



Union Council 2020-2021

Meeting Agenda - 02/03

5:30PM-7:30 PM CST, February 3, 2021 | Location: Zoom

Call Meeting To Order	5 min (5:30pm-5:35pm)	Lily
<ul style="list-style-type: none"> ● Land Acknowledgement → Any comments/feelings about the shared content? ● Approval of Meeting Minutes* 		
Officer Reports	10 min (5:35-5:45pm)	Officers
<ul style="list-style-type: none"> ● President (Lily) ● VP of Internal Relations (Kari) ● VP of External Relations (Prady) 		
Secretary and Treasury Updates	10 min (5:45-5:55pm)	Mark, Susan, Heidi, Ansley
<ul style="list-style-type: none"> ● Secretary (Mark) <ul style="list-style-type: none"> ○ BWA -Badger Wellness Ambassador Program ○ Thanksgiving-to-go and Mask Campaign ○ ISS, IFSA moving to international division ● Treasurer (Susan) <ul style="list-style-type: none"> ○ Terrace Opening and Commencement ○ Winter Programming Update (Heidi, Ansley) ○ Random Acts of Kindness (Heidi) 		
Union Budget Presentation	50 min (5:55-6:45pm)	Ed
<ul style="list-style-type: none"> ● Ed will walk through the Union Budget for FY22 (40min) 		

- Open forum (10 min)
- Vote*

Officer Nominating Procedure and Committee

25 min (6:45-7:10pm)

Lily

- Officer and Director Selection Process/Timeline
- What is the Nominating Committee, who serves, what are the expectations?
- Identify members of the 2021 Officer Nominating Committee

Updates and Discussion

20 min (7:10-7:30pm)

Lily, Aerin, Grace, Ansley, Prady

- Black History Month Programming Update (Prady/Ansley)
- ASM Updates (Aerin)
- SSFC Updates (Grace)

Adjourn*

7:30pm

Lily

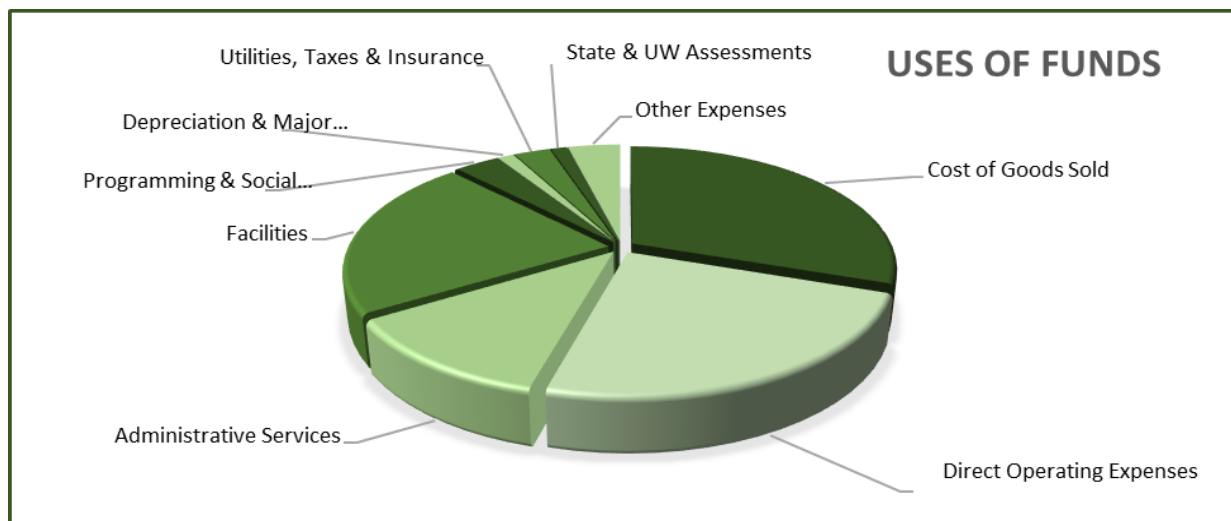
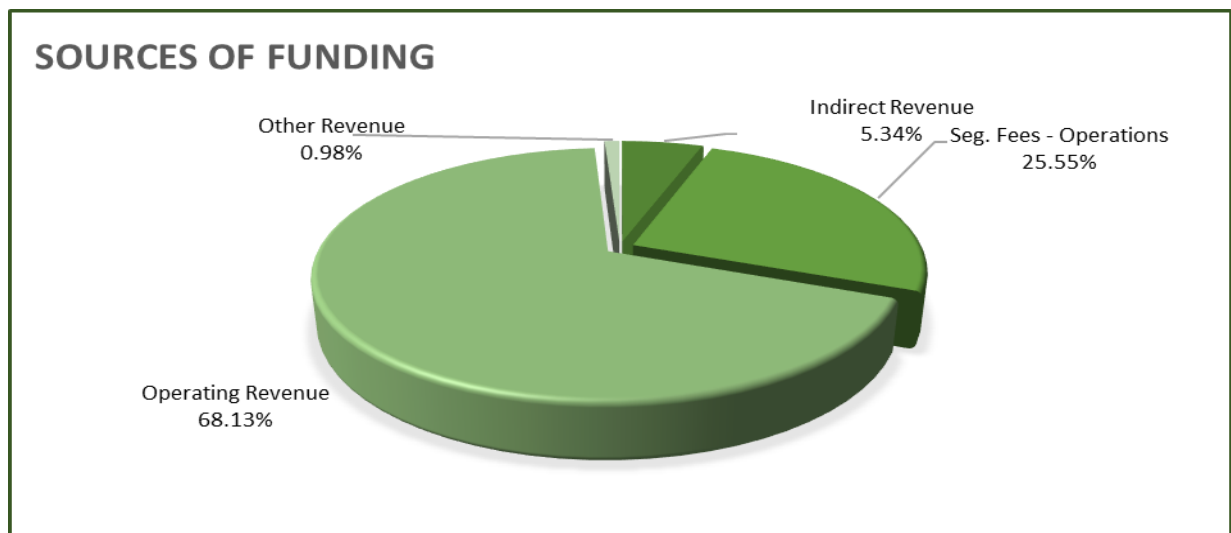
Wisconsin Union

