

**Union Council 2016-2017**  
**Jan 17th, 2017: Meeting Agenda**



**Wisconsin Union**  
Experiences for a lifetime

- |                |  |          |
|----------------|--|----------|
| <b>5:30 pm</b> | <b>Pick-up Wiscards in meeting room (US-Agriculture) to use in Union South restaurants for dinner</b>  |          |
| <b>6:00pm</b>  | <b>Call to Order</b> <ul style="list-style-type: none"><li>• Approval of December meeting minutes</li></ul>  | Deshawn  |
| <b>6:05pm</b>  | <b>Open Forum</b>  |          |
| <b>6:10pm</b>  | <b>Union Financial Report</b> (attachment in Box)  | Susan    |
| <b>6:20pm</b>  | <b>Bus Tickets Sales Location: Update</b>  | Mark     |
| <b>6:30pm</b>  | <b>Nominating Committee: Update</b>  | Deshawn  |
| <b>6:35pm</b>  | <b>WUD Budget Update</b> (attachment in Box) <ul style="list-style-type: none"><li>• FY 2015-16 Actuals</li><li>• FY 16-17 Year to Date</li><li>• Gift Funds budgeted by Committee</li></ul>   | Officers |
| <b>6:50pm</b>  | <b>Union FY 17-18 Budget</b> (*attachments in Box)<br><b><i>(NO ACTION EXPECTED DURING THIS MEETING)</i></b> <ul style="list-style-type: none"><li>• Campus Budget Instructions *</li><li>• Strategic Themes *</li><li>• FY 16-17 Approved Budget + Narrative *</li><li>• Status of the FY 17-18 Budget as of this point</li></ul> | Officers |

**7:30pm Subcommittee Reports**

\*\*REMINDER - Those seated on Council should be seated on a subcommittee\*\*

- External Relations
- Administration
- Facilities
- Dining
- Program and Leadership

**7:45pm Updates**

- ASM
- Hoofers
- Union/Council
- Officers

**8:00pm Closing**

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE A--CASH FLOW SUMMARY  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J	
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E	
<b>OPERATIONS CASH INFLOW</b>											
1 Operating Revenue	\$28,708,801	\$31,315,737	\$26,967,187	\$25,325,206	\$32,622,442	9.1%	(13.9%)	6.5%	28.8%	21.0%	1
2 Segregated Fee Revenue	10,216,790	10,335,476	10,518,084	10,586,316	10,568,587	1.2%	1.8%	(0.6%)	(0.2%)	0.5%	2
3 Seg Fees-Union Building Proj	7,403,906	7,376,534	7,359,060	7,406,772	7,390,820	(0.4%)	(0.2%)	(0.6%)	(0.2%)	0.4%	3
4 Interest Revenue	7,577	10,621	13,200	10,200	33,900	40.2%	24.3%	29.4%	232.4%	156.8%	4
5 Interest Revenue-Union Bldg F	1,753	957	6,600	9,100	16,900	(45.4%)	589.7%	(27.5%)	85.7%	156.1%	5
6 Campus Vending	407,617	349,734	338,288	326,661	324,588	(14.2%)	(3.3%)	3.6%	(0.6%)	(4.0%)	6
7 Membership	79,599	84,001	81,305	89,912	109,700	5.5%	(3.2%)	(9.6%)	22.0%	34.9%	7
8 Gifts & Donations	9,900	0	10,000	10,000	10,000	(100.0%)	#DIV/0!	0.0%	0.0%	0.0%	8
9 Other Revenue	163,943	243,467	164,678	206,470	181,860	48.5%	(32.4%)	(20.2%)	(11.9%)	10.4%	9
10											10
11 Total Operating Cash Inflow	46,999,886	49,716,527	45,458,402	43,970,637	51,258,597	5.8%	(8.6%)	3.4%	16.6%	12.8%	11
12											12
<b>OPERATIONS CASH OUTFLOW</b>											
13											13
14 Academic Salaries	2,317,800	2,411,423	2,709,984	2,586,268	2,958,223	4.0%	12.4%	4.8%	14.4%	9.2%	14
15 Classified Salaries	6,985,399	7,078,828	7,240,444	7,501,038	7,996,403	1.3%	2.3%	(3.5%)	6.6%	10.4%	15
16 LTE Wages	525,414	715,024	484,984	240,502	318,045	36.1%	(32.2%)	101.7%	32.2%	(34.4%)	16
17 Student Wages	5,004,986	5,192,333	4,665,472	4,362,120	5,660,134	3.7%	(10.1%)	7.0%	29.8%	21.3%	17
18 Fringes	4,439,663	4,501,404	4,230,296	4,420,762	4,743,860	1.4%	(6.0%)	(4.3%)	7.3%	12.1%	18
19											19
20 Total Salaries & Wages	19,273,262	19,899,012	19,331,180	19,110,690	21,676,665	3.2%	(2.9%)	1.2%	13.4%	12.1%	20
21											21
22 Supplies & Services	17,040,742	20,136,908	17,492,156	15,825,911	20,257,914	18.2%	(13.1%)	10.5%	28.0%	15.8%	22
23											23
24 Equipment Additions	320,054	1,067,174	248,848	490,358	860,345	233.4%	(76.7%)	(49.3%)	75.5%	245.7%	24
25 Major R/M - Equipment	4,543	7,688	0	6,000	0	69.2%	(100.0%)	(100.0%)	(100.0%)	#DIV/0!	25
26 Major R/M - Building	492,283	639,489	560,000	750,000	27,500	29.9%	(12.4%)	(25.3%)	(96.3%)	(95.1%)	26
27 Building Additions	489,867	0	20,000	20,000	1,900,000	(100.0%)	#DIV/0!	0.0%	9,400.0%	9,400.0%	27
28 Utility Infrastructure	211,115	183,193	188,713	243,564	186,034	(13.2%)	3.0%	(22.5%)	(23.6%)	(1.4%)	28
29 Union Building Project	2,384,572	4,362,493	0	954,479	0	82.9%	(100.0%)	(100.0%)	(100.0%)	#DIV/0!	29
30											30
31 Total Capital	3,902,434	6,260,037	1,017,561	2,464,401	2,973,879	60.4%	(83.7%)	(58.7%)	20.7%	192.3%	31
32											32
33											33
34 Debt Service - Principal	2,004,821	2,072,527	2,097,447	2,342,114	2,507,156	3.4%	1.2%	(10.4%)	7.0%	19.5%	34
35 Debt Service - Interest	3,838,827	3,695,315	4,242,675	4,559,143	4,274,356	(3.7%)	14.8%	(6.9%)	(6.2%)	0.7%	35
36											36
37 Total Debt Service	5,843,648	5,767,842	6,340,122	6,901,257	6,781,512	(1.3%)	9.9%	(8.1%)	(1.7%)	7.0%	37
38											38
39 Total Operating Cash Outflow	46,060,086	52,063,799	44,181,019	44,302,259	51,689,970	13.0%	(15.1%)	(0.3%)	16.7%	17.0%	39
40											40
41 Net Operating Cash In (Out)	939,800	(2,347,272)	1,277,383	(331,622)	(431,373)	(349.8%)	(154.4%)	(485.2%)	30.1%	(133.8%)	41
42											42
<b>Other Cash Inflow (Outflow)</b>											
43											43
44 Sales Tax	19,694	(5,388)				(127.4%)	(100.0%)				44
45 Other	(131,102)	(162,620)				24.0%	(100.0%)				45
46											46
47 Total Other Cash Inflow (Out)	(111,408)	(168,008)	0	0	0	50.8%	(100.0%)				47
48											48
49 Total Cash Inflow (Outflow)	828,392	(2,515,280)	1,277,383	(331,622)	(431,373)	(403.6%)	(150.8%)	(485.2%)	30.1%	(133.8%)	49
50 Beginning Cash Balance	3,555,985	4,384,377	1,869,096	5,166,898	3,146,479	23.3%	(57.4%)	(63.8%)	(39.1%)	68.3%	50
51											51
52 Ending Cash Balance	4,384,377	1,869,096	3,146,479	4,835,276	2,715,106	(57.4%)	68.3%	(34.9%)	(43.8%)	(13.7%)	52

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE B--BALANCE SHEET  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 20

01/21/16

	A	B	C	D	E	F	G	H	I	J	
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E	
<b>CURRENT ASSETS</b>											
1 Cash - Fund 128	\$5,035,466	\$6,064,037	\$6,950,882	\$4,835,276	\$5,576,206	20.4%	14.6%	43.8%	15.3%	(19.8%)	1
2 Cash - Union Building Project	-511,854	-4,194,941	-3,804,403	0	-2,861,100						2
3 Working Cash	170,864	155,675	166,000	170,000	166,000	(8.9%)	6.6%	(2.4%)	(2.4%)	0.0%	3
4 Receivables - Reimbursements	322,981	368,530	370,800	133,000	370,800	14.1%	0.6%	178.8%	178.8%	0.0%	4
5 Receivables - Event Services	69,415	514,927	342,200	25,100	342,200	641.8%	(33.5%)	1,263.3%	1,263.3%	0.0%	5
6 Receivables - Ext Food	270,927	371,745	346,300	147,000	346,300	37.2%	(6.8%)	135.6%	135.6%	0.0%	6
7 Receivables - Other	178,874	27,487	128,200	92,400	128,200	(84.6%)	366.4%	38.7%	38.7%	0.0%	7
8 Inventories - Food & Beverage	385,423	341,925	413,700	157,300	413,700	(11.3%)	21.0%	163.0%	163.0%	0.0%	8
9 Inventories - Merchandise	213,208	186,204	249,700	94,800	249,700	(12.7%)	34.1%	163.4%	163.4%	0.0%	9
10 Inventories - Warehouse	137,668	116,188	151,900	43,850	151,900	(15.6%)	30.7%	246.4%	246.4%	0.0%	10
11 Accrued Operating Revenue	159,148	154,661	156,900	55,100	156,900	(2.8%)	1.4%	184.8%	184.8%	0.0%	11
12 Accrued Investment Revenue	600	1,000	800	600	800	66.7%	(20.0%)	33.3%	33.3%	0.0%	12
13 Prepaid Expenses	139,144	101,384	120,300	98,900	120,300	(27.1%)	18.7%	21.6%	21.6%	0.0%	13
14 Prepaid New FY Deposits	2,359,516	2,408,638	2,384,100	2,162,300	2,384,100	2.1%	(1.0%)	10.3%	10.3%	0.0%	14
15											15
16 Total Current Assets	8,792,147	6,617,460	7,977,379	8,015,626	7,546,006	(24.7%)	20.6%	(0.5%)	(5.9%)	(5.4%)	16
17											17
<b>CURRENT LIABILITIES</b>											
18											18
19 Accounts Payable	1,064,526	714,029	814,300	513,800	964,300	(32.9%)	14.0%	58.5%	87.7%	18.4%	19
20 Accrued Supplies & Services	712,841	716,996	714,900	382,800	814,900	0.6%	(0.3%)	86.8%	112.9%	14.0%	20
21 Accrued Payroll	253,975	328,407	291,200	289,600	366,200	29.3%	(11.3%)	0.6%	26.5%	25.8%	21
22 Accrued Interest - LT Debt											22
23 LT Debt - Current	566,097	756,048	1,078,285	1,076,400	1,308,770	33.8%	42.6%	0.2%	21.6%	21.4%	23
24 Due Contingent Fund	166,000	166,000	166,000	170,000	166,000	0.0%	0.0%	(2.4%)	(2.4%)	0.0%	24
25 Unearned Operating Revenue	180,263	184,561	182,400	210,800	182,400	2.4%	(1.2%)	(13.5%)	(13.5%)	0.0%	25
26 Unearned Segregated Fee Revenue											26
27 Other Current Liabilities	2,598,457	2,437,777	2,518,100	2,460,500	2,593,100	(6.2%)	3.3%	2.3%	5.4%	3.0%	27
28											28
29 Total Current Liabilities	5,542,159	5,303,818	5,765,185	5,103,900	6,395,670	(4.3%)	8.7%	13.0%	25.3%	10.9%	29
30											30
31 Net Working Capital	3,249,988	1,313,642	2,212,194	2,911,726	1,150,336	(59.6%)	68.4%	(24.0%)	(60.5%)	(48.0%)	31
32											32
33											33
<b>PROPERTY, PLANT &amp; EQUIPMENT</b>											
34											34
35 Equipment	\$10,935,407	\$12,002,581	12,251,429	13,095,271	13,111,774	9.8%	2.1%	(6.4%)	0.1%	7.0%	35
36 Less Accumulated Depreciation	7,271,013	7,812,481	8,353,949	8,987,699	8,895,417	7.4%	6.9%	(7.1%)	(1.0%)	6.5%	36
37											37
38 Equipment - Net	3,664,394	4,190,100	3,897,480	4,107,572	4,216,357	14.3%	(7.0%)	(5.1%)	2.6%	8.2%	38
39											39
40 Building	153,530,987	152,538,427	168,623,427	164,050,987	200,523,427	(0.6%)	10.5%	2.8%	22.2%	18.9%	40
41 Less Accumulated Depreciation	44,764,398	47,732,576	49,830,023	48,030,598	82,337,179	6.6%	4.4%	3.7%	71.4%	65.2%	41
42											42
43 Building - Net	108,766,589	104,805,851	118,793,404	116,020,389	118,186,248	(3.6%)	13.3%	2.4%	1.9%	(0.5%)	43
44											44
45 Land	665,000	665,000	665,000	665,000	665,000	0.0%	0.0%	0.0%	0.0%	0.0%	45
46											46
47 Net Property, Plant, Equipment	113,095,983	109,660,951	123,355,884	120,792,961	123,067,605	(3.0%)	12.5%	2.1%	1.9%	(0.2%)	47
48											48
<b>OTHER ASSETS</b>											
49											49
50 Unamortized Software	111,945	111,945	74,630	399,600	37,315	0.0%	(33.3%)	(81.3%)	(90.7%)	(50.0%)	50
51											51
52 Total Other Assets	111,945	111,945	74,630	399,600	37,315	0.0%	(33.3%)	(81.3%)	(90.7%)	(50.0%)	52
53											53
54 Total Assets, Net of Current Lia	116,457,916	111,086,538	125,642,708	124,104,287	124,255,256	(4.6%)	13.1%	1.2%	0.1%	(1.1%)	54
55											55

