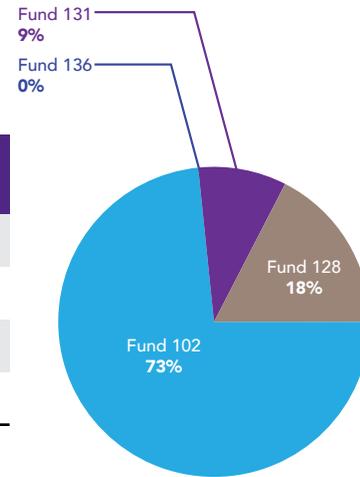
## Academic Affairs budget total by fund (in percents)



# FY 17/18 Division Budgets – Academic Affairs

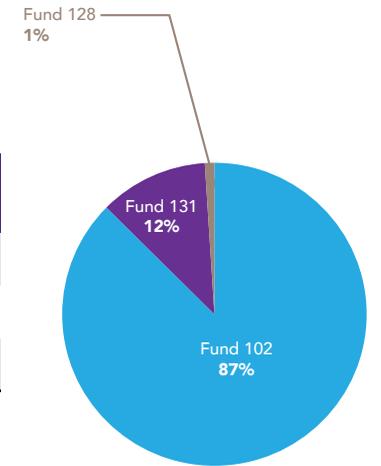
## College of Arts and Communication

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	86.60	5,252,860	210,986	5,463,846
<b>Fund 131</b>	9.39	682,685	0	682,685
<b>Fund 128</b>	6.12	533,907	764,572	1,298,479
<b>Fund 136</b>	0.00	0	1,050	1,050
<b>All Funds</b>	102.11	6,469,452	976,608	7,446,060



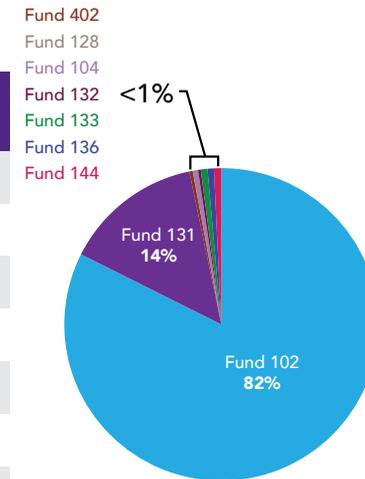
## College of Education and Professional Studies

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	95.29	6,032,998	298,838	6,331,836
<b>Fund 131</b>	11.57	741,392	94,127	835,519
<b>Fund 128</b>	0.00	0	73,325	73,325
<b>All Funds</b>	106.86	6,774,390	466,290	7,240,680



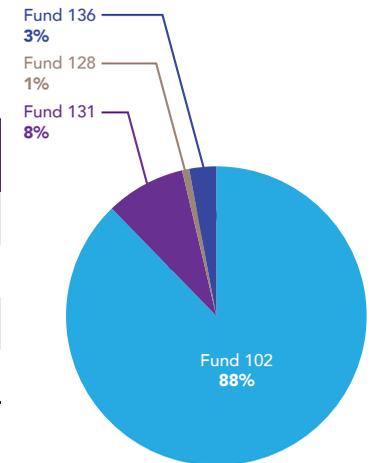
## College of Business and Economics

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	132.62	11,873,734	500,498	12,374,232
<b>Fund 131</b>	20.90	1,850,662	300,000	2,150,662
<b>Fund 402</b>	1.00	46,119	6,000	52,119
<b>Fund 128</b>	0.00	0	1,250	1,250
<b>Fund 104</b>	1.50	81,878	0	81,878
<b>Fund 132</b>	0.50	11,504	30,000	41,504
<b>Fund 133</b>	0.95	98,593	5,199	103,792
<b>Fund 136</b>	0.00	0	97,780	97,780
<b>Fund 144</b>	2.00	113,179	0	113,179
<b>All Funds</b>	159.47	14,075,669	940,727	15,016,396



## College of Letters and Sciences

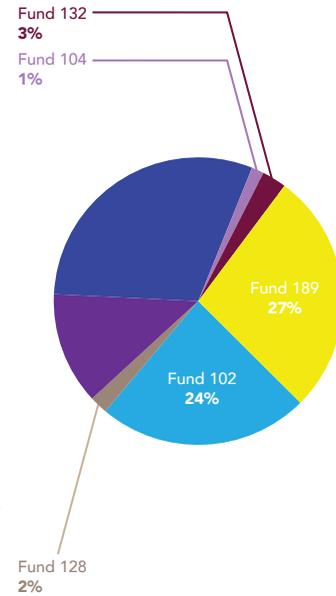
	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	219.22	13,512,873	562,673	14,075,546
<b>Fund 131</b>	12.64	1,153,087	223,035	1,376,122
<b>Fund 128</b>	0.00	0	123,760	123,760
<b>Fund 136</b>	5.49	445,829	18,595	464,424
<b>All Funds</b>	237.35	15,111,789	928,063	16,039,852



# FY 17/18 Division Budgets – Academic Affairs

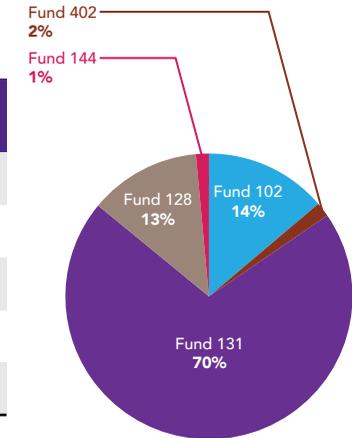
## Graduate Studies

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	6.64	1,716,518	84,420	1,800,938
<b>Fund 128</b>	0.00	19,220	135,750	154,970
<b>Fund 131</b>	11.25	963,489	0	963,489
<b>Fund 136</b>	2.07	889,284	1,421,850	2,311,134
<b>Fund 104</b>	2.00	100,402	5,000	105,402
<b>Fund 132</b>	0.64	73,113	134,470	207,583
<b>Fund 189</b>	17.48	1,743,849	339,761	2,083,610
<b>All Funds</b>	40.08	5,505,875	2,121,251	7,627,126



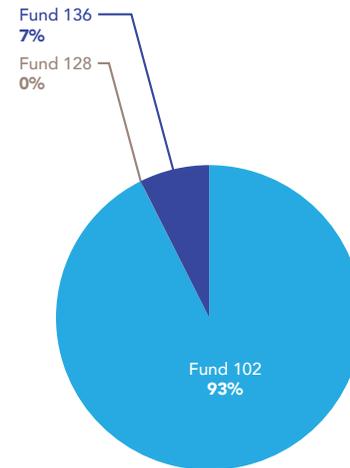
## Enrollment Management

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	5.50	458,281	348,317	806,598
<b>Fund 402</b>	1.49	83,738	12,000	95,738
<b>Fund 131</b>	53.32	3,844,178	283,626	4,127,804
<b>Fund 128</b>	1.50	213,984	522,337	736,321
<b>Fund 144</b>	0.00	28,000	57,000	85,000
<b>All Funds</b>	61.81	4,628,181	1,223,280	5,851,461