Proposal for FY22 Operating Budget & Summary of FY21 Estimated Actual Budget

Sources and Uses of Wisconsin Union Funds

The revenue for the Wisconsin Union's proposed \$47.1 million comes primarily from a combination of self-generated program revenue from our dining, catering and other retail operations as well as \$12.0 million from student segregated fees. Other smaller revenue sources such as conference revenue, membership sales and private support also contribute to the total amount of annual revenues. The following three graphs illustrate where the funds come from as well as how they are used.

In addition to the operating budget depicted below, there is an additional \$7.8 million allocation in segregated student fees for the Union Building project. This allocation was 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.





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2020-21 COVID Budget and Estimated Actual Budget

Typically, the Wisconsin Union produces an Estimated Actual budget toward the end of the 2nd quarter (the end of fall semester) in order to adjust the Original Budget that was developed six months prior to the start of the fiscal year. This year, however, we produced an intermediate budget, dubbed the 'COVID' budget, when the fall semester commenced in order to adjust to the drastic revenue changes due to the pandemic. The list below summarizes the changes in anticipated year end results for the three budgets we have produced for FY21:

Projected FY21 Year End Result

Original Budget	(373,165)
COVID Budget	(12,516,799)
Estimated Actual Budget	(11,505,442)

So, our current projected deficit for the year end is not as great as that anticipated at the start of the semester, but it is significant nonetheless. The plan to repair this projected deficit currently includes the following actions: use of committed and uncommitted carryover balances; receipt of reimbursement from campus for use of Wisconsin Union facilities for pandemic-related purposes; receipt of reimbursement for reassignment of staff to the University's pandemic-related initiatives; use of salary savings furlough and Workshare programs; and the use of gift funds.

Proposed Budget for 2020-2021 – Assumptions & Significant Factors

The 2021-2022 budget reflects the following assumptions:

- The Terrace Season will see reduced activity compared to a normal summer due to the effects of the pandemic.
- The fall semester budgeting assumed that activity will start to come near normal levels.
- The spring semester budgeting assumed that activity will be restored to pre-pandemic levels.
- The budgeting also assumes volatility in the economic landscape due to the uncertain path that the pandemic will take. Therefore, several conservative elements are built into the budget.
- The Terrace will see the return of both programming and dining in the summer.
- Pandemic-era sanitation and safety practices will be preserved and the Union will abide by University guidance regarding any restrictions on, for example, dining spaces, meeting spaces, and occupancy sizes.