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE B--BALANCE SHEET  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 20

01/21/16

	A	B	C	D	E	F	G	H	I	J		
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B		
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E		
56										56		
57	<b>LT OBLIGATIONS/OTHER CREDITS</b>										57	
58	LT Debt - Elevators/Kitchen	961,926	884,295	880,742	719,674	720,217	(8.1%)	(0.4%)	22.4%	0.1%	(18.2%)	58
59	LT Debt - UBP	104,097,422	102,154,869	108,635,614	109,135,614	106,527,184	(1.9%)	6.3%	(0.5%)	(2.4%)	(1.9%)	59
60	Deferred R/M - Equip	216,499	217,613	0	226,400	0	0.5%	(100.0%)	(100.0%)	(100.0%)	#DIV/0!	60
61	Deferred R/M - Building/UBP	1,092,401	(2,274,389)	1,920,552	1,992,700	0	(308.2%)	(184.4%)	(3.6%)	(100.0%)	(100.0%)	61
62												62
63	Total LT Obligations/Other Credit:	106,880,102	100,982,388	111,436,908	112,074,388	107,247,401	(5.5%)	10.4%	(0.6%)	(4.3%)	(3.8%)	63
64												64
65	<b>EQUITY</b>										65	
66	Committed Oper & Equity											66
67	Equip, Bldg & Land	7,720,039	10,673,476	13,914,158	11,337,273	15,857,519	38.3%	30.4%	22.7%	39.9%	14.0%	67
68	Hoover Capital Equipment	219,042	240,715	242,817	264,072	241,919	9.9%	0.9%	(8.0%)	(8.4%)	(0.4%)	68
69	Debt Service Contingency	253,500	219,933	259,149	219,933	250,437	(13.2%)	17.8%	17.8%	13.9%	(3.4%)	69
70	Operating Contingency	1,218,900	1,206,646	1,181,727	1,206,646	1,308,207	(1.0%)	(2.1%)	(2.1%)	8.4%	10.7%	70
71	Building Additions	20,000	20,000	1,900,000	20,000	450,000	0.0%	9,400.0%	9,400.0%	2,150.0%	(76.3%)	71
72	Equipment Additions	395,300	500,000	860,345	500,000	1,785,000	28.5%	72.1%	72.1%	257.0%	107.5%	72
73	Union Building Project	(511,854)	(4,194,941)	(3,804,403)	(1,181,152)	(2,861,100)	719.6%	(9.3%)	(69.0%)	142.2%	(100.0%)	73
74												74
75	Total Committed Equity	9,314,927	8,665,829	14,553,793	12,366,772	17,031,983	(7.0%)	67.9%	17.7%	37.7%	17.0%	75
76												76
77	Uncommitted Op. Equity	53,388	1,423,839	(182,828)	(147,421)	78,106	2,567.0%	(112.8%)	24.0%	(153.0%)	(142.7%)	77
78												78
79	Net Income (Loss)	209,499	14,482	(165,165)	(189,452)	(102,233)	(93.1%)	(1,240.5%)	(12.8%)	(46.0%)	(38.1%)	79
80												80
81	Total Equity	9,577,814	10,104,150	14,205,800	12,029,899	17,007,856	5.5%	40.6%	18.1%	41.4%	19.7%	81
82												82
83	Total LT Credits & Equity	116,457,916	111,086,538	125,642,708	124,104,287	124,255,256	(4.6%)	13.1%	1.2%	0.1%	(1.1%)	83

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE B.2--SOLVENCY SUMMARY  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J	
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E	
<b>RESOURCES AVAILABLE</b>											
1 Cash	\$5,035,466	\$6,064,037	\$6,950,882	\$6,016,428	\$5,576,206	20.4%	14.6%	15.5%	(7.3%)	(19.8%)	1
2 Cash - Union Building Project	-511,854	-4,194,941	-3,804,403	-1,181,152	-2,861,100						2
3 Other Current Assets	4,407,768	4,748,365	4,830,900	3,180,350	4,830,900	7.7%	1.7%	51.9%	51.9%	0.0%	3
4											4
5 Total Current Assets	8,792,147	6,617,461	7,977,379	8,015,626	7,546,006	(24.7%)	20.6%	(0.5%)	(5.9%)	(5.4%)	5
6 Total Current Liabilities	5,542,159	5,303,818	5,765,185	5,103,900	6,395,670	(4.3%)	8.7%	13.0%	25.3%	10.9%	6
7											7
8 Total Resources Available	3,249,988	1,313,643	2,212,194	2,911,726	1,150,336	(59.6%)	68.4%	(24.0%)	(60.5%)	(48.0%)	8
9											9
<b>RESOURCES REQUIRED</b>											
11 Def R/M - Equipment	216,499	217,613	0	226,400	0	0.5%	(100.0%)	(100.0%)	(100.0%)	#DIV/0!	11
12 Def R/M - Buildings	1,604,255	1,920,552	1,920,552	1,992,700	0	19.7%	0.0%	(3.6%)	(100.0%)	(100.0%)	12
13 Union Building Project	(511,854)	(4,194,941)	(3,804,403)	(1,181,152)	(2,861,100)	719.6%	(9.3%)				13
14 Debt Service Contingency	253,500	219,933	259,149	219,933	250,437	(13.2%)	17.8%	17.8%	13.9%	(3.4%)	14
15 Hooper Capital Equipment	219,042	240,715	242,817	264,072	241,919	9.9%	0.9%	(8.0%)	(8.4%)	(0.4%)	15
16 Operating Contingency	999,858	965,931	1,181,727	1,206,646	1,308,207	(3.4%)	22.3%	(2.1%)	8.4%	10.7%	16
17 Building Additions	20,000	20,000	1,900,000	20,000	450,000	0.0%	9,400.0%	9,400.0%	2,150.0%	(76.3%)	17
18 Equipment Additions	395,300	500,000	860,345	500,000	1,785,000	26.5%	72.1%	72.1%	257.0%	107.5%	18
19											19
20 Total Resources Required	3,196,600	(110,197)	2,560,187	3,248,599	1,174,463	(103.4%)	#####	(21.2%)	(63.8%)	(54.1%)	20
21											21
22 Net Excess (Deficiency)	53,388	1,423,840	(347,993)	(336,873)	(24,127)	2,567.0%	(124.4%)	3.3%	(92.8%)	(93.1%)	22

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE C--INCOME STATEMENT  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J	
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E	
<b>REVENUE</b>											
1 Direct Operating Revenue											1
2 Restaurants	\$9,797,544	\$10,849,120	\$8,285,375	\$7,407,032	\$11,646,130	10.7%	(23.6%)	11.9%	57.2%	40.6%	2
3 Markets & Cafes	6,935,629	7,469,106	7,031,035	6,783,485	9,060,276	7.7%	(5.9%)	3.6%	33.6%	28.9%	3
4 WU Catering	4,366,531	4,542,261	3,508,929	3,369,800	3,507,500	4.0%	(22.7%)	4.1%	4.1%	(0.0%)	4
5 Conf Center Catering	1,087,646	1,143,683	1,117,112	1,122,483	1,120,694	5.2%	(2.3%)	(0.5%)	(0.2%)	0.3%	5
6 Retail & Recreation	1,977,177	2,053,968	1,988,886	1,962,260	2,153,800	3.9%	(3.2%)	1.4%	9.8%	8.3%	6
7 Programs	2,257,504	3,554,861	3,139,610	2,883,594	3,256,057	57.5%	(11.7%)	8.9%	12.9%	3.7%	7
8											8
9 Total Op Revenue	26,422,031	29,612,999	25,070,947	23,528,654	30,744,457	12.1%	(15.3%)	(6.2%)	30.7%	(100.0%)	9
10											10
11 Indirect Revenue											11
12 Commissions	429,030	415,100	426,276	418,428	429,976	(3.2%)	2.7%	1.9%	2.8%	0.9%	12
13 Rentals	527,100	495,758	402,796	371,480	421,183	(5.9%)	(18.8%)	8.4%	13.4%	4.6%	13
14 Service Revenue	882,788	1,007,667	971,168	922,644	930,826	14.1%	(3.6%)	5.3%	0.9%	(4.2%)	14
15 Reimbursements	99,623	94,227	96,000	84,000	96,000	(5.4%)	1.9%	14.3%	14.3%	0.0%	15
16											16
17 Total Indirect Revenue	1,938,541	2,012,752	1,896,240	1,796,552	1,877,985	3.8%	(5.8%)	(5.3%)	4.5%	(100.0%)	17
18											18
19 Net Operating Revenue	28,360,572	31,625,751	26,967,187	25,325,206	32,622,442	11.5%	(14.7%)	6.5%	28.8%	21.0%	19
20											20
21 Other Revenue											21
22 Student Segregated Fees	10,217,400	10,336,368	10,518,084	10,586,316	10,568,587	1.2%	1.8%	(0.6%)	(0.2%)	0.5%	22
23 Seg Fees-Union Building Projec	7,403,906	7,376,534	7,359,060	7,406,772	7,390,620	(0.4%)	(0.2%)	(0.6%)	(0.2%)	0.4%	23
24 Campus Vending	407,617	349,734	338,288	326,661	324,588	(14.2%)	(3.3%)	3.6%	(0.6%)	(4.0%)	24
25 Membership	79,599	84,001	81,305	89,912	109,700	5.5%	(3.2%)	(9.6%)	22.0%	34.9%	25
26 Investment Revenue	7,877	11,021	13,200	10,200	33,900	43.6%	19.8%	29.4%	232.4%	156.8%	26
27 Interest Revenue-Union Bldg Pt	1,753	957	6,600	9,100	16,900	(45.4%)	589.7%	(27.5%)	85.7%	156.1%	27
28 Miscellaneous	367,092	258,022	174,678	216,470	191,860	(29.7%)	(32.3%)	(19.3%)	(11.4%)	9.8%	28
29											29
30 Total Other Revenue	18,485,044	18,416,637	18,491,215	18,645,431	18,636,155	(0.4%)	0.4%	0.8%	(0.0%)	(100.0%)	30
31											31
32 Total Revenue	46,845,616	50,042,388	45,458,402	43,970,637	51,258,597	6.8%	(9.2%)	3.4%	16.6%	12.8%	32
33											33
34 EXPENSES											34
35 Cost of Goods Sold											35
36 Food	9,481,735	10,233,813	8,715,016	8,386,459	10,740,953	7.9%	(14.8%)	3.9%	28.1%	23.2%	36
37 Retail Merchandise	93,283	94,169	81,485	84,532	90,762	0.9%	(13.5%)	(3.6%)	7.4%	11.4%	37
38											38
39 Total Cost of Goods Sold	9,575,018	10,327,982	8,796,501	8,470,991	10,831,715	7.9%	(14.8%)	3.8%	27.9%	23.1%	39
40											40
41 Direct Op Expenses											41
42 Salaries, Wages, Fringes	8,109,631	8,381,323	7,666,661	7,731,446	9,190,987	3.4%	(8.5%)	(0.8%)	18.9%	19.9%	42
43 Supplies & Services	4,359,687	5,685,259	4,499,478	3,926,806	4,976,873	30.4%	(20.9%)	14.6%	26.7%	10.6%	43
44 Depreciation - Equipment	338,503	396,597	308,549	304,227	247,769	17.2%	(22.2%)	1.4%	(18.6%)	(19.7%)	44
45											45
46 Total Direct Op Expenses	12,807,821	14,463,179	12,474,688	11,962,479	14,415,629	12.9%	(13.7%)	4.3%	20.5%	15.6%	46
47											47
48 Support Services											48
49 Salaries, Wages, Fringes	3,158,964	3,336,452	3,533,086	3,521,919	3,780,086	5.6%	5.9%	0.3%	7.3%	7.0%	49
50 Supplies & Services	821,981	993,975	1,063,928	997,270	1,156,858	20.9%	7.0%	6.7%	16.0%	8.7%	50
51 Depreciation - Equipment	69,977	104,838	117,514	63,694	116,428	49.8%	12.1%	84.5%	82.8%	(0.9%)	51
52											52
53 Total Support Services	4,050,922	4,435,265	4,714,528	4,582,883	5,053,372	9.5%	6.3%	2.9%	10.3%	7.2%	53
54											54
55 Facilities Expenses											55
56 Salaries, Wages, Fringes	\$4,874,685	\$4,945,878	\$4,926,377	\$5,023,732	\$5,391,040	1.5%	(0.4%)	(1.9%)	7.3%	9.4%	56
57 Supplies & Services	1,151,347	1,291,077	1,091,060	956,346	1,210,005	12.1%	(15.5%)	14.1%	26.5%	10.9%	57
58 Depreciation - Equipment	419,424	486,943	558,541	555,835	516,784	16.1%	14.7%	0.5%	(7.0%)	(7.5%)	58
59											59
60 Total Facilities Expenses	6,445,456	6,723,898	6,575,978	6,535,913	7,117,829	4.3%	(2.2%)	0.6%	8.9%	8.2%	60