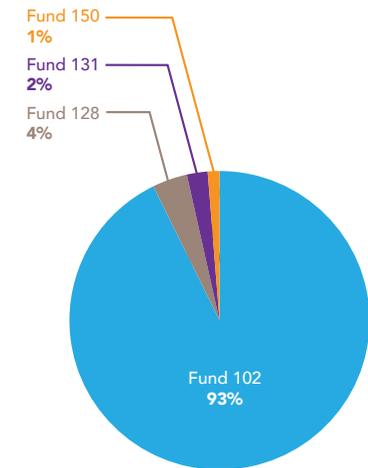
## Instructional, Communication and Information Technology

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	50.82	3,202,007	1,623,000	4,825,007
<b>Fund 128</b>	1.35	101,912	(101,000)	912
<b>Fund 136</b>	1.00	162,340	222,450	384,790
<b>All Funds</b>	53.17	3,466,259	1,744,450	5,210,709



## Provost Includes Research and Sponsored Programs, Honors and Undergraduate Research

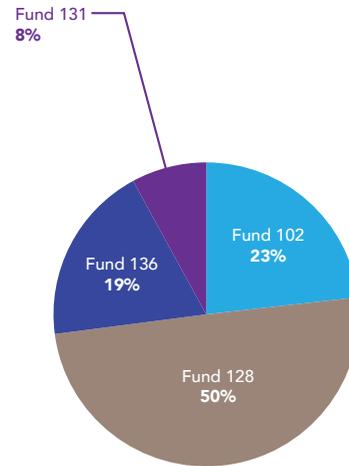
	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	10.00	992,976	844,323	1,837,299
<b>Fund 128</b>	0.00	0	74,735	74,735
<b>Fund 131</b>	1.00	44,222	0	44,222
<b>Fund 150</b>	0.00	5,000	20,000	25,000
<b>All Funds</b>	11.00	1,042,198	939,058	1,981,256



# FY 17/18 Division Budgets – Academic Affairs

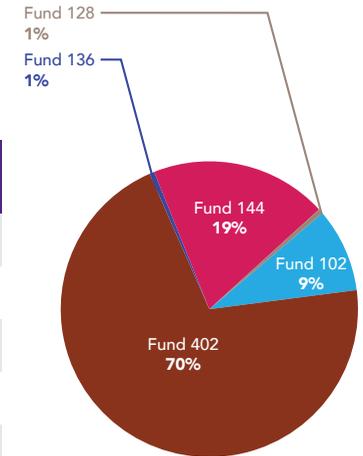
## Global Experiences

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	5.70	257,916	46,384	304,300
<b>Fund 128</b>	0.30	30,975	621,000	651,975
<b>Fund 136</b>	3.00	250,606	0	250,606
<b>Fund 131</b>	1.62	89,230	15,000	104,230
<b>All Funds</b>	10.62	628,727	682,384	1,311,111



## Student Diversity, Engagement and Success

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	0.50	66,822	20,519	87,341
<b>Fund 402</b>	9.00	485,193	184,844	670,037
<b>Fund 136</b>	0.00	0	5,000	5,000
<b>Fund 144</b>	3.00	183,165	0	183,165
<b>Fund 128</b>	0.00	0	5,000	5,000
<b>All Funds</b>	12.50	735,180	215,363	950,543



## Library

	FTE	Salary	Operating Expenses	Total
<b>Fund 102</b>	25.50	1,255,419	960,922	2,216,341
<b>Fund 128</b>	0.00	0	150,700	150,700
<b>All Funds</b>	25.50	1,255,419	1,111,622	2,367,041



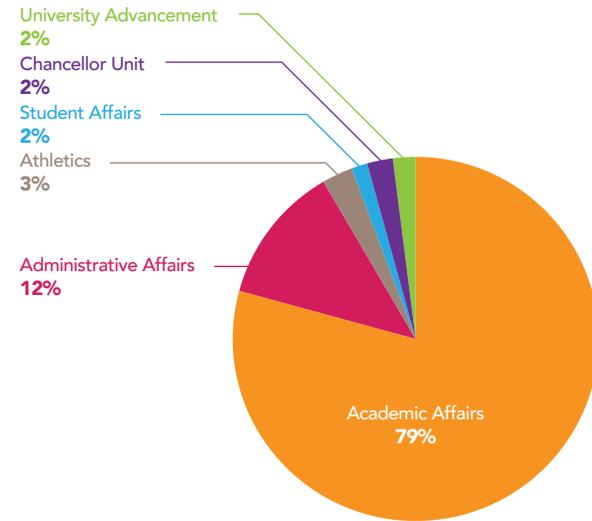
# FY 17/18 Operation Budget by Fund

Fund	Amount
Fund 102 - General Purpose Revenue	87,028,190
Fund 109 - Energy Costs	3,365,710
Fund 110 - Principal Repayment and Interest	13,117,837
Fund 123 - Debt Service	8,153,166
Fund 128 - Auxiliary Enterprises	41,955,471
Fund 131 - Academic Student Fees	11,395,172
Fund 133 - Non-Federal Grants and Contracts	1,831,292
Fund 136 - General Operations Receipts	10,052,917
Fund 144 - Federal Aid - Special Projects	3,275,116
Fund 145 - Fed Aid - Work Study	522,180
Fund 146 - Fed Aid - Supplemental Educ Opportunity Grants	539,604
Fund 147 - Perkins Loans	3,618,059
Fund 148 - Pell Grants	13,600,000
Fund 149 - Federal Direct Student Loans	60,200,000
Fund 150 - Federal Aid Federal Indirect Cost Reimbursement	407,865
Fund 161 - Trust Fund Income	20,500
Fund 184 - License Plate Scholarship Program	20,000
Fund 231 - One-Time Use of Tuition Balances	2,194,692
Fund 233 - Gifts - General	363,466
Fund 402 - Minority and Disadvantaged Programs	1,080,225
Fund 403 - Graduate Student Financial Aid	353,292
Fund 406 - Lawton Minority Undergraduate Grants	622,928
	263,717,682

Categories	Amount
General Purpose Revenue Funds 102, 109, 110, 402, 403, 406	105,568,182
Academic Student Fees Fund 131	11,395,172
General Program Operations Funds 128, 136	52,008,388
Auxiliary Debt Service Fund 123	8,153,166
Gifts and Donations Funds 133, 233	2,194,758
Federal Aid Funds 144, 145, 146, 147, 148, 149, 150	82,162,824
Trust Fund Income Fund 161	20,500
License Plate Scholarship Program Fund 184	20,000
One-Time Use of Tuition Balances Fund 231	2,194,692
	263,717,682

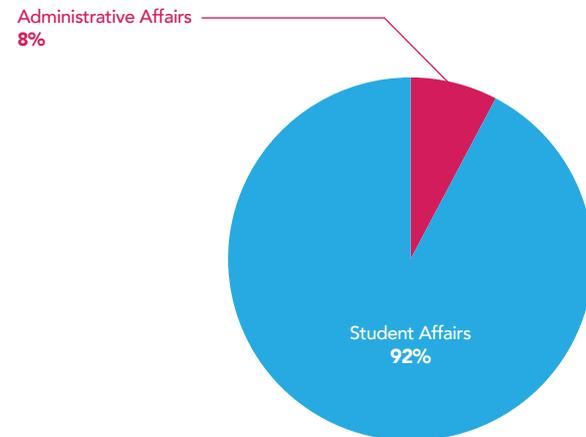
# FY 17/18 Operation Budget by Fund

## Fund 102 - General Purpose Revenue Total



Fund 102	FTE	Salary	Operating Expenses	Total
Academic Affairs	638.39	44,622,404	5,500,880	50,123,284
Administrative Affairs	132.00	6,952,086	842,565	7,794,651
Athletics	28.40	1,688,710	30,000	1,718,710
Chancellor Unit	10.50	909,819	(18,502)	891,317
Student Affairs	20.23	1,261,717	177,178	1,438,895
University Advancement	17.30	1,174,748	91,524	1,266,272
<b>Total</b>	<b>846.82</b>	<b>56,609,484</b>	<b>6,623,645</b>	<b>63,233,129</b>