Here are highlights from the 2021-22 budget:

- An increase in the starting student wage to \$11 per hour.
- Planning for a 2% overall wage adjustment for permanent staff, effective 1/1/22
- Hotel operations will conduct a robust marketing campaign.
- Piloting new Mexican cuisine concept at Union South.
- Expanded retail and merchandise program through an improved online presence.
- Continuation and expansion of virtual event and conference offerings.
- Growth and innovation in Wisconsin Union membership and member benefits.
- Creation of a Diversity Coordinator position.
- Creation of a Sustainability Coordinator position.



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- Salary/Wage/Fringe: A reserve of 2% of the salary line has been set aside for wage adjustments in fiscal year 2020-21 for permanent staff. In addition, a reserve for possible future merit and/or equity adjustments is also included.
- The FY22 budget includes more than \$2.1 million in State and UW assessments for common systems and institutional support costs, including a change in the Centralized Services Assessment from 7% of direct operating expenses to 7% of external revenue.
- Planned Equipment Additions/Major Repairs/Maintenance/Building Additions include:
 - Expansion of Memorial Union's 5th floor east wing to be funded entirely by donor gift funds
 - A refresh of A/V in Varsity Hall at Union South
 - Replacement of the stage floor in the Sett Pub
 - Various maintenance projects (concrete replacement, generator backup ports, tuckpointing, roof overhang repairs, blacktop work, loading dock lift replacements)

Segregated Fees

The FY22 budget includes a request to increase student segregated fees by 1%. This 1% increase equates to approximately \$120K and, consistent with UW System guidelines, will be used to fund, in part, wage increases for student and permanent staff.

Summary & Outlook

The outlook for 2021-22 is optimistic yet conservative. As is evidenced in our FY21 budget, the pandemic has had a profound negative effect on the Wisconsin Union's financial position, and we anticipate that some negative effects of the pandemic will linger in FY22. However, the Union will position itself to scale up operations if the economic and public health environment allow for it, and at the same time, any new investment will be made in a measured way.

Further, the budget for FY22 and our deficit repair actions for FY21 reflect our commitment to preserving services and programming to students and to the campus community, and it reflects 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 planning for the Union's annual operating budget.

Thank you.