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE C--INCOME STATEMENT  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E
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THE WISCONSIN UNION (Fund 128)  
 SCHEDULE M--INCOME STATEMENT (PM)  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J	
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E	
<b>REVENUE</b>											
1 Direct Operating Revenue											1
2 Restaurants	\$1,836,171	\$2,419,305	\$1,540,518	\$841,066	\$2,350,745	31.8%	(36.3%)	83.2%	179.5%	52.6%	2
3 Markets & Cafes	773,349	989,713	1,049,091	1,007,919	1,712,962	28.0%	6.0%	4.1%	70.0%	63.3%	3
4 WJ Catering	619,517	694,334	198,408	145,855	208,420	12.1%	(71.4%)	36.0%	42.9%	5.0%	4
5 Conf Center Catering	133,571	139,648	137,192	137,852	137,631	4.5%	(1.8%)	(0.5%)	(0.2%)	0.3%	5
6 Retail & Recreation	1,094,643	1,123,070	1,079,549	1,062,496	1,227,230	2.6%	(3.9%)	1.6%	15.5%	13.7%	6
7 Programs	(418,058)	(544,231)	(205,002)	(100,002)	(139,875)	30.2%	(62.3%)	105.0%	39.9%	(31.8%)	7
8											8
9 Total Op Revenue	4,039,193	4,821,839	3,799,756	3,095,186	5,497,113	19.4%	(21.2%)	22.8%	77.6%	44.7%	9
10											10
11 Indirect Revenue											11
12 Commissions	415,100	415,100	426,276	418,428	429,976	0.0%	2.7%	1.9%	2.8%	0.9%	12
13 Rentals	495,758	495,758	402,796	371,480	421,183	0.0%	(18.8%)	8.4%	13.4%	4.6%	13
14 Service Revenue	1,007,667	1,007,667	971,168	922,644	930,826	0.0%	(3.6%)	5.3%	0.9%	(4.2%)	14
15 Reimbursements	94,227	94,227	96,000	84,000	96,000	0.0%	1.9%	14.3%	14.3%	0.0%	15
16											16
17 Total Indirect Revenue	2,012,752	2,012,752	1,896,240	1,796,552	1,877,985	0.0%	(5.8%)	5.5%	4.5%	(1.0%)	17
18											18
19 Net Operating Revenue	6,051,945	6,834,591	5,695,996	4,891,738	7,375,098	12.9%	(16.7%)	16.4%	50.8%	29.5%	19
20											20
21 Other Revenue											21
22 Student Segregated Fees	10,336,368	10,336,368	10,518,084	10,586,316	10,568,587	0.0%	1.8%	(0.6%)	(0.2%)	0.5%	22
23 Seg Fees-Union Building Project	7,376,534	7,376,534	7,359,060	7,406,772	7,390,620	0.0%	(0.2%)	(0.6%)	(0.2%)	0.4%	23
24 Campus Vending	349,734	349,734	338,288	326,661	324,588	0.0%	(3.3%)	3.6%	(0.6%)	(4.0%)	24
25 Membership	84,001	84,001	81,305	89,912	109,700	0.0%	(3.2%)	(9.6%)	22.0%	34.9%	25
26 Investment Revenue	11,021	11,021	13,200	10,200	33,900	0.0%	19.8%	29.4%	232.4%	156.8%	26
27 Interest Revenue-Union Bldg Pn	957	957	6,600	9,100	16,900	0.0%	589.7%	(27.5%)	85.7%	156.1%	27
28 Miscellaneous	258,022	258,022	174,678	216,470	191,860	0.0%	(32.3%)	(19.3%)	(11.4%)	9.8%	28
29											29
30 Total Other Revenue	18,416,637	18,416,637	18,491,215	18,645,431	18,636,155	0.0%	0.4%	(0.8%)	(0.0%)	0.8%	30
31											31
32 Total Revenue	24,468,582	25,251,228	24,187,211	23,537,169	26,011,253	3.2%	(4.2%)	2.8%	10.5%	7.5%	32
33											33
<b>EXPENSES</b>											
34											34
35 Support Services											35
36 Salaries, Wages, Fringes	3,336,452	3,336,452	3,533,086	3,521,919	3,780,086	0.0%	5.9%	0.3%	7.3%	7.0%	36
37 Supplies & Services	993,975	993,975	1,063,928	997,270	1,156,858	0.0%	7.0%	6.7%	16.0%	8.7%	37
38 Depreciation - Equipment	104,838	104,838	117,514	63,694	116,428	0.0%	12.1%	84.5%	82.8%	(0.9%)	38
39											39
40 Total Support Services	4,435,265	4,435,265	4,714,528	4,582,883	5,053,372	0.0%	6.3%	2.9%	10.3%	7.2%	40
41											41
42 Facilities Expenses											42
43 Salaries, Wages, Fringes	\$4,945,878	\$4,945,878	\$4,926,377	\$5,023,732	\$5,391,040	0.0%	(0.4%)	(1.9%)	7.3%	9.4%	43
44 Supplies & Services	1,291,077	1,291,077	1,091,060	956,346	1,210,005	0.0%	(15.5%)	14.1%	26.5%	10.9%	44
45 Depreciation - Equipment	486,943	486,943	558,541	555,835	516,784	0.0%	14.7%	0.5%	(7.0%)	(7.5%)	45
46											46
47 Total Facilities Expenses	6,723,898	6,723,898	6,575,978	6,535,913	7,117,829	0.0%	(2.2%)	0.6%	8.9%	8.2%	47

THE WISCONSIN UNION (Fund 128)  
 SCHEDULE M--INCOME STATEMENT (PM)  
 2016-17 ANNUAL BUDGET  
 FOR YEAR ENDED JUNE 30, 2016

01/21/16

	A	B	C	D	E	F	G	H	I	J
	13-14	14-15	15-16	15-16	16-17	14-15A	15-16E	15-16E	16-17B	16-17B
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	13-14A	14-15A	15-16B	15-16B	15-16E
48										
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WUD COMMITTEE	Account Number	Account Title	TOTAL ACCOUNT BUDGET 2016	2016 ACTUALS	Total Account Budget 2017	ACTUAL SPENDING TO NOV 2016	REMAINING BUDGET 2017	REQUESTED BUDGET FOR 2018
Alternative Breaks	5900	MISCELLANEOUS EXPENSE			\$ 100.00	\$ 17.08	\$ 82.92	\$ 100.00
	6150	POSTAGE			\$ 50.00	\$ 49.07	\$ 50.00	\$ 50.00
	6460	COPIER SERVICES			\$ 50.00	\$ 1.11	\$ 48.89	\$ 50.00
	7060	MARKETING/PROMO-SPECIFIC EVENT			\$ 1,500.00	\$ 14.99	\$ 1,485.01	\$ 1,500.00
	7112	EDUCATION SERIES			\$ 1,800.00	\$ 40.00	\$ 1,760.00	\$ 1,000.00
	7736	WEEKEND BREAKS			\$ -	\$ -	\$ -	\$ -
	7736	SITE LEADERS			\$ -	\$ -	\$ -	\$ 3,000.00
	7800	PUBLICITY			\$ 1,000.00	\$ 463.44	\$ 536.56	\$ 1,000.00
	4,000	Scholarships			\$ 4,400.00	\$ 520.47	\$ 3,879.53	\$ 6,700.00
		TOTAL		\$ 6,750.00	\$ 1,476.00	\$ 4,400.00	\$ 3,879.53	\$ 6,700.00

Art	2170	ART SALE INCOME			\$ -	\$ -	\$ -	\$ -
	5900	MISCELLANEOUS EXPENSE			\$ 100.00	\$ 17.08	\$ 82.92	\$ 100.00
	6150	POSTAGE			\$ 25.00	\$ 1.39	\$ 23.61	\$ 25.00
	6460	COPIER SERVICES			\$ 75.00	\$ 55.71	\$ 19.29	\$ 75.00
	7702	ART EDUCATION			\$ -	\$ -	\$ -	\$ 1,500.00
	7715	MU EXHIBITIONS			\$ 3,000.00	\$ 451.82	\$ 2,548.18	\$ 3,000.00
	7750	SPECIAL EVENTS			\$ 1,000.00	\$ 63.17	\$ 936.83	\$ 2,500.00
	7789	WHEELHOUSE PROGRAMMING			\$ 1,500.00	\$ 17.52	\$ 1,482.48	\$ 1,500.00
	7800	PUBLICITY			\$ 1,500.00	\$ 457.59	\$ 1,042.41	\$ 1,500.00
	7888	EXHIBITIONS			\$ 1,000.00	\$ 672.03	\$ 327.97	\$ 975.00
	7888	STUDENT ART SHOW			\$ 1,400.00	\$ 1,400.00	\$ -	\$ 1,400.00
	7840	SUMMER			\$ 2,500.00	\$ 513.67	\$ 1,986.33	\$ 1,400.00
	8037	INTRAYUD COLLABORATION			\$ 1,000.00	\$ 134.50	\$ 865.50	\$ -
	TOTAL		\$ 17,600.00	\$ 7,975.00	\$ 17,000.00	\$ 14,709.38	\$ 13,275.00	

Culinary	5900	MISCELLANEOUS EXPENSE			\$ 100.00	\$ 17.08	\$ 82.92	\$ 160.00
	6460	COPIER SERVICES			\$ 100.00	\$ 0.34	\$ 99.66	\$ 160.00
	7788	EDUCATIONAL/DEMONSTRATIONS			\$ 3,250.00	\$ 634.02	\$ 2,615.98	\$ 4,800.00
	7790	COOKING			\$ 1,800.00	\$ 118.32	\$ 1,681.68	\$ 2,000.00
		MARKETING			\$ 550.00	\$ -	\$ 550.00	\$ 1,000.00
		SERVICE			\$ 250.00	\$ -	\$ 250.00	\$ 500.00
		REVENUE			\$ -	\$ -	\$ -	\$ -
		TOTAL		\$ -	\$ 6,050.00	\$ 789.76	\$ 5,260.24	\$ 8,620.00

DLS	5900	MISCELLANEOUS EXPENSE			\$ 100.00	\$ 43.43	\$ 56.57	\$ 100.00
	6460	COPIER SERVICES			\$ 200.00	\$ 380.67	\$ 19.33	\$ 300.00
	7210	RECEPTIONS			\$ 2,900.00	\$ 2,075.38	\$ 824.62	\$ 3,000.00
	7711	LECTURES			\$ 125,000.00	\$ 46,978.23	\$ 78,021.77	\$ 120,000.00
	7750	SPECIAL EVENTS			\$ 20,000.00	\$ 15,000.00	\$ 5,000.00	\$ 20,000.00
	7857	W/FESTIVAL OF IDEAS			\$ 2,000.00	\$ 46.39	\$ 1,953.61	\$ 2,000.00
	7827	W/FESTIVAL OF IDEAS			\$ 2,000.00	\$ 590.00	\$ 1,410.00	\$ 2,600.00
		TOTAL		\$ 152,600.00	\$ 162,920.00	\$ 151,000.00	\$ 66,845.44	\$ 151,200.00

Film	3890	GIFTS/GRANTS/COFONORSHIPS			\$ -	\$ -	\$ -	\$ -
	5900	MISCELLANEOUS EXPENSE			\$ 200.00	\$ 180.52	\$ 19.48	\$ 200.00
	6150	POSTAGE			\$ 25.00	\$ 0.47	\$ 24.53	\$ 100.00
	6460	COPIER SERVICES			\$ 75.00	\$ 63.59	\$ 11.41	\$ 100.00
	7724	FACILITY RENTAL			\$ 9,700.00	\$ 2,391.00	\$ 7,309.00	\$ 9,800.00
	7730	PROMOTIONS			\$ 8,000.00	\$ 4,815.30	\$ 3,184.70	\$ 8,000.00
	7732	PROMOTIONS			\$ 2,000.00	\$ 906.06	\$ 1,093.94	\$ 2,000.00
	7746	FILM RENTAL			\$ 53,000.00	\$ 25,775.85	\$ 27,224.15	\$ 55,000.00
	7747	SNEAK EXPENSES			\$ 900.00	\$ 610.68	\$ 289.32	\$ 5,000.00
	7840	SUMMER			\$ 7,100.00	\$ 7,092.40	\$ 7.60	\$ 8,500.00
	TOTAL		\$ 82,000.00	\$ 90,998.00	\$ 81,000.00	\$ 41,935.87	\$ 88,700.00	