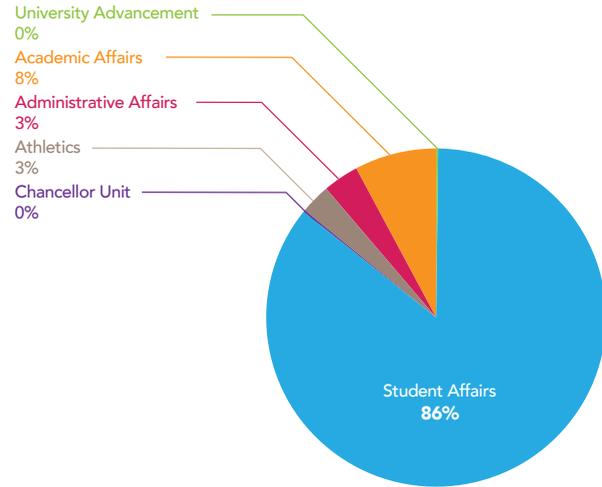
## Fund 123 - Debt Service Total



Fund 123	FTE	Salary	Operating Expenses	Total
Administrative Affairs	0.00	0	629,700	629,700
Student Affairs	0.00	0	7,523,466	7,523,466
<b>Total</b>	<b>0.00</b>	<b>0</b>	<b>8,153,166</b>	<b>8,153,166</b>

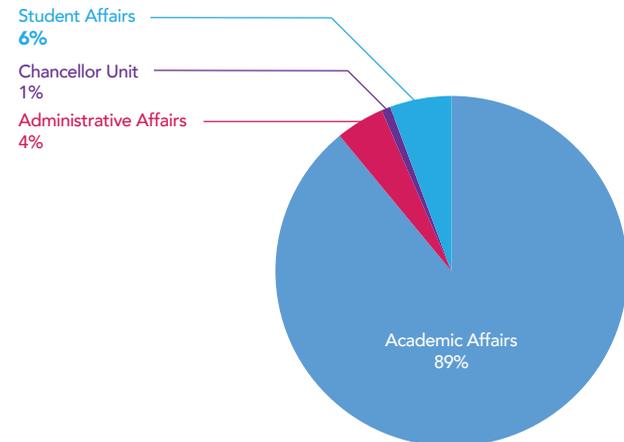
# FY 17/18 Operation Budget by Fund

## Fund 128 - Auxiliary Expenses Total



Fund 128	FTE	Salary	Operating Expenses	Total
Academic Affairs	9.27	899,998	2,371,429	3,271,427
Administrative Affairs	13.50	969,630	458,390	1,428,020
Athletics	1.16	165,786	1,036,350	1,202,136
Chancellor Unit	0.00	0	73,100	73,100
Student Affairs	162.37	13,122,382	22,778,406	35,900,788
University Advancement	1.50	94,119	(14,119)	80,000
<b>Total</b>	<b>187.80</b>	<b>15,251,915</b>	<b>26,703,556</b>	<b>41,955,471</b>

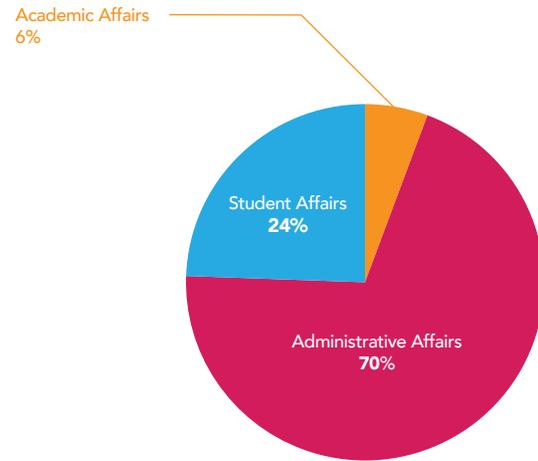
## Fund 131 - Academic Student Fees Total



Fund 131	FTE	Salary	Operating Expenses	Total
Academic Affairs	121.69	9,368,945	915,788	10,284,733
Administrative Affairs	14.50	514,884	0	514,884
Chancellor Unit	1.50	90,805	5,000	95,805
Student Affairs	9.25	617,062	36,927	653,989
<b>Total</b>	<b>146.94</b>	<b>10,591,696</b>	<b>957,715</b>	<b>11,549,411</b>

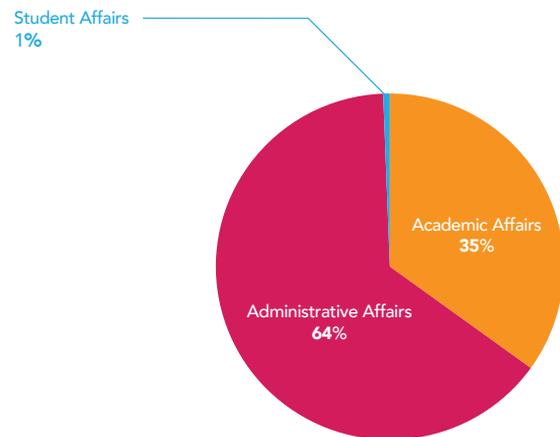
# FY 17/18 Operation Budget by Fund

## Fund 133 - Non-Federal Grants and Contracts Total



Fund 133	FTE	Salary	Operating Expenses	Total
Academic Affairs	0.95	98,593	5,199	103,792
Administrative Affairs	0.00	380,000	900,000	1,280,000
Student Affairs	9.00	447,500	0	447,500
<b>Total</b>	<b>9.95</b>	<b>926,093</b>	<b>905,199</b>	<b>1,831,292</b>

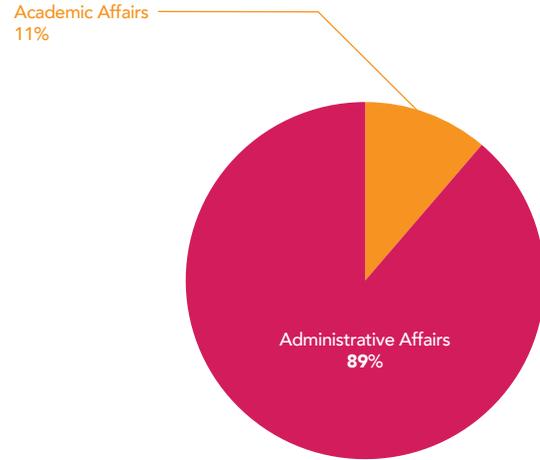
## Fund 136 - General Operations Receipts Total



Fund 136	FTE	Salary	Operating Expenses	Total
Academic Affairs	11.56	1,748,059	1,766,725	3,514,784
Administrative Affairs	0.00	0	6,476,600	6,476,600
Student Affairs	0.50	5,300	56,233	61,533
<b>Total</b>	<b>12.06</b>	<b>1,753,359</b>	<b>8,299,558</b>	<b>10,052,917</b>