THE WISCONSIN UNION (Fund 128)
 SCHEDULE C--INCOME STATEMENT
 2021-22 ANNUAL BUDGET
 FOR YEAR ENDED JUNE 30, 2022

1/25/21

	A	B	C	D	E	F	G	H	I	J	
	18-19	19-20	20-21	20-21	21-22	19-20A	20-21EA	20-21EA	21-22B	21-22B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	18-19A	19-20A	20-21B	20-21B	20-21EA	
REVENUE											
1 Direct Operating Revenue											1
2 Restaurants	12,592,493	9,138,545	3,174,210	14,565,408	12,628,804	-27.4%	-74.8%	-78.2%	-13.3%	297.9%	2
3 Markets & Cafes	9,116,427	7,208,044	1,064,910	10,768,223	9,710,097	-20.9%	-88.3%	-90.1%	-9.8%	811.8%	3
4 WU Catering	5,700,628	3,752,723	188,723	5,984,500	4,861,500	-34.2%	-96.7%	-96.8%	-18.8%	2476.0%	4
5 Conf Center Catering	1,243,762	203,324	460,675	460,675	460,675	-83.7%	-63.0%	0.0%	0.0%	0.0%	5
6 Hotels	2,196,639	1,350,709	54,400	2,612,100	2,243,325	-38.5%	-97.5%	-97.9%	-14.1%	4023.8%	6
7 Programs	2,420,885	2,080,294	576,943	3,097,887	2,211,177	-14.1%	-76.2%	-81.4%	-28.6%	283.3%	7
8											8
9 Total Op Revenue	33,270,834	23,733,638	5,519,860	37,488,794	32,115,578	-28.7%	-76.7%	-85.3%	-14.3%	481.8%	9
10											10
11 Indirect Revenue											11
12 Commissions	580,562	351,872	360,000	365,356	422,400	-39.4%	-38.0%	-1.5%	15.6%	17.3%	12
13 Rentals	712,640	524,257	61,830	783,269	587,975	-26.4%	-91.3%	-92.1%	-24.9%	851.0%	13
14 Service Revenue	1,219,200	1,348,330	1,155,296	1,657,444	1,385,901	10.6%	-5.2%	-30.3%	-16.4%	20.0%	14
15 Reimbursements	187,684	113,657	103,853	120,000	120,000	-39.4%	-44.7%	-13.5%	0.0%	15.5%	15
16											16
17 Total Indirect Revenue	2,700,086	2,338,116	1,680,979	2,926,069	2,516,276	-13.4%	-28.1%	-42.6%	-14.0%	49.7%	17
18											18
19 Net Operating Revenue	35,970,920	26,071,755	7,200,839	40,414,863	34,631,854	-27.5%	-72.4%	-82.2%	-14.3%	380.9%	19
20											20
21 Other Revenue											21
22 Student Segregated Fees	11,153,869	11,760,691	11,925,829	11,925,829	12,045,087	5.4%	6.9%	0.0%	1.0%	1.0%	22
23 Seg Fees-Union Building Project	7,600,592	-	-	-	-	-100.0%	-100.0%	-	-	-	23
24 Campus Vending	425,326	362,867	135,000	390,500	334,059	-14.7%	-68.3%	-65.4%	-14.5%	147.5%	24
25 Membership	71,304	42,566	49,095	106,850	111,350	-40.3%	-31.1%	-54.1%	4.2%	126.8%	25
26 Investment Revenue	173,587	123,231	110,351	207,300	-	-29.0%	-36.4%	-46.8%	-100.0%	-100.0%	26
27 Interest Revenue-Union Bldg Project	90,952	-	-	-	-	-100.0%	-100.0%	-	-	-	27
28 Miscellaneous	299,033	(20,546)	183,023	228,327	17,911	-106.9%	-38.8%	-19.8%	-92.2%	-90.2%	28
29											29
30 Total Other Revenue	19,814,663	12,268,808	12,403,298	12,858,806	12,508,407	-38.1%	1.1%	-3.5%	-2.7%	0.8%	30
31											31
32 Total Revenue	55,785,583	38,340,562	19,604,136	53,273,669	47,140,261	-31.3%	-48.9%	-63.2%	-11.5%	140.5%	32
33											33
34 EXPENSES											34
35 Cost of Goods Sold											35
36 Food	11,805,651	9,518,798	4,198,617	13,578,414	11,986,773	-19.4%	-64.4%	-69.1%	-11.7%	185.5%	36
37 Retail Merchandise	88,247	59,426	33,157	92,555	93,900	-32.7%	-62.4%	-64.2%	1.5%	183.2%	37
38											38
39 Total Cost of Goods Sold	11,893,898	9,578,223	4,231,774	13,670,969	12,080,673	-19.5%	-55.8%	-69.0%	-11.6%	185.5%	39
40											40
41 Direct Op Expenses											41
42 Salaries, Wages, Fringes	10,059,460	9,021,682	6,901,756	12,084,347	10,032,182	-10.3%	-31.4%	-42.9%	-17.0%	45.4%	42
43 Supplies & Services	4,639,890	3,200,799	936,651	4,209,677	3,508,228	-31.0%	-79.8%	-77.8%	-16.7%	274.5%	43
44 Depreciation - Equipment	170,778	193,772	194,683	206,964	84,429	13.5%	14.0%	-5.9%	-59.2%	-56.6%	44
45											45
46 Total Direct Op Expenses	14,870,128	12,416,253	8,033,091	16,500,988	13,624,839	-16.5%	-35.3%	-51.3%	-17.4%	69.6%	46
47											47
48 Support Services											48
49 Salaries, Wages, Fringes	4,027,138	4,142,525	4,224,824	4,745,192	4,381,664	2.9%	4.9%	-11.0%	-7.7%	3.7%	49
50 Supplies & Services	1,310,118	1,351,356	1,386,822	1,762,721	1,578,157	3.1%	5.9%	-21.3%	-10.5%	13.8%	50
51 Depreciation - Equipment	26,291	31,672	35,373	40,631	25,630	20.5%	34.5%	-12.9%	-36.9%	-27.5%	51
52											52
53 Total Support Services	5,363,547	5,525,552	5,647,019	6,548,545	5,985,450	3.0%	2.2%	-13.8%	-8.6%	6.0%	53
54											54
55 Facilities Expenses											55
56 Salaries, Wages, Fringes	5,928,980	5,744,160	5,371,085	6,696,255	5,731,291	-3.1%	-9.4%	-19.8%	-14.4%	6.7%	56
57 Supplies & Services	1,878,905	1,452,459	1,658,683	1,610,633	1,507,839	-22.7%	-11.7%	3.0%	-6.4%	-9.1%	57
58 Depreciation - Equipment	390,058	383,304	353,625	358,250	153,122	-1.7%	-9.3%	-1.3%	-57.3%	-56.7%	58
59											59
60 Total Facilities Expenses	8,197,943	7,579,923	7,383,393	8,665,138	7,392,252	-7.5%	-2.6%	-14.8%	-14.7%	0.1%	60
61											61
62 Program Expenses											62
63 Salaries, Wages, Fringes	1,153,111	1,322,753	1,145,520	1,552,622	1,223,369	14.7%	-0.7%	-26.2%	-21.2%	6.8%	63
64 Supplies & Services	766,562	701,016	777,958	1,031,909	728,875	-8.6%	1.5%	-24.6%	-29.4%	-6.3%	64
65 Depreciation - Equipment	10,639	13,550	12,925	12,925	11,885	27.4%	21.5%	0.0%	-8.0%	-8.0%	65
66											66