Global Connections	5900	MISCELLANEOUS EXPENSE			\$ 100.00	\$ 17.08	\$ 82.92	\$ 100.00
	6460	COPIER SERVICES			\$ 100.00	\$ 0.35	\$ 99.65	\$ 100.00
	7720	AFTERNOON CONVERSATION SERIES			\$ 1,100.00	\$ 350.73	\$ 749.27	\$ 1,100.00
	7730	SPECIAL EVENTS			\$ 2,900.00	\$ 611.38	\$ 2,288.62	\$ 2,900.00
	7781	EDUCATIONAL EXCURSIONS			\$ 1,500.00	\$ 400.00	\$ 1,100.00	\$ 2,000.00
	7800	PUBLICITY			\$ 500.00	\$ 454.22	\$ 45.78	\$ 500.00
		CULINARY PROGRAMMING			\$ 1,900.00	\$ -	\$ 1,900.00	\$ 2,700.00
		CULTURAL GRANT			\$ -	\$ -	\$ -	\$ 3,000.00
		TOTAL		\$ 7,200.00	\$ 6,104.00	\$ 8,100.00	\$ 6,674.68	\$ 14,400.00



7730	SPECIAL EVENTS												
7830	COMMITTEE RECOGNITION												
	DEMOCRATIC PRINCIPLE FUND												
	MARKETING PROGRAMMING												
	MARKETING TEAM BUDGET												
	ASSESSMENT												
\$4,000	Antaramian Gift Fund												
TBD	Anonymous Fund												
\$2,400	Minahan Gift Fund												
TBD	Chancellor/ODOS Funding												
	Recruitment and Retention												
	Innovative Programming												
	WUD Leader Educational Travel												
	Late Night Programming Grant												
	TOTAL	\$	13,950.00	\$	8,271.00								
		\$		\$	186,972.00								
													203,030.00

2018 COMMITTEE BUDGET 584,877.00

2017 APPROVED FUNDS 790,458.00

PREVIOUS 2018 COMMITTEE 593,477.00

PREVIOUS 2018 BUDGET 793,002.00

TOTAL 2018 BUDGET 787,907.00

TOTAL BUDGET 2016 675,879.00

ACTUAL SPENDING 2016 669,895.00

Gift/grant funds are NOT INCLUDED in the budget



# Wisconsin Union

Experiences for a lifetime

TO: Wisconsin Union Department Managers  
RE: General Budget Instructions & 2017-18 Budget  
FROM: Jane Oberdorf  
DATE: November 21, 2016

The following is a summary of the preliminary budget guidelines provided by campus to date. Please use this information as you prepare your 2016-17 revised (EA) estimates and 2017-18 budget proposals.

## **2017-18 Budget Guidelines and Instructions:**

Please use the following guidelines in preparing your budget proposals.

- FY18 pay plan: Not yet known. Placeholder funds will be budgeted centrally
- FLSA: The DOL issued regulations that classify most employees making \$47,476/year or less as non-exempt for purposes of overtime pay. This rule will be in effective December 1, 2016. This rule applies to both academic and university staff. You will need to consider whether it's appropriate to budget additional overtime pay for staff earning below the threshold (working more than 40 hours per week)
- Student wage plan: Increase minimum pay rate from \$9.00 to \$9.25. To address compression adjustments for all other student positions, increase all other student pay rate levels by \$0.25 as well. Assume this rate change will be effective 9/1/17.
- LTE minimum hourly rate as of 1/1/15: \$12.85/hour
- Supplies & services: As in the past, any line item increases beyond campuses estimated inflation rate of 1.5% must be justified in budget notes as either directly related to increasing building traffic/revenue or as unavoidable costs of doing business (such as anticipated increases in food costs).
- For budget purposes, we will assume a September 1, 2017 reopening date for Memorial Union's 2nd, 3rd and 4th floors.

As in the past, Union Payroll has updated staff allocations and fringe rates for all permanent staff, however, you should check the Forecaster Human Resources Input screen tab to confirm that all your positions are there and everything looks okay. If you have questions or find errors, please contact Tim Delaney. **All requests for new FTE, beyond what has already been inputted into Forecaster, must be approved by Jane Oberdorf before being entered into Forecaster by Tim.**

The 2016-17 budget timeline is being distributed at the November 21, 2016 Leadership Staff meeting and is also available in the "Budget and Goals" folder on the shared drive. A Forecaster 7 Getting Started Guide is also available on the shared drive in the "Budget and Goals" folder. If you do not know your Forecaster password, need additional Forecaster training or have other questions about the budget process, please contact me.



# Wisconsin Union

Experiences for a lifetime

## **2016-17 Revised (EA) Current Year budget**

As part of the budget development process, department managers also need to adjust the current fiscal year budget as necessary via the Revised Current Year Budget in Forecaster. As in the past, the focus here should be to identify significant dollar modifications with notes for any corresponding changes in operations, programs, or new initiatives. If you have questions about the 16-17 year changes for your department, please contact me.

## **Capital Equipment & Capital Projects**

Depreciation Expense on capital equipment & capital projects will be budgeted based on ongoing depreciation schedules in Great Plains. If you submitted a capital equipment or capital project request in the FY17 budget that has not yet been purchased but you still intend to purchase in FY17, please resubmit a Capital Equipment/Project request form and clearly indicate "FY17EA" on it. This will ensure depreciation expense is budgeted on those items still to be purchased in FY17. Again, the due date for Capital request forms is November 28 for both FY17EA and FY18B.

## **Budget Deadlines & Significant Factors (i.e. budget notes)**

The deadline to complete budget worksheets and significant factors for both the 2016-17 Revised (EA) Current Year Budget and the 2017-18 Budget is **Friday January 6, 2017 at 4:00 p.m.** **Significant factors** must be emailed to me ([jane.oberdorf@wisc.edu](mailto:jane.oberdorf@wisc.edu)) at the time you complete your budget. The format for significant factors/budget notes is as it has been in the past. You should provide a brief explanation of any significant budget variances in either the revised current year or the budget year that exceeds the 1.5% inflationary guideline. Attached is a sample budget significant factors document to give you an idea of what's expected. This sample is also available in the "Budget & Goals" folder on the shared drive.

## **Proposed Use of Gift Funds**

Similar to last year, please submit a "Proposed Use of Gift Funds Form" for all expenses you include in your budget that will be funded by Gift Funds with the UWF. These forms can be found in the *M:\Sh\_All\Budgets & Goals\2017-18 Budget\Budget Request Forms* directory. Please submit these forms when you complete your budget worksheets (deadline Friday January 6, 2017 @ 4:00 p.m.) to [jane.oberdorf@wisc.edu](mailto:jane.oberdorf@wisc.edu).

## **January Budget Meetings with Mark, Susan and Jane**

Meetings to review budget requests with Mark, Susan and me have been set for January 11-13, 2017. A detailed schedule is also attached. If you have a conflict with your scheduled budget meeting, please contact your Assistant Director.

Hopefully, this covers everything you'll need to prepare your 2017-18 budget request. If you have questions or need additional information, please let me know. Thank you in advance for your time and hard work in this important process!

## **IDENTIFIED STRENGTHS OF THE WISCONSIN UNION**

(Through October, 2016, listed in no priority order)

### **LOCATIONS/SPACES**

We have successfully created welcoming, clean and accessible spaces that many in the community feel ownership and pride for. Spaces where the community can make it theirs/what they want it to be while feeling like they are a part of something bigger, a larger purpose. Spaces that effectively mix art and design capturing the Wisconsin experience and sensibility, reflecting our culture. *Examples include, but are not limited to:*

- *The Terrace/The Lake*
- *Union South*
- *Marquee Theater*
- *Wheelhouse Studios*
- *Signature Dining Spaces*
- *Recreation Activities*

### **EVENTS/SERVICE**

We provide an environment where there is always something going on, a place to go when you do not know where else to go, where “every day is an event.” We are a venue to new experiences and experimenting safely with new ideas and innovations that are not necessarily available elsewhere. We do this with good customer service. *Examples include, but are not limited to:*

- *Badger Bash*
- *Union Theater Program*
- *Marquee Movies*
- *World Music Festival*
- *Free Art Friday*
- *Game Watches*

*more*



## **TRUST IN STUDENTS**

We offer UW students a wide variety of learning experiences, paid and unpaid, that allow them to develop transferable skills while creating and furthering the Union mission. Students as the agents of doing at the Union, with the autonomy and ownership we offer them, create a relevancy and vibrancy that demonstrates respect for their perspectives, interests and skill development. *Examples include, but are not limited to:*

- *Student majority governance*
- *Numerous leadership opportunities*
- *Student-Staff partnership*
- *Flexible student employment*
- *Opportunity to experiment and grow*

## **COMMUNITY PASSION**

The Union, and its greater purpose, is accepted and loved by the larger community. A highly valued infrastructure, demonstrated use of the facilities, and highly committed Union Membership demonstrate the perception of the Union as a builder of community and active participant in creating a positive campus climate. *Examples include, but are not limited to:*

- *Strong Membership base*
- *Conferences/Meetings usage*
- *Response to free programming*
- *Multigenerational use*
- *Sense of ownership/pride for organization*

## **COMMITTED & KNOWLEDGEABLE STAFF**

To a high degree, Union staff are committed, knowledgeable and capable to meet both the daily and extraordinary challenges of being UW-Madison's social center. Staff are dedicated to the success of the organization and service to the community. A "can do" attitude combined with resourcefulness and creativity create a positive environment for both meeting the mission and providing for a fun, team-oriented workspace. *Examples include, but are not limited to:*

- *Past and continuing success*
- *Commitment to student-staff partnership*
- *Internal collaboration*
- *Active use of employee skills and passions*
- *Daily creative problem solving*

# OUR History

## DIVISION OF SOCIAL EDUCATION

The Union originated on the campus as an idea, expressed in the inaugural address of then-President Charles Van Hise in 1904. By 1907, the Iron Cross Society had established the Wisconsin Union and in 1928 Memorial Union was dedicated, the first campus building built entirely with student and alumni financial support.

In 1935, the Board of Regents designated the Union as the University's Division of Social Education.

As such, it continues to have responsibility for:

- The social, recreational, and cultural welfare of the student body
- Instructing students in the importance of serving their community
- Utilizing its programs and spaces for out-of-classroom learning

The Union is governed by the campus' longest serving shared governance body, Union Council. Literally hundreds of students lead dozens of committees and clubs with thousands of active volunteers through the Wisconsin Union Directorate. What began as a student organization to unite the students of the campus, now serves as a campus icon, uniting all members of the University and Madison communities.

Annually the Wisconsin Union:

- Produces over 1,000 student-led programs and events
- Hosts 27,000 meetings
- Welcomes five million visitors
- Connects its members to a vibrant, academic community, and to each other, like nothing else



## OPERATING Principles

### MAKE EVERY DAY AN EVENT

We will treat each day and each interaction with our members as if it is something special

### HONOR THE GUEST'S PERSPECTIVE

We will demonstrate to our members that we are listening and viewing the Union through their eyes

### BE GREEN

We will operate our buildings in the most sustainable way possible

### BUILD COMMUNITY

We will come together as a community of co-workers as we create the best environment for the campus community that we can



# Wisconsin Union

Experiences for a lifetime

## 2013-2018 Strategic Plan

The University of Wisconsin-Madison  
Division of Social Education

## OUR Vision

To be the heart and soul of this great University

## OUR Mission

Making lifetime connections on the campus, one person at a time

## OUR Values

**RESPECT** We demonstrate respect for the ideas and experiences of each individual through a fun, open and welcoming environment.

**INCLUSIVITY** We actively encourage the ability of all people to bring their entire selves to the Union – expressing who they are in an open, caring and accepting environment.

**RELATIONSHIPS** We build meaningful relationships within our organization, university and world communities through strong social, service, learning and leadership networks.

**LEADERSHIP** We create opportunities for individuals to develop and enhance leadership skills, build community and contribute positively to society.

**LEARNING** We provide hands-on, lifelong learning throughout all aspects of our organization and, as a learning organization, view out-of-classroom experience as an integral part of a great education.

**PERFORMANCE** We promote outstanding internal and external customer service, efficient and ethical business systems and strong financial performance.



## STRATEGIC Priorities

Strategic priorities move the organization toward achieving our vision, mission and operating principles. The Union has identified seventeen (17) priorities for the next five years as part of its 2103-18 Strategic Plan. Not all of these initiatives will take five years to complete and there may be others added along the way. The Wisconsin Union Directorate (WUD) will identify programmatic priorities over the course of the next five years as well – usually on an annual basis as the student leadership changes. Where appropriate, these priorities will be included in each of the Union's annual plans.