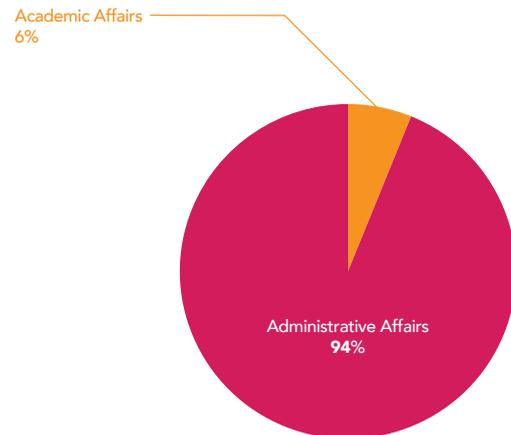
# FY 17/18 Operation Budget by Fund

## Fund 144 - Federal Aid - Special Projects Total



Fund 144	FTE	Salary	Operating Expenses	Total
Academic Affairs	5.00	324,344	57,000	381,344
Administrative Affairs	6.50	2,051,951	955,000	3,006,951
<b>Total</b>	<b>11.50</b>	<b>2,376,295</b>	<b>1,012,000</b>	<b>3,388,295</b>

## Fund 150 - Federal Aid Federal Indirect Cost Reimbursement Total



Fund 150	FTE	Salary	Operating Expenses	Total
Academic Affairs	0.00	5,000	20,000	25,000
Administrative Affairs	0.50	33,265	349,600	382,865
<b>Total</b>	<b>0.50</b>	<b>38,265</b>	<b>369,600</b>	<b>407,865</b>

# Three-Year Financial Analysis

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A three-year financial analysis was prepared for each department at UW-Whitewater for fiscal years 2015-2017. A rollup report from our financial system WISDM was generated for all funds in each department as of fiscal year end.

These three-year analysis reports show many trends, including where large balances or deficits may exist and where departments are not meeting their budgets. By analyzing these trends, UW-Whitewater can identify opportunities for improvement in aligning budgets to our strategic plan. These reports will also help the campus to estimate budgets, revenue and expenses for future fiscal years. Through our new budget program, we will be able to improve our data and these reports.

For general purpose revenue (GPR) funds, budget amount, salary expense, operating expense and ending balance are included in the report. For program revenue (PR) funds, available cash, salary expense, operating expense and ending balance are included. Also included for each department is a total of all funds. At the end of each fiscal year, ending balances or deficits in general purpose revenue (GPR) accounts are zeroed out at the department level and consolidated at the division level. These remaining balances become one-time carry-forward funds for the following fiscal year. Program revenue (PR) balances carry forward from year to year within their department codes.



# Three-Year Financial Analysis

## Academic Affairs Total

College of Arts and Communication	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Art and Design	1,614,871	(1,293,235)	(219,585)	102,052	1,591,960	(1,298,281)	(217,810)	75,869	1,598,782	(1,251,528)	(161,171)	186,083
Communication	1,416,086	(1,203,160)	(208,492)	4,434	1,299,323	(1,316,552)	(146,919)	(164,147)	1,230,953	(1,210,270)	(184,169)	(163,486)
Music	1,725,985	(1,396,415)	(216,269)	113,301	1,676,587	(1,371,060)	(289,025)	16,502	1,712,310	(1,432,435)	(268,460)	11,415
Theatre/Dance	976,096	(638,247)	(338,729)	(880)	771,354	(598,868)	(137,183)	35,304	756,628	(570,520)	(152,526)	33,582
Young Auditorium-Cultural Affairs	1,182,052	(582,429)	(488,579)	111,045	1,104,293	(548,385)	(404,202)	151,707	1,034,879	(543,018)	(418,128)	73,733
Dean of Arts and Communication	1,235,350	(677,254)	(388,318)	169,779	1,340,094	(743,709)	(179,943)	416,442	1,644,007	(781,172)	(329,643)	533,192
<b>Total</b>	<b>8,150,441</b>	<b>(5,790,739)</b>	<b>(1,859,971)</b>	<b>499,731</b>	<b>7,783,612</b>	<b>(5,876,854)</b>	<b>(1,375,081)</b>	<b>531,677</b>	<b>7,977,559</b>	<b>(5,788,944)</b>	<b>(1,514,097)</b>	<b>674,518</b>
College of Business and Economics	FY15				FY16				FY17			
Accounting	1,993,862	(1,659,732)	(26,172)	307,957	2,019,861	(1,706,590)	(30,788)	282,483	1,955,058	(1,879,484)	(22,251)	53,323
Economics	1,767,152	(1,341,367)	(45,735)	380,050	1,809,997	(1,351,000)	(163,259)	295,738	1,739,160	(1,526,643)	(193,939)	18,578
Finance and Business Law	1,806,381	(1,545,844)	26,445	286,982	1,652,791	(1,517,398)	51,649	187,042	1,888,655	(1,640,242)	(21,841)	226,572
Information Technology and Business Education	1,668,594	(1,596,153)	(20,488)	51,953	1,674,844	(1,438,533)	(31,963)	204,348	1,608,661	(1,512,621)	(29,220)	66,820
Management	2,209,881	(2,031,783)	(26,612)	151,486	2,086,905	(1,939,433)	(28,530)	118,942	2,197,706	(2,248,757)	(12,919)	(63,970)
Marketing	1,268,270	(1,303,061)	(9,622)	(44,412)	1,164,715	(1,147,347)	(9,234)	8,135	1,153,253	(1,136,282)	(8,407)	8,563
Occupational and Environmental Safety and Health	717,482	(672,515)	(78,304)	(33,337)	745,034	(646,072)	(86,005)	12,957	754,599	(746,278)	(100,852)	(92,531)
Dean of Business and Economics	10,584,606	(3,403,537)	(2,085,974)	5,095,095	17,407,956	(4,320,815)	(2,043,058)	11,044,083	18,306,707	(5,080,545)	(3,049,534)	10,176,629
<b>Total</b>	<b>22,016,228</b>	<b>(13,553,992)</b>	<b>(2,266,463)</b>	<b>6,195,773</b>	<b>28,562,103</b>	<b>(14,067,188)</b>	<b>(2,341,188)</b>	<b>12,153,728</b>	<b>29,603,798</b>	<b>(15,770,851)</b>	<b>(3,438,963)</b>	<b>10,393,983</b>