THE WISCONSIN UNION (Fund 128)
 SCHEDULE C--INCOME STATEMENT
 2021-22 ANNUAL BUDGET
 FOR YEAR ENDED JUNE 30, 2022

1/25/21

	A	B	C	D	E	F	G	H	I	J	
	18-19	19-20	20-21	20-21	21-22	19-20A	20-21EA	20-21EA	21-22B	21-22B	
	ACTUAL	ACTUAL	EST/ACT	BUDGET	BUDGET	18-19A	19-20A	20-21B	20-21B	20-21EA	
67 Total Program Expenses	1,930,312	2,037,319	1,936,403	2,597,456	1,964,129	5.5%	-5.0%	-25.5%	-24.4%	1.4%	67
68											68
69 Depreciation & Major Repairs/Maintenance											69
70 Major Repairs/Maint - Equip											70
71 Major Repairs/Maint - Bldg	1,052,277	303,306	13,835	370,000	400,000	-71.2%	-98.7%	-96.3%	8.1%	2791.2%	71
72 Def Bldg Exp/Union UBP Commitment	1,313,998	255,864	50,000	262,265	50,000	-80.5%	-96.2%	-80.9%	-80.9%	0.0%	72
73 Depreciation - Building/0500	128,334	27,384	39,937	149,700	36,155	-78.7%	-68.9%	-73.3%	-75.8%	-9.5%	73
74											74
75 Total Depr & Major Repairs/Maintenance	2,494,609	586,554	103,772	781,965	486,155	-76.5%	-82.3%	-86.7%	-37.8%	368.5%	75
76											76
77 Utilities, Taxes & Insurance											77
78 Unemployment Compensation	2,252	6,409	152,816	7,000	7,000	184.6%	6685.8%	2083.1%	0.0%	-95.4%	78
79 Worker's Compensation	140,774	139,415	155,187	155,189	161,396	-1.0%	10.2%	0.0%	4.0%	4.0%	79
80 Telephone	117,976	99,281	100,679	100,679	103,196	-15.8%	-14.7%	0.0%	2.5%	2.5%	80
81 Insurance - Property	332,151	419,516	345,568	345,570	354,207	26.3%	4.0%	0.0%	2.5%	2.5%	81
82 Heating/Cooling	104,429	72,621	96,501	101,911	104,458	-30.5%	-7.6%	-5.3%	2.5%	8.2%	82
83 Electricity	186,932	191,000	179,242	194,366	199,225	2.2%	-4.1%	-7.8%	2.5%	11.1%	83
84 Water & Sewer	18,396	14,220	16,231	18,911	19,384	-22.7%	-11.8%	-14.2%	2.5%	19.4%	84
85 Trash Removal	108,399	82,053	76,071	92,455	94,766	-24.3%	-29.8%	-17.7%	2.5%	24.6%	85
86											86
87 Total Utilities, Taxes & Insurance	1,011,309	1,024,516	1,122,295	1,016,080	1,043,632	1.3%	9.5%	10.5%	2.7%	-7.0%	87
88											88
89 State/UW Assessments											89
90 Municipal Services	-	-	-	-	-						90
91 Utility Infrastructure Assessments	198,056	160,186	225,482	225,483	226,458	-19.1%	13.8%	0.0%	0.4%	0.4%	91
92 UW Assessments	1,653,297	2,368,294	1,624,455	2,414,294	2,313,949	43.2%	-1.7%	-32.7%	-4.2%	42.4%	92
93											93
94 Total State/UW Assessments	1,851,353	2,528,480	1,849,937	2,639,777	2,540,407	36.6%	-26.8%	-29.9%	-3.8%	37.3%	94
95											95
96 Other Expenses											96
97 Debt Svc - Hotel/Building	554,652	562,423	573,506	573,506	574,622	1.4%	2.0%	0.0%	0.2%	0.2%	97
98 Debt Svc - UBP	6,637,621	183,998	167,929	167,930	13,002	-97.2%	-8.7%	0.0%	-92.3%	-92.3%	98
99 Misc - SWF, S&S	340,433	140,821	(20,995)	364,480	1,315,100	-58.6%	-114.9%	-105.8%	260.8%	-6363.7%	99
100 Reimbursements	187,684	113,657	103,853	120,000	120,000	-39.4%	-8.6%	-13.5%	0.0%	15.5%	100
101											101
102 Total Other Expenses	7,720,390	1,000,899	824,292	1,225,916	2,022,724	-87.0%	-17.6%	-32.8%	65.0%	145.4%	102
103											103
104 Total Expenses	55,333,489	42,277,719	31,131,976	53,646,833	47,140,261	-23.6%	-26.4%	-42.0%	-12.1%	51.4%	104
105											105
106 Net Income (Loss)	452,094	(3,937,156)	(11,527,840)	(373,166)	0	-970.9%	192.8%	2989.2%	-100.0%	-100.0%	106