### COMMUNITY

- Develop and implement a vision for our on-going **evening and late night "experience"** – to enhance community building, strengthen programming and increase revenue
- Grow our position as the provider of **campus-wide "signature" events** – to enhance community building, strengthen programming and increase revenue

### BUILDING PROJECT

- **Open and activate the West Wing (Phase 1) and Central/Commons Wings (Phase 2)** as vibrant, heavily used spaces by students, faculty, staff, and Union members
- Complete the **public fundraising** portion of our Capital Campaign

### DIVERSITY & INCLUSION

- Support a **Learning Community** for Union staff – modeled off the Leadership Institute.
- Actively participate in **Campus Diversity Framework** by operating area

### RELEVANCY

- Improve our **favorability among students** as members
- Enhance and promote our **sustainability** efforts
- Implement a **comprehensive overhaul of the website**, using responsive design

### SERVICE

- Launch a **Voice of Customer (VOC) customer service** initiative
- Simplify our **member benefits structure** and grow our membership

### ENGAGEMENT

- Promote and strengthen **student learning** – through the Jones Leadership Center, our partnerships with the Schools and Colleges and Wisconsin Union Directorate involvement
- Actively participate in the campus' **Employee Engagement, Inclusion & Diversity initiative**
- Actively participate in the campus' Student Employment Initiative (**WiGrow**)

### PERFORMANCE

- Develop and rely on **robust business intelligence data**
- Maximize **new revenue streams** – e.g., One Account on Wiscard and corporate sponsorships
- Actively use **process improvement techniques** and tools when appropriate to develop solutions to current challenges



# Wisconsin Union

Experiences for a lifetime

## 2017-18 Budget Review Schedule

January 11 – 13, 2017

### Wednesday, January 11

#### Administration

8:00 am Human Resources – 7020  
8:20 am Staff Education – 7060  
8:40 am Wiscard/Indirect Revenue – 7050  
(Lost Card Fees, VC's Office Support, Passports, Tech Revenue, Housing Elan  
Fee Reimbursement, Web Convenience Fees)  
9:00 am Information Services – 7040  
9:20 am Accounting - 7030  
9:40 am Cash Management - 7090  
10:00 am Break

#### Facilities

10:20 am AV & Production Services – 5070 & 5075  
10:40 am Campus Event Services/Indirect Revenue – 5020 & 5080  
(Conf Mgmt Fees & Reimbursements, VC's CRO Support)  
11:00 am MU & US Building Services – 5030 & 5050  
11:20 am MU & US Tech Maintenance – 5040 & 5060  
11:40 am Operations Office & Vending/ATM– 5010 & 5090  
Noon Break  
  
12:40 pm Vending/ATM Commissions/Union South Main Office – 5015  
1:00 pm US Hotel & MU Guest Rooms – 1560 & 1520  
1:20 pm Director's Office – 7010  
1:40 pm Break



# Wisconsin Union

Experiences for a lifetime

## Wednesday, January 11 continued

### External Relations

2:00 pm	Marketing – 6010
2:20 pm	Membership/Membership Fee Revenue – 6020
2:40 pm	Memorial Union Reinvestment – 6070
3:00 pm	Copy Center - 7070
3:20 am	External Relations 6050

## Thursday, January 12

### External Relations Continued:

8:20 am	Alumni Relations – 6080
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### Programs & Leadership

8:40 am	Wheelhouse Studios – 3800
9:00 am	Basecamp – 3850
9:20 am	Outdoor UW Advising/Administration - 2050
9:40 am	Program & Leadership - 2040
10:00 am	Theater: Operations – 2030, 2031, 24/25xxx, 8xxx
10:30 am	Break

### Dining Services

10:50 am	MU & US & Bakeshop Kitchens – 1610, 1640 & 1670
11:10 am	MU Dish Room – 1620
11:30 am	Break – Legislative Visits
1:20 pm	Storeroom – 1630
1:40 pm	Food Director's Office – 1650
2:00 pm	Pyle -1410 & Lowell – 1420
2:20 pm	Catering: MU, US & Grainger – 1310, 1320 & 1330
2:50 pm	Rathskeller/Stiftskeller - 1120
3:20 pm	Capital Café - 1150
3:45 pm	Break – Legislative Visits



# Wisconsin Union

Experiences for a lifetime

## Friday, January 13

### Dining Services *continued*

8:00 am	Carte & Strada - 1110
8:45 am	The Sett Pub – 1145 & The Sett Club (lower level) – 1160
9:15 am	Union South Kiosks - 1130
9:45 am	Badger Market @ Memorial Union (Essentials) – 1275
10:15 am	Badger Market @ Union South – 1285
10:35 am	Highland Grounds - 1205
10:55 am	Daily Scoop – 1210
11:15 am	Peets – 1215
11:35 am	Break
12:20 pm	Prairie Fire - 1220
12:40 pm	Daily Scoop – Union South – 1225
1:00 pm	Badger Market (Med Sci) – 1230
1:20 pm	Crossroads Café – 1235
1:40 pm	Ingraham – 1240
2:00 pm	Break
2:20 pm	Bio Chem – 1245
2:40 pm	Feed Bag – 1250
3:00 pm	Open Book – 1260
3:20 pm	School of Human Ecology – 1265
3:40 pm	Daily Dose – 1270
4:00 pm	Engineering – 1280
4:20 pm	Microcosm – 1290
4:40 pm	Nursing – 1295



## Wisconsin Union

Experiences for a lifetime

### Wisconsin Union 2016-17 Budget Proposal

#### I. Wisconsin Union Program Highlights & Overview

Union Mission: Making lifetime connections to the campus, one person at a time.

Union Vision: To be the heart and soul of this great University.

The Wisconsin Union, often referred to as "the heart and soul" of the University of Wisconsin-Madison, has enhanced the lives of members and visitors since it was founded in 1907.

#### Social Education

In 1935, the Board of Regents designated the Union as the University's Division of Social Education. As such, it continues to have responsibility for:

- The social, recreational, and cultural welfare of the student body
- Instructing students in the importance of serving their community
- Utilizing its programs and spaces for out-of-classroom learning

The Union fulfills its designated role in three primary ways, described in greater detail later in this document:

1. Wisconsin Union Directorate allows hundreds of students to develop leadership skills while they produce the thousands of programs and activities the campus community wants and needs annually.
2. Registered student organizations take advantage of the Union's meeting rooms and event spaces over 14,000 times annually, receiving event planning advice to successfully deliver their programs from the Campus Event Services staff and the Wisconsin Union Theater staff.
3. The Union employs nearly 1500 students – many becoming student supervisors and building managers – where they are given the opportunity practice their skills outside the classroom in "real world" environments on a daily basis.

The Wisconsin Union is based on the principle that the University of Wisconsin-Madison experience should involve learning outside of the classroom. Since 1907, its programs and facilities have been dedicated to advancing this important co-curricular concept for the campus.

- The renovated Memorial Union West Wing has been open for one full year and the programs and services housed in this area are popular with the student body. The spaces feature: Outdoor UW recreation/rental program; Wheelhouse Studios, a hands-on art maker space for students and the campus community; and the historic Wisconsin Union Theater, including the 1,200 Shannon Hall, the Fredric March Play Circle and the Festival Room, a rehearsal/studio room.
  - Student attendance at Theater Season events increased over 20% in 2014-15 (from 2011-12 year before closing for two years)

- Outdoor UW rental revenue in 2014-15 more than tripled from 2011-12 and over 60% of users are UW-Madison students. Users rate service and equipment as excellent
  - 32% of the undergraduate population used Wheelhouse Studios in 2014-15. Each Free Art Friday program continues to be at capacity and has expanded into the Rathskeller. Numerous registered student organizations or academic programs use the Studio each week for team-building and socializing.
- Wisconsin Union Directorate (WUD), is comprised of 9 student-led program committees plus 6 Hooper clubs with a combined membership of over 3000.
- WUD Student volunteers, planned and executed over 1,100 free programs reaching 655,000 students, faculty, staff and Union Members in fiscal year 2015. Highlights include:
  - Free music performances year-round at Memorial Union and Union South
  - A highly successful Distinguished Lectures Series which brings engaging and influential people to campus, encouraging thought-provoking conversations
  - Hooper outdoor recreation programs including Winter Carnival, Free Night of Skiing and Commodore's Ball.
  - Summer Terrace music and film series and such special events as the Isthmus Jazz Fest & World Music Festival.
  - Over 300 film screenings annually at the Marquee Theater at Union South
  - Art exhibits in two galleries and student performances in the Play Circle
  - Alternative Break trips that combine travel with service involving a broad range of social issues
  - Discount for UW Students to attend world class performances as part of the Union's Theater Season. (\$10 tickets for students). In 2014-15, the theater ticket subsidy was \$86,634.
  - Over 400 short non-credit enrichment classes monthly through Wheelhouse Studios & Free Art Fridays
- Free meeting rooms for student organization meetings, programs, and other events. In 2015, RSOs hosted nearly 14,500 programs and meetings through the Union's Campus Event Services.
- In response to an SSFC suggestion, RSO's receive free standard AV packages and discounted rates for non-standard equipment in Union meeting rooms – over \$120,000 savings for RSOs on top of the discounted food programs.
- The Union's Campus Event Services unit handled more than 39,500 room reservations in 2015.
- Management of Red Gym building provided at no increased cost to students.
- Home of the Willis L. Jones Center, offering a wide range of interactive leadership development programs for UW students. In 2014-15, the JLC offered 11 workshops reaching 495 students and employed nine interns. 97% of workshop participants ranked them useful in developing their leadership skills.
- Lounges, retail stores, email kiosks, and other spaces to serve student needs.
- Jobs for Students: The Union offers some of the best student jobs on campus in terms of leadership and educational opportunities, including positions for theater stagehands, building and event management, business and marketing internships, catering and food service, and much more. When fully operational, the Union employs more than 1,400 students and is projecting to spend \$5.66 million on student wages in FY17.
- The Union's governing body is known as Union Council. It is a shared governance body, comprised of students, staff, faculty and alumni. It has a student majority to ensure student needs remain a top priority.



## II. Wisconsin Union Annual Budget Development Process

The Wisconsin Union has a very 'bottom-up' budgeting structure. Approximately 75 different budgets come together to make up the Union's operating budget, including more than two dozen units that generate revenue, which funds the Union's facilities and programs. Given the complicated nature of the Union's budget, 'budgeting season' begins in December.

December:

Managers and student leaders from WUD are expected to submit budgets for their respective units for the upcoming fiscal year. In addition, Union Council, the Union's student majority governing body, is asked to provide input on the Union's budget, programs, and services, so that potential new initiatives, changes, or decreases can be built into the budget as it's being developed.

January:

- In 2-3 weeks' worth of meetings, including a three-day marathon review, the Director, Deputy Director, Assistant Director for Administration, Union President (at his discretion), and the various managers attend meetings and make reasonable changes and recommendations to all budgets.
- After there is a solid working draft of the budget, it is then discussed at a Union Council Administration subcommittee meeting. The administration subcommittee is a working committee for Union Council. It is comprised of students, staff, and faculty (members of Union Council, WUD, and any UW-Madison student who expresses interest can join!)
- After the Administration subcommittee reviews and moves to approve the budget, it is then sent to Union Council.

February:

- The proposed budget moves on to Union Council where it is presented by the chair of Administration subcommittee along with the Deputy Director and Assistant Director for Administration for review and approval.
- A final piece of the Union's budget process is to submit a budget to SSFC for their recommendations to the Chancellor.