# Three-Year Financial Analysis

## Academic Affairs Total *(continued)*

College of Education and Professional Studies	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Communication Sciences and Disorders	666,472	(476,743)	(149,412)	40,316	554,624	(477,370)	(26,615)	50,639	587,571	(461,268)	(31,502)	94,802
Counselor Education	426,115	(405,075)	(10,614)	10,426	423,747	(399,144)	(12,179)	12,424	463,442	(391,998)	(31,163)	40,281
Curriculum and Instruction	2,176,330	(1,719,143)	(106,962)	350,226	2,082,845	(1,622,143)	(211,168)	249,534	2,028,391	(1,670,860)	(200,093)	157,439
Educational Foundations	709,534	(665,525)	(24,514)	19,495	714,217	(698,115)	(19,144)	(3,043)	823,039	(774,273)	(67,477)	(18,711)
Field Experiences	247,004	(95,829)	(154,623)	(3,448)	274,129	(82,334)	(195,269)	(3,473)	231,797	(71,786)	(137,588)	22,422
Health, Physical Education, Recreation and Coaching	1,748,533	(1,754,268)	(93,493)	(99,228)	1,543,332	(1,513,103)	(69,416)	(39,187)	1,581,106	(1,452,101)	(66,793)	62,212
Leadership, Military Science and Aerospace Studies	50,696	(42,401)	(8,611)	(316)	49,454	(40,081)	(9,493)	(120)	66,153	(41,025)	(11,390)	13,738
Special Education	1,009,043	(963,890)	(39,215)	5,937	956,431	(931,692)	(21,612)	3,128	989,659	(1,000,910)	(27,856)	(39,108)
Dean of Education and Professional Studies	2,296,736	(1,361,136)	(528,607)	406,993	2,202,318	(1,265,814)	(471,100)	465,403	1,880,859	(1,058,441)	(479,456)	342,962
<b>Total</b>	<b>9,330,463</b>	<b>(7,484,011)</b>	<b>(1,116,051)</b>	<b>730,401</b>	<b>8,801,097</b>	<b>(7,029,797)</b>	<b>(1,035,995)</b>	<b>735,305</b>	<b>8,652,017</b>	<b>(6,922,664)</b>	<b>(1,053,317)</b>	<b>676,036</b>

# Three-Year Financial Analysis

## Academic Affairs Total *(continued)*

College of Letters and Sciences	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Biological Sciences	1,702,226	(1,478,878)	(132,288)	91,060	1,726,280	(1,484,092)	(116,178)	126,010	1,767,944	(1,505,672)	(116,724)	145,548
Chemistry	908,247	(800,081)	(96,950)	11,216	810,189	(783,236)	(33,833)	(6,880)	841,547	(839,594)	(41,813)	(39,860)
Geography, Geology and Environmental Sciences	841,703	(789,704)	(54,480)	(2,481)	823,717	(748,643)	(41,278)	33,796	866,607	(754,871)	(41,239)	70,497
History	817,923	(764,015)	(17,682)	36,225	694,785	(659,941)	(10,196)	24,648	744,445	(673,687)	(12,601)	58,157
Languages and Literatures	3,112,442	(3,120,537)	(103,134)	(111,229)	3,147,271	(3,111,376)	(91,260)	(55,365)	3,234,280	(3,230,995)	(80,741)	(77,456)
Mathematics	2,658,934	(2,842,159)	(80,784)	(264,009)	2,595,489	(2,710,645)	(72,957)	(188,112)	2,593,633	(2,741,936)	(74,361)	(222,664)
Philosophy and Religious Studies	609,306	(564,611)	(8,597)	36,098	440,612	(461,425)	(6,233)	(27,046)	541,380	(552,209)	(5,411)	(16,240)
Physics	528,681	(510,850)	(63,111)	(45,280)	546,497	(521,518)	(24,801)	178	620,291	(494,237)	(34,272)	91,782
Political Science	742,681	(722,588)	(16,305)	3,788	653,830	(601,779)	(8,651)	43,400	708,889	(704,285)	(6,552)	(1,948)
Psychology	1,142,246	(1,056,589)	(59,966)	25,691	1,106,092	(1,056,322)	(58,456)	(8,686)	1,109,936	(1,013,669)	(54,680)	41,587
Social Work	530,963	(609,426)	(12,712)	(91,175)	652,820	(673,995)	(15,426)	(36,601)	626,091	(588,722)	(21,340)	16,029
Sociology, Criminology and Anthropology	1,152,981	(1,132,500)	(25,604)	(5,123)	1,085,587	(1,007,170)	(12,463)	65,954	996,288	(1,029,791)	(11,081)	(44,584)
Women's and Gender Studies	262,675	(236,814)	(7,239)	18,622	199,035	(236,308)	(5,295)	(42,569)	201,313	(219,616)	(7,438)	(25,741)
Dean of Letters and Sciences	2,546,767	(1,548,982)	(691,049)	306,736	2,425,580	(1,759,553)	(481,195)	184,833	2,577,706	(1,733,644)	(707,417)	136,645
<b>Total</b>	<b>17,557,774</b>	<b>(16,177,733)</b>	<b>(1,369,901)</b>	<b>10,140</b>	<b>16,907,785</b>	<b>(15,816,004)</b>	<b>(978,221)</b>	<b>113,560</b>	<b>17,430,349</b>	<b>(16,082,927)</b>	<b>(1,215,670)</b>	<b>131,752</b>

# Three-Year Financial Analysis

## Academic Affairs Total *(continued)*

Graduate Studies and Continuing Education	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Camps	4,085,453	(908,576)	(1,681,350)	1,495,528	4,369,073	(1,026,554)	(1,634,496)	1,708,023	4,699,794	(1,046,654)	(1,717,549)	1,935,591
Continuing Education	856,288	(327,904)	(294,912)	233,472	1,155,988	(522,794)	(396,231)	236,963	1,627,933	(567,653)	(421,310)	638,970
Extension Credit Outreach	2,587,265	(2,147,515)	(490,819)	(51,068)	2,175,316	(1,688,233)	(259,896)	227,187	3,092,397	(1,609,300)	(297,858)	1,185,239
Extension Non-Credit	226,051	(140,978)	(125,971)	(40,898)	236,859	(124,549)	(114,469)	(2,159)	221,263	(130,687)	(94,222)	(3,646)
Graduate Studies	190,818	(160,412)	(29,611)	795	196,518	(160,911)	(33,592)	2,015	189,950	(142,587)	(44,052)	3,311
LEARN Center	351,344	(152,193)	(140,776)	58,375	230,228	(162,413)	(103,941)	(36,126)	188,846	(116,907)	(27,953)	43,986
Summer Session	2,036,652	(1,697,376)	(96,220)	243,056	2,717,212	(1,727,935)	(157,228)	832,049	2,373,424	(1,863,009)	(12,558)	497,857
Winterim	1,092,545	(420,507)	(33,781)	638,257	1,073,626	(619,077)	(31,218)	423,331	1,296,656	(665,223)	(29,160)	602,273
<b>Total</b>	<b>11,426,416</b>	<b>(5,955,460)</b>	<b>(2,893,439)</b>	<b>2,577,517</b>	<b>12,154,819</b>	<b>(6,032,466)</b>	<b>(2,731,071)</b>	<b>3,391,283</b>	<b>13,690,263</b>	<b>(6,142,020)</b>	<b>(2,644,661)</b>	<b>4,903,582</b>