Wisconsin Union Policy PL3-3
Responsibilities and Expectations of WUD Officers

Wisconsin Union Officer positions include:

- President of the Wisconsin Union
- Vice President of External Relations for the Wisconsin Union
- Vice President of Internal Relations for the Wisconsin Union

Officers of The Wisconsin Union are expected to:

- Represent the Wisconsin Union, Wisconsin Union Directorate and Union Council (to other Union departments and to members of the campus community) to provide better understanding and awareness of the Union, its philosophy and its services.
- Guide and set directions for Directorate through developing a process for formulating WUD goals and strategies and monitoring the achievement thereof.
- Maintain frequent interaction and communication with Union staff, directors and committee and club members.
- Provide support for and accountability among other officers, committee directors, associate directors and committee and club members (resource, liaison and morale).
- Participate in the spring, summer, and fall in-service trainings, plan and implement such trainings whenever applicable.
- Foster communication and cooperation amongst WUD committees and Hooper clubs.
- Develop and maintain connections with other campus organizations.
- Insure and promote fiscal responsibility.
- Actively pursue all forms of diversity and integrity within WUD programs, committees and clubs
- Supervise and guide the planning, coordination and evaluation of Directorate programs including the summer programs.
- Uphold the Wisconsin Union Constitution and actively participate in the review and implementation of Wisconsin Union policy.
- Serve as a Trustee in the Wisconsin Union Association (WUA).
- Participate in the selection of the Directors and Summer Coordinators.
- Maintain regular office hours.
- Meet regularly with advisors.
- Participate in the annual review of WUD's organizational structure, including the review of position descriptions.
- Participate in the development of the incoming WUD program budget.
- Orient incoming officers to positions, helping to explain the role and position duties and ensuring updated transition materials are stored and available on the Union's share drive.
- Attend Directorate and Directorate Executive Committee; Union Council, Union Council Executive and Union Council Subcommittee(s); and any appropriate staff meetings.
- Foster and utilize a committee whenever applicable.

Last Date of Review:

Next Required Review Date:

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Wisconsin Union Policy PL3-3
Responsibilities and Expectations of WUD Officers

Commitment

- A major time commitment of approximately 25-hours per week during the academic year is expected with the need for a flexible schedule.
- Approximately 10-hours per week during the spring semester directly following selection is expected for guiding and setting directions for the incoming Directorate.
- Officers are expected to fulfill their responsibilities over the summer and to be available as needed. At minimum, Officers are required to return to campus and hold office hours, 10 hours weekly, beginning August 1.
- 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.