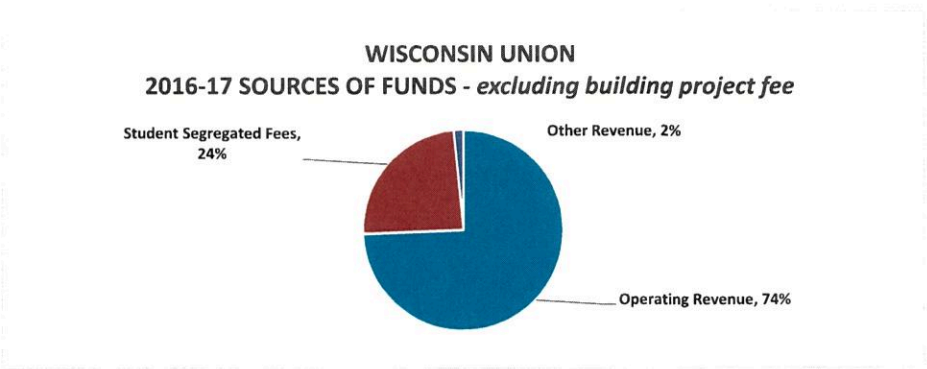
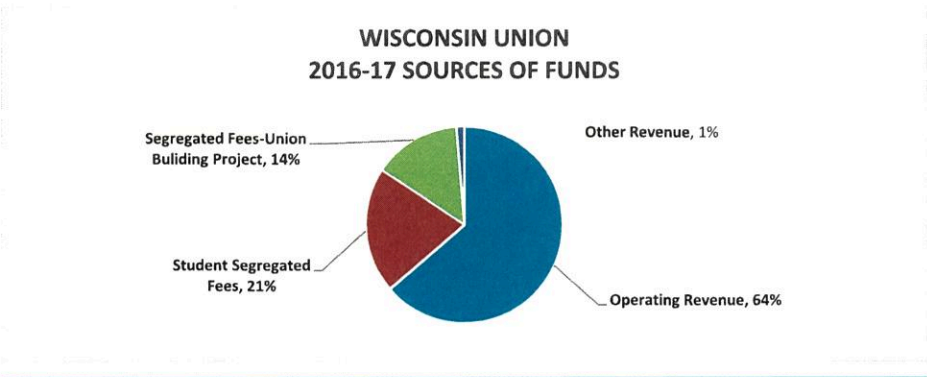
## III. 2015-2016 Estimated Actual

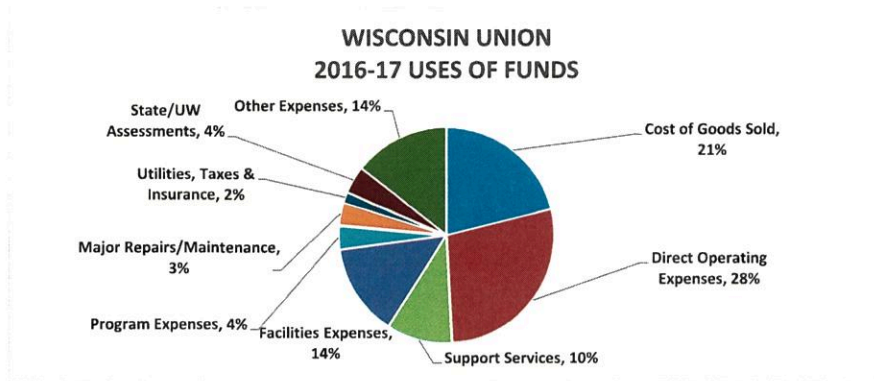
A deficit (net loss) of -\$165,165 is projected for fiscal year 2015-16. This is consistent with the deficit of -\$189,452 originally budgeted for 2015-16. This deficit reflects closure of Memorial Union's east and central wings for renovations:

- Customer counts in Memorial Union dining units have been down significantly. While the renovated West Wing offers new programs and attractive student social and study spaces, the closure of the east and central wings, and in particular, the Rathskeller, Lakefront on Langdon, Essentials, Daily Scoop, Peets Coffee & Tea and MU Guest Rooms, has resulted in reduced building traffic and a corresponding loss of program revenue for the 2015-16 budget year.
- During the renovations, Facilities and Dining Services permanent staff have been reassigned to comparable duties in other units (in the West Wing of Memorial Union, at Union South, or at other Union operations) to avoid the need for staff layoffs.
- Conference rental revenue has declined significantly due to the loss of conference and meeting space at Memorial Union.
- Memorial Union catering revenue has also been substantially lower due to the loss of large spaces such as Great Hall and Tripp Commons.

**IV. Sources and Uses of Wisconsin Union Funds**

The Union's proposed 2016-17 operating budget of \$51.3 million in revenue comes from a combination of self-generated program revenue from our dining, catering and other retail operations as well as student segregated fees and other smaller revenue sources such as conference revenue and membership sales. The following two graphs illustrate where the funds come from as well as how they are used. As noted below, these figures include \$7.4 million in segregated fees for the Union Building project approved by a student referendum in 2006. Per the referendum language, the per student commitment for the building project is set at \$96/semester and does not change from year to year.





*\*\* Other Expenses is predominantly debt service (interest) payments*

#### V. Proposed Budget for 2016-17 – Assumptions & Significant Factors

- The Union Terrace as well as the east and central wings of Memorial Union closed on September 1, 2015 for the final phase of the building project.

The 2016-2017 budget reflects the following assumptions:

- The Terrace is anticipated to reopen in May 2016 in time for graduation. Please note that the original 2015-16 budget assumed the Terrace would reopen July 1, 2016, so we are pleased to be projecting the reopening six weeks earlier than originally expected.
- The first floor, including dining operations, will reopen as close to the start of the fall semester as possible. Projected date is mid-September 2016.
- Second, third and fourth floors will reopen in 2017-18.
- Temporary food service operations set up in the West Wing during renovations will close when the new first floor dining operations open.
- A new and expanded Terrace Stage featuring integrated sound and lights will host two evenings of free films and bands/live music four nights a week.
- The fully accessible Terrace will integrate with Alumni Park.
- Expanded Terrace programming will include arts activities, free board games, morning yoga classes and a concierge service to help patrons navigate Union facilities and services.
- A redesigned first floor will provide spectacular views and access to Lake Mendota and eventually Alumni Park. Additionally, the number of restrooms will double including the addition of one more unisex restroom.
- New dining units will open including a new Peets Coffee & Tea directly off the main entrance with views and access to Alumni Park as well as a new Badger Market, a fresh salad and sandwich concept named *Carte*, Italian street food will be featured in *Strada*, an expanded Daily Scoop (twice the size of the original space) will include baked goods and of course the Rathskeller will return with refreshed pub-style food.
- Continued active membership sales program including at least four member-only events as well as piloting a sustaining membership program.

A deficit (net loss) of -\$102,233 is anticipated for the 2016-17 budget year. This budget reflects the impact of the ongoing renovation project at Memorial Union. The project will continue to impact the bottom line because of the following factors:

- First floor dining operations will open in mid-September 2016, two months after the start of the 2016-17 fiscal year. Therefore, dining revenues will reflect only 10/12ths of a normal operating year.
- Floors two through four will not reopen until late 2017 therefore conference rental revenue and catering revenues will continue to be down significantly, especially due to the continued loss of large spaces like Great Hall and Tripp Commons.
- Operating Revenue:
  - Budget assumes the return of dining & retail service revenue at Memorial Union, with enticing new dining concepts once the first floor dining operations reopen in September. Continued high traffic at Union South as well as anticipated strong performance on the newly renovated Union Terrace in summer 2016 is also expected.
  - Budget includes modest food price increases and also volume increases as appropriate.
  - Conference rental and catering revenue will remain lower reflecting the continued loss of business during the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> floor MU renovations.
  - Budget reflects a modest hotel room rate increase consistent with the state rate as well as continued strong occupancy rates at the Wisconsin Union Hotel at Union South.
- Other Revenue
  - Proceeds from the UW Credit Union partnership on ATMs.
  - Rental payments for UW Credit Union leased space at Union South.
  - Proceeds from Campus Vending agreement and Union Sponsorships.
  - Increased Corporate Membership goals for Wisconsin Union Membership.
  - Segregated Fee funding to support the Union's operations as well as funding for the Union Building Project approved by student referendum in 2006
- Salary/Wage/Fringe: Per campus budget instructions a reserve for salary and related fringe benefits increases has been set aside for possible compensation adjustments in FY17.
- Salary/Wage/Fringe: Per campus instructions, provisions have been made for a change in the hourly rate for classified staff and TEs who currently make less than the living wage.
- Student wages budgeted for FY17 include funding to increase the base student wage rate from \$8.67 to \$9.00 and to increase all student wages rates above \$9.00 by the same \$0.33 increase. This budgeted wage increase, combined with the reopening of the Terrace and MU 1<sup>st</sup> floor dining operations results in a projected \$995,000 increase in students wages versus the FY16 budget.
- Overall salaries & fringes are projected to increase \$2.3 million primarily reflecting the reopening of the first floor of MU and the Union Terrace. Dining and facility positions that were held vacant (through attrition) during renovations will be refilled in FY17.
- The FY17 budget includes approximately \$2.1 million in State and UW assessments for common systems and institutional support costs. Assessments have grown considerably over the past several years. By comparison, total assessments in FY9 were \$788,400.
- Equipment Additions/Major Repairs/Maintenance/Building Additions include:
  - Purchase and installation of new equipment, furnishings and systems related to the Memorial Union renovation that were not included in the renovation project budget including: AV systems for the Terrace and Rathskeller, numerous pieces of small kitchen equipment, an industrial size dishwasher machine, new signage/branding for the new MU dining operations and various pieces of furniture & furnishings for the Terrace, basement and 1<sup>st</sup> floor of Memorial Union.
  - Union's commitment to raise funds to build new piers for Outdoor UW/Hoofers
  - Additional furniture at Union South to meet increasing seating demand as well as reupholstering of existing furniture

- New food equipment, ovens and espresso machines and refreshing of various cafes & delis
  - \$237,599 Wisconsin Union contribution to the Building Project in FY17
  - Replacement of worn out/stolen terrace furniture
  - EMV encryption credit card terminals
  - An uninterruptable (IT) power system
  - Terrace traffic counters
  - Repeater/Antennae system
  - Sett Pub audit system upgrade and Sett Rec video projectors
  - New cleaning machines including an electric steamer, no touch cleaning unit and walk behind scrubber
- In planning for the Final Phases of Memorial Union Building Project, funds were set aside to ensure a portion of the anticipated business interruption costs could be covered. The FY17 budget reflects \$100,000 for this purpose.
  - Misc. Services budget continues to include funding to employ a Project Coordinator to manage the Final Phases of the Memorial Union renovation project.
  - The FY17 budget includes a \$361,446 increase in Debt Service (interest expense) related to bonding of the building project.
  - Misc SWF budget includes a \$207,500 staff vacancy turnover factor in FY17. This is a decrease from the FY16 budget of \$332,500 which reflected an effort to not fill vacant positions (through attrition) during the remodeling of the Memorial Union.

**VI. Wisconsin Union Directorate (WUD) Budget**

Wisconsin Union continues to support student leadership and programming through the Wisconsin Union Directorate.

<b>WUD Budget Allocations: FY16 &amp; Draft FY17</b>			
<i>(9 WUD Committees plus Hoofers Free Programming and WUD Administration)</i>			
<b>1 Alternative Breaks</b>		<b>7 Performing Arts</b>	
FY16: \$6,500	FY17: \$6,500	FY16: \$38,700	FY17: \$38,700
<b>2 Art</b>		<b>8 Publications</b>	
FY16: \$17,600	FY17: \$17,350	FY16: \$25,600	FY17: \$25,600
<b>3 DLS</b>		<b>9 Society &amp; Politics</b>	
FY16: \$152,600	FY17: \$152,600	FY16: \$6,500	FY17: \$6,500
<b>4 Film</b>		<b>Hoofers Free Program</b>	
FY16: \$82,000	FY17: \$82,000	FY16: \$5,500	FY17: \$5,500
<b>5 Global Connections</b>		<b>Office Administration</b>	
FY16: \$7,200	FY17: \$8,200	FY16: \$13,950	FY17: \$13,950
<b>6 Music</b>		<b>WUD General &amp; Admin</b>	
FY16: \$202,050*	FY17: \$250,050	<i>(primarily leader stipends)</i>	
<i>*Allocation for Music decreased in FY16 due to Rathskeller &amp; Terrace remodel</i>		FY16: \$142,869	FY17: \$172,031*
		<i>*FY17 includes \$29,162 for Hoofers leaders stipends</i>	
<b>TOTAL</b>			
<b>FY16: \$701,069</b>		<b>FY17: \$778,981 (11% increase)</b>	

As indicated above, the FY17 WUD budget includes an 11% increase to support the return of programming in the Rathskeller, an expanded Terrace Summer Program as well as stipends for the six Hooper Club Presidents.

While FY17 WUD budget allocations indicated above are "draft" and subject to change among committees, the proposed WUD budget in total (\$778,981) will remain static. Between now and the April 18 Union Council meeting Directorate is reviewing their budgets and line items and will come to the meeting with specific line item recommendations. Union Council will approve their budget on April 18. Any funds not used by Directorate at the end of the fiscal year are used to support the Theater Student Discount.

**VII. Segregated Fees**

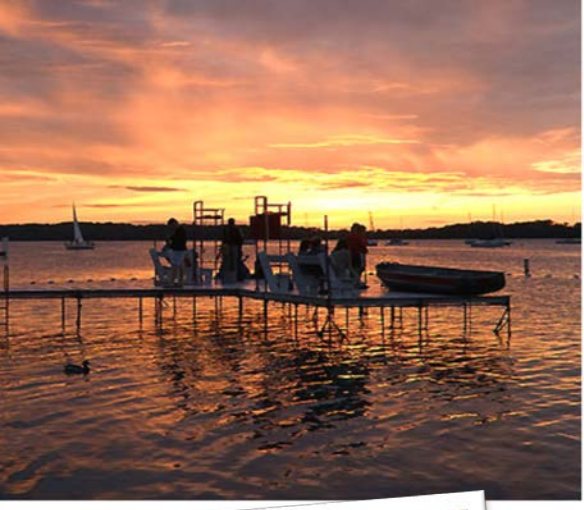
The FY17 budget does not include a request to increase student segregated fees. With the reopening of the Union Terrace and first floor dining operations at Memorial Union and expectations for successful launches of these new dining concepts, combined with advanced planning for renovations that involved setting funds aside for anticipated business interruption, the Union does not project the need for a per student fee increase in FY17.