# Three-Year Financial Analysis

## Academic Affairs Total *(continued)*

Enrollment and Retention	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Academic Advising and Exploration	1,247,869	(1,058,067)	(124,407)	65,395	1,311,337	(1,118,950)	(127,750)	64,637	1,360,320	(1,122,293)	(91,804)	146,223
Admissions	1,986,687	(922,331)	(913,143)	151,214	1,810,042	(987,941)	(856,291)	(34,190)	2,048,432	(1,021,504)	(990,432)	36,495
Assistant Vice Chancellor - Enrollment and Retention	133,929	(105,040)	(15,023)	13,866	132,597	(105,040)	(14,335)	13,222	150,190	(118,753)	(27,604)	3,833
Financial Aid	2,024,080	(1,064,011)	(822,387)	137,682	2,155,222	(1,109,549)	(951,572)	94,101	2,044,108	(1,096,507)	(786,733)	160,868
First Year Experience	1,296,327	(405,444)	(347,921)	542,962	1,318,821	(427,440)	(380,495)	510,886	1,426,592	(621,297)	(338,507)	466,788
Learning Communities	314,355	(173,330)	(65,176)	75,849	322,341	(175,140)	(65,004)	82,197	322,554	(179,710)	(62,254)	80,590
Registrar	916,272	(730,680)	(102,681)	82,911	890,322	(639,309)	(68,890)	182,123	1,278,079	(692,689)	(193,199)	392,191
<b>Total</b>	<b>7,919,520</b>	<b>(4,458,903)</b>	<b>(2,390,739)</b>	<b>1,069,878</b>	<b>890,322</b>	<b>(639,309)</b>	<b>(68,890)</b>	<b>182,123</b>	<b>8,630,274</b>	<b>(4,852,754)</b>	<b>(2,490,533)</b>	<b>1,286,987</b>
<b>Global Experiences</b>	<b>2,146,159</b>	<b>(676,485)</b>	<b>(1,020,313)</b>	<b>449,361</b>	<b>2,212,309</b>	<b>(659,906)</b>	<b>(1,187,029)</b>	<b>365,374</b>	<b>2,143,468</b>	<b>(708,847)</b>	<b>(1,117,374)</b>	<b>317,247</b>
<b>Library</b>	<b>2,530,083</b>	<b>(1,215,776)</b>	<b>(1,217,543)</b>	<b>96,764</b>	<b>2,432,855</b>	<b>(1,100,595)</b>	<b>(1,130,533)</b>	<b>201,727</b>	<b>2,673,485</b>	<b>(1,170,235)</b>	<b>(1,280,075)</b>	<b>223,175</b>
<b>Student Engagement, Diversity and Success</b>	<b>1,819,622</b>	<b>(1,218,108)</b>	<b>(511,380)</b>	<b>90,134</b>	<b>1,673,417</b>	<b>(1,134,518)</b>	<b>(559,944)</b>	<b>(21,045)</b>	<b>1,583,601</b>	<b>(1,073,485)</b>	<b>(458,011)</b>	<b>52,105</b>
<b>Office of Research and Sponsored Programs</b>	<b>443,025</b>	<b>(270,182)</b>	<b>(74,150)</b>	<b>98,693</b>	<b>469,914</b>	<b>(234,980)</b>	<b>(74,739)</b>	<b>160,195</b>	<b>643,453</b>	<b>(385,555)</b>	<b>(108,245)</b>	<b>149,653</b>
<b>Provost Office, Honors Program, Undergrad Research, etc.</b>	<b>2,913,057</b>	<b>(1,284,748)</b>	<b>(703,591)</b>	<b>924,718</b>	<b>3,350,108</b>	<b>(1,168,794)</b>	<b>(466,338)</b>	<b>1,714,977</b>	<b>2,281,684</b>	<b>(944,036)</b>	<b>(902,403)</b>	<b>435,245</b>
<b>ICIT</b>	<b>12,574,112</b>	<b>(3,182,008)</b>	<b>(6,187,946)</b>	<b>3,204,158</b>	<b>10,775,233</b>	<b>(2,990,514)</b>	<b>(4,570,733)</b>	<b>3,213,986</b>	<b>11,298,572</b>	<b>(3,062,956)</b>	<b>(4,160,281)</b>	<b>4,075,335</b>
<b>Academic Affairs Grand Total</b>	<b>98,826,900</b>	<b>(61,268,145)</b>	<b>(21,611,487)</b>	<b>15,947,268</b>	<b>96,013,575</b>	<b>(56,750,923)</b>	<b>(16,519,763)</b>	<b>22,742,889</b>	<b>106,608,524</b>	<b>(62,905,273)</b>	<b>(20,383,632)</b>	<b>23,319,618</b>

# Three-Year Financial Analysis

## Athletics Total

	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Bowling	79,309	(23,422)	(55,113)	774	83,465	(23,422)	(59,463)	580	84,101	(23,422)	(58,280)	2,399
Volleyball	116,634	(57,589)	(44,732)	14,313	125,143	(54,379)	(60,817)	9,947	107,443	(56,933)	(45,231)	5,279
Women's Tennis	52,248	(21,175)	(25,283)	5,790	57,874	(23,827)	(27,527)	6,520	57,108	(23,429)	(24,603)	9,076
Women's Swimming	73,517	(33,654)	(48,493)	(8,630)	85,046	(25,654)	(56,145)	3,247	133,470	(29,910)	(94,093)	9,467
Softball	413,429	(56,424)	(304,245)	52,760	173,610	(54,686)	(58,006)	60,918	193,977	(54,654)	(63,250)	76,073
Gymnastics	105,502	(54,046)	(63,833)	(12,377)	101,064	(54,842)	(45,181)	1,041	113,891	(55,133)	(58,568)	190
Women's Golf	60,832	(25,495)	(24,969)	10,368	65,141	(24,995)	(27,668)	12,478	85,700	(25,495)	(41,464)	18,741
Women's Basketball	133,132	(76,264)	(58,386)	(1,518)	173,379	(80,720)	(83,880)	8,779	177,823	(80,720)	(73,207)	23,896
Women's Cross Country	44,696	(22,287)	(19,481)	2,928	42,959	(21,108)	(18,866)	2,985	45,576	(20,366)	(17,800)	7,410
Women's Soccer	86,951	(41,239)	(42,574)	3,138	144,647	(41,029)	(98,111)	5,507	90,719	(47,749)	(48,098)	(5,128)
Women's Track	87,710	(47,307)	(36,342)	4,061	78,743	(50,576)	(27,007)	1,160	79,518	(53,128)	(29,288)	(2,898)
Football	499,322	(258,118)	(256,387)	(15,183)	420,033	(213,471)	(148,789)	57,773	498,282	(184,975)	(142,930)	170,377
Men's Basketball	175,988	(73,084)	(96,922)	5,982	186,006	(78,578)	(65,341)	42,087	213,397	(85,914)	(82,218)	45,265
Men's Cross Country	17,267	(5,859)	(9,693)	1,715	16,263	(4,265)	(10,086)	1,912	17,350	(5,966)	(11,227)	157
Men's Swim	43,881	(17,654)	(19,989)	6,238	47,614	(25,654)	(21,772)	188	56,392	(31,148)	(19,239)	6,005
Wrestling	158,837	(59,340)	(115,692)	(16,195)	97,639	(35,115)	(60,240)	2,284	140,472	(28,656)	(97,158)	14,658
Men's Track	88,895	(54,943)	(32,686)	1,266	103,560	(57,048)	(41,113)	5,399	111,606	(56,345)	(49,134)	6,127
Baseball	207,466	(70,987)	(142,550)	(6,071)	157,867	(78,501)	(87,507)	(8,141)	165,937	(77,054)	(76,949)	11,934
Men's Tennis	49,480	(21,175)	(21,180)	7,125	56,156	(21,638)	(25,767)	8,751	57,446	(21,175)	(21,384)	14,887
Men's Soccer	59,169	(27,355)	(33,810)	(1,996)	110,613	(29,483)	(70,434)	10,696	88,363	(29,463)	(51,258)	7,642
<b>Athletics Total</b>	<b>2,554,265</b>	<b>(1,047,417)</b>	<b>(1,452,360)</b>	<b>54,488</b>	<b>2,326,822</b>	<b>(998,991)</b>	<b>(1,093,720)</b>	<b>234,111</b>	<b>2,518,571</b>	<b>(991,635)</b>	<b>(1,105,379)</b>	<b>421,557</b>