**VIII. Summary & Outlook**

The outlook for 2016-17 is positive, though the challenges posed by renovations at Memorial Union will remain throughout the budget year due to the 1<sup>st</sup> floor dining operations not reopening until September and conference and catering revenues continuing to be down due to the continued closure of the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> floors of Memorial Union. Union South continues to be a very popular and heavily used facility, which helps lessen the impact of renovations at Memorial Union. The opening of the West Wing in summer 2014 helped to generate excitement about the new and renovated spaces available to students, and we anticipate even greater excitement with the reopening of the remodeled Terrace and new dining concepts at Memorial Union.

The Union's commitment to students is represented by our ongoing focus on keeping Union programs and services relevant as well as our focus on providing affordable services for registered student organizations. The FY17 budget represents the Union's continuing commitment to its student-staff partnership that is represented through Union Council, the Wisconsin Union Directorate, the Hooper Outdoor Clubs, and the role students have played throughout the entirety of the planning for the Union Building Project.

Thank you.



TM

# Wisconsin Union

Experiences for a lifetime



## 2017-18 Budget Process





# Wisconsin Union

Experiences for a lifetime



**Mission:** Making lifetime connections on the campus, one person at a time

**Vision:** To be the heart and soul of this great University







# Wisconsin Union

Experiences for a lifetime



Enhanced lives of members and visitors since **founded in 1907**

Board of Regents designated Union as University's **Division of Social Education** in 1935.

Responsible for:

**Social, recreational and cultural welfare of the student body**

**Instructing students in the importance of serving their community**

**Utilizing its programs and spaces for out-of-classroom learning**





# Wisconsin Union

Experiences for a lifetime

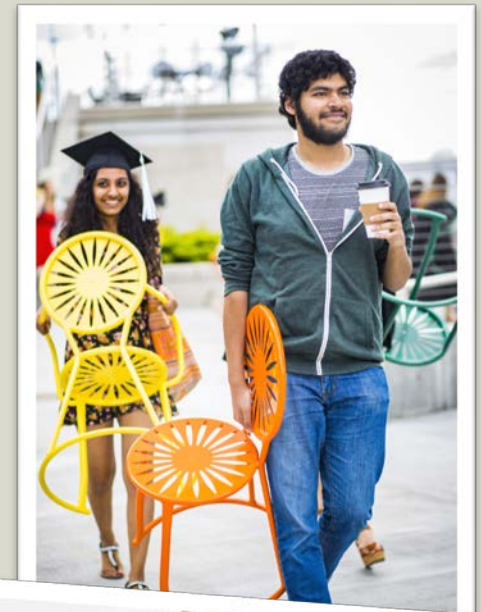
## The Union fulfills its designated role in 3 primary ways:

1. **Directorate (WUD)** allows hundreds of students to develop leadership skills while planning events & activities annually.
2. **Registered students organizations (RSOs)** take advantage of the Union's meeting rooms and event spaces. 38% of room reservations are made by RSOs.
3. The **Union employs nearly 1500 students** – many becoming student supervisors and building managers – where they are given the opportunity to practice skills in **“real world”** environments.



# 2016-2017 Highlights:

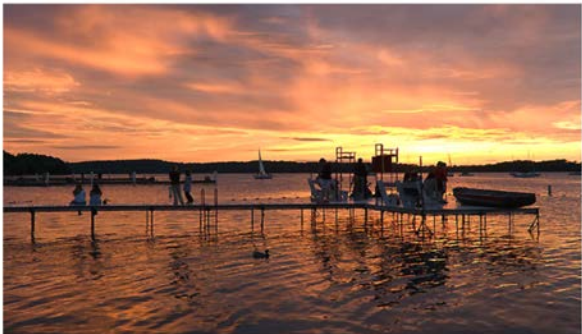
- Opened the Terrace in time for Graduation May 2016
- Successful Terrace Paver Campaign
- Opened 1<sup>st</sup> floor MU December 2016



# 2016-17 Highlights and Impact Overview

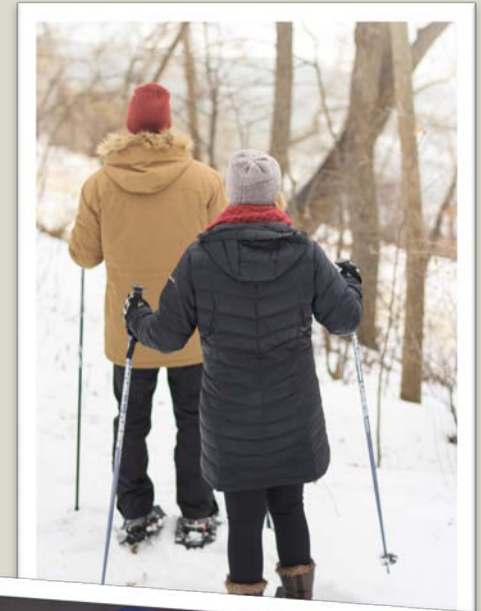
**East & central wings of Memorial Union closed on September 1, 2015 for the final phase of the building remodeling project.**

- Temporary food service operations were created during MU renovations.
- Customer counts in the MU food units were down significantly. As projected, reduced building traffic resulted in corresponding loss of revenue.
- As projected, loss of conference and catering revenues at MU.
- Hiring of additional staff (full-time and part-time) postponed due to delay in opening the 1<sup>st</sup> floor.



# 2015-2016 WUD:

- Reduced Summer Terrace Music Program due to construction.
- Restructured Alternative Breaks Program.
- Closed the Hooper Equestrian Center and moved Riding Program to Walnut Ridge.
- Added Cuisine Committee.



# Annual Budget Development Process

Over 70 budgets come together to make the Union's operating budget:

- More than two dozen revenue-generating areas fund the Union's facilities and programs
- Budget submission starts in December for the upcoming fiscal year
- Budget Review takes place throughout January
- Budget process includes projecting **Estimated Actual (EA)** for current year and then managing any necessary "course corrections" identified

## Budget Review

- Members of Leadership Team meet with managers to review detailed unit budgets

## Budget Adjustment

- Value discussions occur giving consideration to mission and financial factors
- Based on these discussions and the budget reviews, units are asked to make reasonable changes

## Union Council Review

- Administration committee and Union Council review and recommend budget

## Submit to SSFC

- SSFC makes a recommendation to the Chancellor

# Wisconsin Union Sources of Funds

The Union's budget comes from:

- Student Segregated Fees
- Dining
- Catering
- Conferences
- Membership sales
- Retail operations



## 2016-17 Estimated Actual:

As budgeted, deficit is projected for the 2016-17 budget year .

Deficit reflects closure of Memorial Union east and central wings for renovations as well as delay in opening the 1<sup>st</sup> floor.





Income Statement - Revenue/Expense  
Year to Date  
As of June 30, 2017

	14-15 ACTUAL	15-16 ACTUAL	ORIGINAL 16-17 BUDGET	NEW 17-18 BUDGET
<b>REVENUE</b>				
Direct Operating Revenue				
Restaurants	\$10,849,120	\$8,660,369	\$11,646,130	\$12,128,639
Markets & Cafes	7,469,106	6,996,780	9,060,276	9,242,631
WU Catering	4,542,261	3,848,663	3,507,500	4,779,700
Conf Center Catering	1,143,683	1,104,401	1,120,694	1,190,735
Retail	2,053,968	2,077,678	2,153,800	2,346,968
Programs	3,554,861	2,875,661	3,019,699	2,803,786
	-----	-----	-----	-----
Total Op Revenue	29,612,999	25,563,552	30,508,099	32,492,459
Indirect Revenue				
Commissions	415,100	391,793	429,976	427,881
Rentals	495,758	458,726	421,183	601,969
Service Revenue	1,007,667	1,004,835	930,826	1,092,000
Reimbursements	94,227	69,895	96,000	120,000
	-----	-----	-----	-----
Total Indirect Revenue	2,012,752	1,925,249	1,877,985	2,241,850
	-----	-----	-----	-----
Net Operating Revenue	31,625,751	27,488,801	32,386,084	34,734,309
Other Revenue				
Student Segregated Fees	10,336,368	10,600,968	10,568,587	10,508,256
Student Seg Fees - UBP	7,376,534	7,417,394	7,390,620	7,416,612
Campus Vending	349,734	354,102	324,588	337,401
Membership	84,001	87,429	109,700	112,860
Investment Revenue	11,021	30,749	33,900	38,700
Investment Rev - UBP	957	863	16,900	19,400
Miscellaneous	258,022	27,104	195,106	171,500
	-----	-----	-----	-----
Total Other Revenue	18,416,637	18,518,609	18,639,401	18,604,729
	-----	-----	-----	-----
Total Revenue	50,042,388	46,007,410	51,025,485	53,339,038

EXPENSES

Cost of Goods Sold				
Food	10,233,813	8,960,296	10,740,953	11,424,557
Retail Merchandise	94,169	81,714	90,762	99,700
	-----	-----	-----	-----
Total Cost of Goods Sold	10,327,982	9,042,010	10,831,715	11,524,257
Direct Op Expenses				
Salaries, Wages, Fringes	8,381,323	7,708,464	9,207,829	10,027,131
Supplies & Services	5,685,259	4,575,537	4,726,864	4,862,053
Depreciation - Equipment	396,597	301,810	247,769	214,204
	-----	-----	-----	-----
Total Direct Op Expenses	14,463,179	12,585,811	14,182,462	15,103,388
Support Services				
Salaries, Wages, Fringes	3,336,452	3,388,913	3,780,086	4,173,532
Supplies & Services	993,975	923,452	1,156,858	1,678,608
Depreciation - Equipment	104,838	118,019	116,428	76,017
	-----	-----	-----	-----
Total Support Services	4,435,265	4,430,384	5,053,372	5,928,157

PROPOSED  
01/09/17

	14-15 ACTUAL	15-16 ACTUAL	ORIGINAL 16-17 BUDGET	NEW 17-18 BUDGET
Facilities				
Salaries, Wages, Fringes	\$4,945,878	\$4,742,172	\$5,391,040	\$6,109,836
Supplies & Services	1,291,077	1,094,967	1,210,005	1,823,658
Depreciation - Equipment	486,943	553,846	516,784	476,023
	-----	-----	-----	-----
Total Facilities Expenses	6,723,898	6,390,985	7,117,829	8,409,517
Programs & Leadership				
Salaries, Wages, Fringes	863,070	889,360	1,000,460	1,140,042
Supplies & Services	748,352	719,550	800,210	877,198
Depreciation - Equipment	16,449	19,381	19,114	16,698
	-----	-----	-----	-----
Total Program Expenses	1,627,871	1,628,291	1,819,784	2,033,938
Depreciation & Major Repairs/Maintenance				
Major Rprs/Mnt - Equip	8,802			
Major Rprs/Mnt - Bldg	944,154	724,699	104,800	1,045,000
Def Bldg Exp - UBP	2,238,832	1,581,542	1,293,249	1,114,097
Depreciation - Bldg	1,025,922	894,700	385,632	330,464
	-----	-----	-----	-----
Total Depr & Major Repairs/M	4,217,710	3,200,941	1,783,681	2,489,561

Utilities, Taxes & Insurance				
Unemployment Compensation	6,409	5,635	14,496	14,496
Worker's Compensation	78,204	106,127	81,332	84,600
Telephone	75,948	74,533	82,077	78,192
Insurance - Property	204,949	186,077	215,424	219,732
Heating/Cooling	145,470	60,292	135,408	135,408
Electricity	161,391	150,328	179,052	165,361
Water & Sewer	17,803	23,333	30,000	30,750
Trash Removal	81,696	58,189	83,340	85,424
	-----	-----	-----	-----
Total Utilities, Taxes & Insura	771,870	664,514	821,129	813,963
State/UW Assessments				
Municipal Services	108,225	92,977	116,064	
Utility Assessments	183,193	232,672	186,033	188,615
UW Assessments	924,868	1,440,316	1,814,726	1,689,240
	-----	-----	-----	-----
Total State/UW Assessments	1,216,286	1,765,965	2,116,823	1,877,855
Other Expenses				
Debt Svc UBP/WU	5,879,577	6,054,538	6,860,888	6,964,926
Misc - SWF, S&S	270,042	319,674	444,039	543,632
Reimbursements	94,227	69,895	96,000	120,000
	-----	-----	-----	-----
Total Other Expenses	6,243,846	6,444,107	7,400,927	7,628,558
	-----	-----	-----	-----
Total Expenses	50,027,907	46,153,008	51,127,722	55,809,194
	-----	-----	-----	-----
Net Income/(Loss)	14,481	(145,598)	(102,237)	(2,470,156)

# Proposed 2017-18 Budget: Significant Factors

- Terrace will be fully operational and program expanded in summer 2017.
- Floors 2-4 in Memorial Union to reopen Sept. 2017.
- Will collaborate with Alumni Park on joint programming.
- Will celebrate the 90<sup>th</sup> Anniversary of Memorial Union (November 2017-October 2018).
- Funding E.I.D. Initiatives.
- Providing 1.5% increase for WUD.
- Asking the Wisconsin Union Association to pay for Terrace Chairs and special events.