# Three-Year Financial Analysis

## Student Affairs Total

	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Bookstore and Textbook Rental	3,765,797	(530,825)	(3,026,411)	208,561	3,924,011	(547,744)	(3,112,219)	264,049	4,029,436	(529,250)	(2,823,788)	676,398
Career and Leadership Development	1,533,214	(1,178,292)	(316,420)	38,501	1,516,920	(1,130,099)	(266,918)	119,903	1,581,917	(1,137,205)	(282,732)	161,980
Children's Center	671,778	(532,271)	(59,769)	79,738	715,045	(588,192)	(76,529)	50,324	706,033	(603,008)	(76,435)	26,590
Center for Students with Disabilities	1,168,344	(1,047,420)	(200,998)	(80,074)	1,301,723	(1,162,922)	(193,181)	(54,380)	1,961,743	(1,474,419)	(321,767)	165,557
Dean of Students	530,036	(182,467)	(78,979)	268,590	720,020	(220,753)	(103,598)	395,668	456,211	(269,911)	(20,992)	165,308
Recreation Sports	2,959,855	(1,063,233)	(868,328)	1,028,293	3,275,873	(1,059,252)	(637,437)	1,579,184	3,617,509	(1,092,607)	(750,229)	1,774,672
Office of Student Affairs	581,099	(317,219)	(76,099)	187,781	514,638	(315,351)	(70,555)	128,732	529,338	(322,612)	(110,575)	96,151
University Health and Counseling Services	2,833,702	(2,126,072)	(376,497)	331,132	2,871,189	(2,298,899)	(347,191)	225,098	2,823,066	(2,399,597)	(305,511)	117,957
University Center	13,815,955	(2,247,150)	(9,746,017)	1,822,788	14,153,497	(2,317,680)	(9,490,988)	2,344,829	16,137,563	(2,352,345)	(11,131,571)	2,653,647
University Housing	22,303,207	(4,523,955)	(11,225,666)	6,553,586	23,442,902	(4,510,691)	(12,099,441)	6,832,770	24,665,598	(4,709,777)	(12,352,148)	7,603,673
<b>Student Affairs Total</b>	<b>50,162,986</b>	<b>(13,748,906)</b>	<b>(25,975,184)</b>	<b>10,438,897</b>	<b>52,435,817</b>	<b>(14,151,584)</b>	<b>(26,398,056)</b>	<b>11,886,178</b>	<b>56,508,413</b>	<b>(14,890,732)</b>	<b>(28,175,749)</b>	<b>13,441,932</b>

# Three-Year Financial Analysis

## Chancellor's Office Total

	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Chancellor's Office	510,732	(443,986)	(95,427)	(28,681)	579,283	(458,242)	(118,199)	2,842	662,726	(556,314)	(110,369)	(3,957)
Governance	70,180	(52,899)	(6,249)	11,032	60,054	(46,199)	(6,813)	7,042	55,310	(46,467)	(4,420)	4,423
Innovation Services	540,975	(425,119)	(70,719)	45,137	497,373	(404,308)	(60,416)	32,648	387,449	(272,648)	(34,577)	80,225
Institutional Research	422,586	(256,476)	(69,276)	96,834	417,752	(250,665)	(65,117)	101,970	475,825	(298,429)	(77,348)	100,048
<b>Chancellor's Office Total</b>	<b>1,544,473</b>	<b>(1,178,479)</b>	<b>(241,672)</b>	<b>124,322</b>	<b>1,554,462</b>	<b>(1,159,414)</b>	<b>(250,545)</b>	<b>144,502</b>	<b>1,581,310</b>	<b>(1,173,857)</b>	<b>(226,714)</b>	<b>180,740</b>

## University Advancement Total

	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
University Advancement	1,264,165	(1,391,761)	(110,434)	(238,030)	1,211,163	(1,371,857)	(111,416)	(272,109)	1,218,359	(1,404,025)	(79,629)	(265,295)
<b>University Advancement Total</b>	<b>1,264,165</b>	<b>(1,391,761)</b>	<b>(110,434)</b>	<b>(238,030)</b>	<b>1,211,163</b>	<b>(1,371,857)</b>	<b>(111,416)</b>	<b>(272,109)</b>	<b>1,218,359</b>	<b>(1,404,025)</b>	<b>(79,629)</b>	<b>(265,295)</b>

# Three-Year Financial Analysis

## Administrative Affairs Total

	FY15				FY16				FY17			
	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL	ALL FUNDS BUDGET/ CASH	ALL FUNDS SALARY EXPENSE	ALL FUNDS OTHER EXPENSE	ALL FUNDS YEAR-END TOTAL
Budget, Planning and Analysis	262,088	(218,843)	(86,762)	(43,517)	263,952	(217,486)	(15,734)	30,732	256,768	(177,290)	(5,938)	73,541
Facilities Planning	6,676,713	(4,709,585)	(1,725,654)	241,474	5,845,934	(4,340,902)	(1,468,515)	36,517	7,006,950	(4,496,517)	(2,732,717)	(222,284)
Financial Services	2,082,372	(877,474)	(119,511)	1,085,387	2,341,735	(899,508)	(146,092)	1,296,135	2,675,418	(949,035)	(207,117)	1,519,266
General Services	(225,503)	(191,642)	115,846	(301,299)	(74,040)	(195,530)	135,798	(133,772)	54,324	(189,534)	155,738	20,529
Human Resources and Diversity	750,258	(796,397)	(69,950)	(116,089)	900,936	(806,784)	(79,315)	14,837	851,050	(706,194)	(104,038)	40,818
Parking	582,740	(172,499)	(797,795)	(387,554)	721,381	(179,446)	(865,897)	(323,962)	1,061,154	(206,502)	(940,434)	(85,782)
Police	1,241,549	(1,062,465)	(190,010)	(10,926)	1,315,614	(1,128,930)	(553,954)	(367,271)	1,698,756	(1,192,915)	(470,127)	35,714
Power Plant and Utilities	3,342,360	-	(3,314,501)	27,859	3,331,010	-	(3,369,424)	(38,414)	2,764,210	-	(3,289,364)	(525,154)
Projects	185,158	-	148,855	334,013	578,039	-	17,215	595,254	597,481	-	10,297	607,778
Risk Management	576,712	(128,468)	(434,899)	13,345	504,786	(462,382)	(188)	42,216	496,196	(431,063)	(188)	64,945
<b>Administrative Affairs Total</b>	<b>15,474,448</b>	<b>(8,157,374)</b>	<b>(6,474,382)</b>	<b>842,693</b>	<b>15,729,346</b>	<b>(8,230,968)</b>	<b>(6,346,105)</b>	<b>1,152,273</b>	<b>17,462,307</b>	<b>(8,349,050)</b>	<b>(7,583,887)</b>	<b>1,529,370</b>

# More About the Budget

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## **The fund groupings included in the annual budget are defined below:**

**GPR/Tuition Funds:** state resources and funding from tuition and extension credit fees.

**Auxiliary Operations:** self-supporting programs whose primary purpose is to provide services to students, staff, and occasionally the public such as residence halls, food service, student unions, parking etc.