# Proposed 2017-18 Budget: Significant Factors

- Bringing 6 remodeled Guest Rooms online.
- Re-designed meeting and event spaces many with spectacular views of Alumni Park, Library Mall or the Terrace.
- Increased level of staffing both full-time and student. But froze 5 FTE and 6 positions delayed.
- Restructuring External Relations Area – not filling AD position.
- Maintaining funding for staff professional development.
- Per campus directive, including 2% pay plan for staff.



# Proposed 2017-18 Budget: Revenues

- **2017-18 Operating Revenue:**
  - Volume increase in Dining & Retail revenue at Memorial Union
  - Anticipated strong Union Terrace performance
  - Continued high traffic at Union South
  - Conference and catering revenues to return in Sept. 2017
- **2017-18 Other Revenue:**
  - Rental payments from UW Credit Union for leased space
  - Proceeds from campus vending agreement and Union sponsorships
  - Wisconsin Union Membership Sales
  - Segregated Fees to support Union Building Ready for Use



# Proposed 2017-18 Budget: **Expenses**

- Student Wage Plan: increase minimum pay rate from \$9.00 to \$9.25
- Increase TE hourly rate to \$12.85
- Increase Supplies & Services 1.5%
- Increase in student wages due to being fully operational
- Impact of Audit on how we budget for equipment, etc.





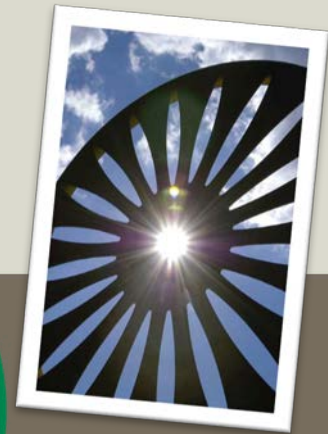
# Proposed 2017-18 Budget: **Segregated Fees**

- **Considering a 1% fee increase for FY18.**
  - With the completion of the Memorial Union comes expectations for success in new dining units and return of strong conference/catering sales. However, only budgeting for 10 months of this revenue at this time.
  - Through advanced planning for the renovations, Union leadership set aside funds for anticipated business interruption.



# Summary and Outlook

- The 2017-18 outlook is positive, though challenges posed by the completion of Memorial Union renovations remain.
- Union South continues to be a very popular and heavily used facility.



Union Council Meeting  
Minutes  
12.12.16

**In Attendance:** Juli Aulik, Adan Abu-Hakmeh, Lori Berquam, George Cutlip, Susan Dibbell, Caleb Foust, Jessica Franco-Morales, Carmen Gosey, Mark Guthier, Lily Hansen, Omar Jandal, Heidi Lang, Madison Laning, Samuel Park, Chris Verhaeghe

**Absent:** Peter Lipton, Deshawn MicKinney

Guests: Shauna Brenaman, Mason Muerhoff

Introductions of members present.

**Call to Order:** Adan Abu-Hakmeh made a motion to call the meeting to order at 6:07, Samuel Park motions to approve and Lily Hansen seconds. **The motion passes.**

**Approval of November minutes.**

- Juli Aulik was present. Adan motions to revise the November minutes to reflect Juli's attendance. Motion passes unanimously.

**Officer Nominating Committee.**

- Jessica Franco-Morales and Lori Berquam volunteer to serve on the officer nominating committee.

**Spring Meeting.**

- Council meeting will be held on Tuesday nights from 5:30-8:00pm (roughly)
  - Dates: January 17<sup>th</sup>, February 7<sup>th</sup>, February 21<sup>st</sup>, March 14<sup>th</sup>, April 18<sup>th</sup>, and April 27<sup>th</sup>

**Open Forum:**

- Jessica reminded Council members to plan ahead for long budget meetings. She also requested that in the future it should be made clear which agenda items are for discussion only and which are decision items. She also asked that discussion not be cut off in order to follow the schedule.

**Update on the Publication Committee Study**

- Adan reported that the Publications Committee Study has been delayed. A report will be provided at the late January and early February meeting.

**Babcock Ice Cream Update**

- Mark met with Dean VandenBosch of CALS, Bill Klein the Director of Babcock dairy, and Carl Korz, WU Dining Services Director. In the meeting it was reported that beef gelatin not pork gelatin is used. Babcock Dairy will explore additional flavors of Premium ice cream. Committee will be meeting

again in January and Bill Klein may be available to attend a future Council meeting.

### **Financial Report**

- Susan reported that the organization is doing better than anticipated: expenses are below budget with some slip in dining revenue due to the delay in opening of Memorial Union's first floor

### **Budget Process**

- **Segregated fees/Building Ready For Use Analysis**
  - Mark distributed a handout which lists Segregated Fee Distribution for 2016 and 2017 as well as a handout from 2014-15 which showed how segregated fees were used at the Wisconsin Union. Mark pointed out that wages for Dining and Program staff are not included in the Segregated Fee distribution. Members of Council showed support for the building ready for use analysis approach. Mark reported that he is assuming no seg fee increase going into the budget process but budget meetings are held in early January.
- **Student wage analysis**
  - Mark also distributed a handout with 4 student wage scenarios. This document was prepared last year as part of the budget process.
- **Directorate Budget**
  - Adan described the Directorate budget development process. Directors requested their committee budgets based on current programming and goals for the future. Directorate approved the committees' budgets and then the budgets were brought to the Council Administration committee for review and approval.
    - Jessica asked what happens to money not spent at the end of the year. Mark responded that any WUD money not used goes to support the Theater student ticket discount. Adan added that one committee may underspend which allows other committees to use those funds.
    - Mark clarified that the line items at this point are a suggested distribution for the lump sum funding for the Directorate. In spring, Council will see the specific committee budget requests.
  - Susan pointed out a mistake with Wilke fund, Adan agreed to correct the numbers
  - Concerns raised over money being misused, lack of actuals and 1.8% increase vs. 1.5% budget instruction.
  - Caleb **motioned to approve** the budget; Lily **seconded the motion** to approve, bringing the Budget into open debate
  - Debate centered around a lack of actuals and ambiguity in the budget
  - **Juli suggested withdrawing Caleb's motion to attain a sense of Board, and vote again** based on new information found in the WUD Budget document.

- Adan asks Caleb to withdraw his motion; **Caleb withdraws**
- Sam **motions to table the Budget** until the next meeting;
- Madison suggests adding a specific budget meeting, Susan and Mark agreed
- Adan **entertained a motion** that the number of leadership positions will not change based on the new budget; Sam **seconded the motion**
- **The motion passed unanimously**
- Adan **entertains a second motion** to table the budget until the meeting on January 17<sup>th</sup>; **motion passes** with Chris Verhaeghe the only vote opposed
- At the January meeting a 1.5% budget will be presented as well as actuals for 2015-16 and a summary of WUD gift funds.
- ***Full Union budget will be reviewed by Council on February 7<sup>th</sup>***

### Committee Reports

- **External Relations**
  - Omar reported that the committee will be reviewing alternative media sources
  - The committee has revised wording on various procedures to be approved by the Leadership Team
- **Administration**
  - Mark reported that amendment to WU1-1 is tabled until February meeting
- **Facilities**
  - Adan reported that quorum has not been reached at the meetings, but she is working on updating policies & procedures
  - The Cooperative Program Committee moved to create Gender Neutral bathrooms on the first floor of Union South during Sett Music shows.
- **Dining**
  - Amendment to policy DS1-5G
    - Revised to include putting up signs displaying consequences of providing alcohol to underage patrons near vending locations
    - Susan recommends changing “Parking Lot 1” to “Alumni Park”
    - Adan **motions to approve changes**, Madison **seconds the motion**
    - **Passes unanimously**
    - Revised policy on file
  - Amendment to policy DS1-9
    - Proposed to display detailed ingredients on all units serving food
    - Language will be changed to contain “ingredients” instead of “allergens”
    - Madison **motions to approve** the change, Sam **seconds the motion**

- **Passes unanimously**
    - Revised policy on file
  - **Program and Leadership**
    - Amendments to PL3-3:
      - Proposed to change title from “Purpose and Expectations of WUD Officers” to “Responsibilities and Expectations of WUD Officers”
      - Introduce language *“Officers are expected to fulfill responsibilities over the summer and to be available as need. At minimum Officers are required to return to campus and hold office hours, 10 hours weekly, beginning August 1.”*
      - Madison **motions to amend second sentence here**, but **withdraws motion**
      - Introduce language *“Outgoing officers are expected to assist in the training of incoming officers. This includes, but is not limited to, hosting at least one joint Outgoing/Incoming officer meeting and at least three 1 on 1 training sessions with the successor in your position.”*
      - Additional clarification added to Selection Criteria and Scholastic Requirements
      - Susan **motions to make an amendment** pertaining to relationship with Hoofers leaders
        - **Madison seconds; passes unanimously**
      - Jessica **motions to approve PL3-3 with designated changes**
        - **Adan seconds motion; passes unanimously**
        - Revised Policy on file
    - **Amendment to PL3-4**
      - Language added to include Hooper’s Council President within the Wisconsin Union Directorate committee directors
      - Minor clarifying language to other bullet points
      - Jessica **motions to amend language** under Responsibilities for Committee Management to “..Including creation of leadership roles and selection process of coordinators and Associate Directors.”
        - **Madison seconds motion; passes unanimously**
      - Sam **motions to approve PL3-4 with designated changes**,
        - Madison **seconds motion; passes unanimously**
        - Revised Policy on file

## Updates

Carmen:

- ASM passed sanctuary campus resolution to protect undocumented students.
- Campus Carry legislation is moving. Campus views this as a safety issue needing backing from parents, etc.

Jessica:

- Chancellor, along with many other Presidents, has signed a document supporting undocumented students.

8:25 PM: Adan made **motion to adjourn**; Jessica **seconds motion**; Meeting is **adjourned**

**Wisconsin Union**  
**Income Statement Snapshot**  
**Year to Date**  
**As of November 30, 2016**

**FINAL**  
12/22/16

	CURRENT BUDGET	CURRENT ACTUAL	BUDGET VARIANCE	PRIOR ACTUAL	
<b>REVENUE</b>					
OPERATIONS & PROGRAMS					
RETAIL DINING	\$8,413,822	\$7,445,051	(\$968,771)	\$7,499,475	Restaurants and Markets & Cafes
CATERING	2,263,743	2,506,767	243,024	2,423,227	MU/US and Grainger Catering, plus Conference Centers
FACILITY RENTALS & FEES	1,467,725	1,521,184	53,459	1,505,347	US Hotel/MU Guestrooms, AV rentals, campus vending, Facility fees,...
PROGRAMS	1,048,155	905,538	(142,617)	1,104,924	Theater Operations/Season, Minicourses, Alt Breaks, Hoofers...
SUBTOTAL OPS&PROG	13,193,445	12,378,540	(814,905)	12,532,973	
SEG FEES - WU	4,403,580	4,406,436	2,856	4,410,965	
SEG FEES - UBP	3,079,425	3,081,422	1,997	3,086,155	
PARTNERSHIP/WISCARD RE	330,747	331,604	857	344,062	Wiscard partnership fees, ATM commissions, Housing Wiscard web transaction fee reimbursement,...
CAMPUS/OTHER REIMBURS	294,913	267,445	(27,468)	221,889	Campus Photo ID Office/CESO support, student theater ticket subsidy supp, offsetting cost reimbursements, ...
MEMBERSHIP & MISC	67,625	60,439	(7,186)	23,155	Membership, interest income, miscellaneous gifts/contributions, ...
<b>TOTAL REVENUE</b>	<b>21,369,735</b>	<b>20,525,886</b>	<b>(843,849)</b>	<b>20,619,199</b>	
<b>EXPENSES</b>					
COST OF GOODS SOLD	4,514,263	4,038,422	(475,841)	4,227,412	Food costs, products and costs associated with generating revenue by the units
DIRECT OP EXPENSES	5,648,924	5,194,902	(454,022)	5,375,622	Salaries/wages/fringes, general expenses for the revenue units, Hooper expenses, Minicourses,...
SUPPORT SERVICES	2,115,293	1,911,375	(203,918)	1,762,176	
FACILITIES	3,018,732	2,735,046	(283,686)	2,691,391	
PROGRAMS & LEADERSHIP	738,440	764,918	26,478	612,881	Includes cost of WUD no fee or admission cost programming expenses
DEPRECIATION/BUILDINGS	160,680	160,679	(1)	160,752	
MAJOR REPRS/BLDGS & EQ	538,855	730,889	192,034	545,394	Includes UBP commitment
UTILITIES/TAXES/INS/TELEP	342,137	298,681	(43,456)	307,017	
STATE/UW ASSESSMENTS	882,004	830,427	(51,577)	772,740	
INTEREST EXPENSE/BONDS	2,858,705	2,858,705		2,824,290	
OTHER & OFFSETTING EXP	253,825	193,961	(59,864)	156,551	Wiscard credit card fees, UBP project swf, cashier testing services...
<b>TOTAL EXPENSE</b>	<b>21,071,858</b>	<b>19,718,005</b>	<b>(1,353,853)</b>	<b>19,436,226</b>	
<b>NET INCOME(LOSS)</b>	<b>297,877</b>	<b>807,881</b>	<b>510,004</b>	<b>1,182,973</b>	