**General Program Operations:** other self-supporting operations such as print and copy shops, dairy sales, camps and clinics, etc.

**Federal Indirect Cost Reimbursement:** reimbursements received from the federal government for various costs incurred in administering federal grant programs. (Funding examples include faculty and student research, facility and maintenance costs for research buildings, capital investments, etc.)

**Gift/Grants and Contracts:** restricted funds from private or organizational gifts, federal and nonfederal grants, and contracts that are provided for specific purposes.

**Other:** includes a variety of funds and sources (such as federal student aid and debt service payments for non-academic buildings).

# More About the Budget

UW Fund	Title	Budget Category	Source of Funds	Comments	Balance to be used for
100	<b>Non-Appropriated Revenue (Minnesota Compact Tuition)</b>	<b>General Purpose Revenue</b>	<b>Minnesota students tuition</b>	Any balance will be swept to UW System Administration at year end	NA
110	<b>Principal Repayment and Interest</b>	<b>General Purpose Revenue</b>	<b>UW debt on General Purpose Revenue buildings - UW System Administration pays</b>	Budget is based on our debt service schedules, balance is cleared at year end	NA
	<b>General Program Operations</b>	<b>General Purpose Revenue</b>			
102	GPO - Non-Doctoral Cluster (General Program Operations)		See General Purpose Revenue (GPR) below	Any balance will be part of the carryover letter from UW System Administration, balance is swept per UW-Whitewater policies and decisions	Budget in next fiscal year or future fiscal year
109	Energy Costs		See General Purpose Revenue (GPR) below	This balance will be part of the carryover letter from UW System Administration, we typically get only the budget we need	NA
402	Minority and Disadvantaged Programs		See General Purpose Revenue (GPR) below	Any balance will be part of the carryover letter from UW System Administration, balance is swept per UWW policies and decisions	Budget in next fiscal year or future fiscal year for Minority and Disadvantaged Programs
403	Graduate Student Financial Aid		See General Purpose Revenue (GPR) below	Any balance will be part of the carryover letter from UW System Administration, we typically get only the budget we need	NA
406	Lawton Minority Undergraduate Grants Program		See General Purpose Revenue (GPR) below	Any balance will be part of the carryover letter from UW System Administration, we typically get only the budget we need	NA
	<b>General Program Operations</b>	<b>Program Revenue</b>			
128	Auxiliary Enterprises		Housing, dining, parking, bookstore, events, fee for service, finance charges, fines	All cash rolls over to department	Departments use for programming
131	Academic Student Fees		Tuition and fees	Cash rolls to departments we identify in the sweep process	Tuition-related programs and expenses
132	Extension Non-Credit Program Receipts		Extension classes tuition	All cash rolls over to department	Extension programming

# More About the Budget

UW Fund	Title	Budget Category	Source of Funds	Comments	Balance to be used for
136	General Operations Receipts		Fee for service	All cash rolls over to department	Departments use for programming
189	Extension Student Fees		Extension tuition	All cash rolls over to department	Extension programming
228	Auxiliary Enterprises - Capital Projects		Housing, dining, bookstore, parking transfers to reserve cash for projects	Auxiliary balance reserved for capital projects	Capital projects
231	Academic Student Fees Carryforward Contributions (Budgetary Only)		Budget only	Academic Student Fees Carryforward Contributions (Budgetary Only). Budgeting on 131 vs. 231: The 2017-18 annual budget should reflect all anticipated tuition expenditures, including those that are one time and coming from fund balances.	Fund 231 (Academic Student Fees Carryforward Contribution) should be used in the budget for anticipated expenditures beyond an institution's allocated Fund 131 budget authority. This will allow the budget to reflect all anticipated expenditures (including non-recurring one-time expenditures) while also allowing easy identification of one-time expenditures vs. ongoing base budgets. All expenditures in the financial system will continue on Fund 131 or 1(a) – there will not be actual expenditures on Fund 231.
<b>123</b>	<b>Principal Repayment - Interest &amp; Rebates</b>	<b>Program Revenue</b>	Transfers from departments for debt service funded by fees	Reserve of 1-year debt service in cash. Budget is cleared.	Debt service
	<b>Gift and Non-Federal Grants and Contracts</b>	<b>Program Revenue</b>			
<b>133</b>	<b>Non-Federal Grants and Contracts</b>		Non-federal grants and contracts for service	All cash rolls over to project	Fulfilling contract/grant and indirect costs
233	Gifts - General		Foundation and other gifts	All cash rolls over to project	Per gift stipulation
	<b>Federal Aid</b>	<b>Program Revenue - Federal</b>			
144	Federal aid - Special Projects		Federal grants and contracts	All cash rolls over to project	Fulfilling grant/contract and indirect costs
145	Federal aid - Work Study		Federal Aid	Financial Aid office awards, disbursed thru payroll	Financial Aid
146	Federal Aid - Supplemental Education Opportunity Grants		Federal Aid	Financial Aid office awards, disbursed to student account	Financial Aid
147	Federal Aid - Student Loans		Federal Aid - Perkins revolving loan fund	Financial Aid office awards, disbursed to student account	Financial Aid

# More About the Budget

UW Fund	Title	Budget Category	Source of Funds	Comments	Balance to be used for
148	Federal Aid - Basic Education Opportunity (Pell) Grants		Federal Aid	Financial Aid office awards, disbursed to student account	Financial Aid
149	Federal Aid - Direct Student Loans		Federal Aid	Financial Aid office awards, disbursed to student account	Financial Aid
150	Federal Aid - Federal Indirect Cost Reimbursement		Federal Indirects earned on federal grants and contracts	At closing of project indirects are calculated, cash awarded rolls over to project or department	Central pre/post-award costs, PA spending, college spending
<b>161</b>	<b>Endowment Trust Fund Income (876)</b>	<b>Segregated Funds</b>	Donor	All cash rolls over to project	Donor intent
<b>162</b>	<b>Endowment Trust Fund Operations (875)</b>	<b>Segregated Funds</b>	Donor	All cash rolls over to project	Donor intent
	<b>Funds Transferred From Other State Agencies</b>	<b>Program Revenue - State</b>			
184	License Plate Scholarship Programs		UW-Whitewater logo license plate renewals	All cash rolls over to department	Scholarships (chancellor's quartet)
<b>963</b>	<b>Clr - Sale Surplus Property</b>	<b>Revolving</b>			
<b>966</b>	<b>Advanced Academic Student Fees</b>	<b>Revolving</b>			
<b>980</b>	<b>Employer's Share Fringe Benefit Clearing</b>	<b>Revolving</b>			
<b>990</b>	<b>Revenue Clearing Account</b>	<b>Revolving</b>			
<b>991</b>	<b>Group Travel Advances</b>	<b>Revolving</b>			
<b>993</b>	<b>Contingent Fund</b>	<b>Revolving</b>			
<b>997</b>	<b>Unpaid Salary Deductions</b>	<b>Revolving</b>			
<b>998</b>	<b>Deductions From Salaries - Optional Deductions</b>	<b>Revolving</b>			
<b>999</b>	<b>Insurance Loss</b>	<b>Revolving</b>			





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