Compensation

- See Policy 3-14 Benefits Policy for Officers, Directors, Associate Directors, and Summer Program Coordinators. Other benefits include, a complimentary ticket to some Union Theater events, and Wisconsin Union Life Membership. Opportunities for academic credit, fieldwork experience and internships may be discussed. Various opportunities to attend conferences will also arise throughout the experience.

Selection Criteria

- In accordance with Union Council Policy PL3-9 Selection Criteria for WUD Leadership Positions (former 7.4)

Scholastic requirements

- In accordance with Union Council Policy PL3-10 Scholastic Requirements for Officers and Chairs (former 7.5)

Additional background:

PL3-3 Purpose and Expectations, Roles and Purposes (former Policy 7.1.1), Formerly SE3-3

Date(s) of Action: February 13, 2003, May 14, 2014, December 12, 2016.

Last Date of Review:

Next Required Review Date:



Wisconsin Union Procedure PL3-9a
Expectations for Members of the Officer Nominating Committee

Members of the nominating committee, as set by the Wisconsin Union Bylaws, will receive, review and evaluate applications for Officers of the Union Council and Union Directorate. The nominating committee will interview candidates for specific Officer positions. Council will select the Officers from the nominees submitted by the nominating committee.

Members nominating committee agree to the following:

- Attend a 60-90 minute training program prior to the start of the selection process
- Attend (in person) all interviews
- Prepare for the interviews by reviewing all materials including position descriptions, resumes, and will operate within WU policies including SE3-3, SE3-4, SE3-8 and SE3-9
- Attend the Council meeting in which the slate of candidates is presented
- Notify the Union staff liaison of any potential conflict of interest

The Wisconsin Union Leadership Team approved this procedure and its amendments on the following date(s): December 8, 2008, November 14, 2013.

Formerly SE3-9a.

Last Date of Review:

Page 1 of 1

Next Required Review Date:

Wisconsin Union Procedure PL3-9b
Role and Expectations for Members of Union Council for Selection of Leadership Positions

Union Council will select officers, directors and summer coordinators of the Council and Union Directorate at meeting(s) of Council from the nominees submitted by the nominating committee.

Council members agree to:

- Help recruit a diverse pool of students to apply for leadership positions with the Union
- Read materials sent out prior to the Council meeting including the position descriptions and resumes
- Operate within WU policies including SE3-3, SE3-4, SE3-8 and SE3-9
- Participate in training prior to the Council meeting in which leadership positions are selected
- Attend the full Council meeting in which positions are selected
- Conduct a consistent and professional selection process
- Keep information on the selection process confidential

Additional background: Formerly SE3-9b

Related materials and support documents:

For interpretations, resolution of problems and special situations contact:

Secretary of Union Council: WU Director

Chair of Union Council: WU President

Policy Authority (suggested amendments should go through these bodies):

Date(s) of Action: November 14, 2013

Last Date of Review:

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Next Required Review Date:

Wisconsin Union
Cash Flow Statement
For the Six Months Ending December 31, 2020

	PRIOR YR FOR THE MONTH	CURRENT FOR THE MONTH	VARIANCE FOR THE MONTH	VARIANCE %	PRIOR YR YTD	CURRENT YTD	VARIANCE YTD	VAR %
OPERATIONS CASH INFLOW								
Operating Revenue	\$2,386,749	\$295,101	(\$2,091,648)	(87.6%)	\$20,294,967	\$1,959,192	(\$18,335,775)	(90.3%)
Segregated Fee Revenue	231,173	231,793	620	.3%	6,375,835	6,373,489	(2,346)	(.%)
Investment Revenue	28,817		(28,817)	(100.%)	99,108	4,391	(94,717)	(95.6%)
Campus Vending	48,489	22,266	(26,223)	(54.1%)	234,401	62,460	(171,941)	(73.4%)
Membership	2,056	385	(1,671)	(81.3%)	31,321	21,645	(9,676)	(30.9%)
Gifts & Donations						30,842	30,842	
Other Revenue	(25,400)	(18,200)	7,200	(28.3%)	(27,437)	3,566	31,003	(113.%)
Total Operating Cash Inflow	2,671,884	531,345	(2,140,539)	(80.1%)	27,008,195	8,455,585	(18,552,610)	(68.7%)
OPERATIONS CASH OUTFLOW								
Academic Salaries	431,199	421,310	(9,889)	(2.3%)	2,408,324	2,482,302	73,978	3.1%
Classified Salaries	879,501	572,502	(306,999)	(34.9%)	3,812,894	3,602,518	(210,376)	(5.5%)
LTE Wages	94,301	11,165	(83,136)	(88.2%)	526,004	71,305	(454,699)	(86.4%)
Student Wages	524,047	89,647	(434,400)	(82.9%)	3,015,433	740,154	(2,275,279)	(75.5%)
Fringes	483,046	416,619	(66,427)	(13.8%)	2,824,048	2,928,995	104,947	3.7%
Total Salaries & Wages	2,412,094	1,511,243	(900,851)	(37.3%)	12,586,703	9,825,274	(2,761,429)	(21.9%)
Supplies & Services	1,217,888	259,691	(958,197)	(78.7%)	10,188,281	4,428,067	(5,760,214)	(56.5%)
Equipment Additions					238,299	44,251	(194,048)	(81.4%)
Major R/M - Equipment								
Major R/M - Building	50,221	998	(49,223)	(98.%)	278,655	75,636	(203,019)	(72.9%)
Building Additions						(14,246)	(14,246)	
Total Capital	50,221	998	(49,223)	(98.%)	516,954	105,641	(411,313)	(79.6%)
Debt Service Payments	84,018	83,641	(377)	(.4%)	511,689	501,846	(9,843)	(1.9%)
Total Operating Cash Outflow	3,764,221	1,855,573	(1,908,648)	(50.7%)	23,803,627	14,860,828	(8,942,799)	(37.6%)
Net Operating Cash In (Out)	(1,092,337)	(1,324,228)	(231,891)	21.2%	3,204,568	(6,405,243)	(9,609,811)	(299.9%)
Other Cash Inflow (Outflow)								
Sales Tax	(1,741)	(2,596)	(855)	49.1%	(44,400)	85	44,485	(100.2%)
Other	(546,721)	(229,586)	317,135	(58.%)	4,574,946	301,303	(4,273,643)	(93.4%)
Total Other Cash Inflow (Outflow)	(548,462)	(232,182)	316,280	(57.7%)	4,530,546	301,388	(4,229,158)	(93.3%)
Total Cash Inflow (Outflow)	(1,640,799)	(1,556,410)	84,389	(5.1%)	7,735,114	(6,103,855)	(13,838,969)	(178.9%)
Beginning Cash Balance	17,520,994	4,274,495	(13,246,499)	(75.6%)	8,145,081	8,821,747	676,666	8.3%
Ending Cash Balance	15,880,195	2,718,085	(13,162,110)	(82.9%)	15,880,195	2,717,892	(13,162,303)	(82.9%)

FINAL
01/21/21

Wisconsin Union
Balance Sheet
As of December 31, 2020

	As of Prior Year End	As of Prior Month	As of Current Month	Change for the Year	Change for the Month
<u>CURRENT ASSETS</u>					
Cash - Funds 123 & 128 Non-UBP	\$8,821,747	\$4,274,495	\$2,718,283	(\$6,103,465)	(\$1,556,212)
Working Cash	230,000	211,800	230,000		18,200
Receivables - Reimbursements	665,953	780,539	789,949	123,996	9,410
Receivables - Event Services	5,810	(123,224)	(83,813)	(89,623)	39,411
Receivables - Ext Food	11,975	7,749	527	(11,448)	(7,222)
Receivables - Other	15,038	122,113	11,243	(3,795)	(110,870)
Inventories - Food & Beverage	364,714	292,148	259,747	(104,967)	(32,401)
Inventories - Merchandise	298,540	368,005	356,783	58,243	(11,222)
Inventories - Warehouse	267,860	262,758	260,624	(7,237)	(2,135)
Accrued Operating Revenue	60,598	77,076	118,231	57,633	41,155
Accrued Investment Revenue	600	900	1,600	1,000	700
Prepaid Expenses	91,846	166,061	125,194	33,348	(40,867)
Total Current Assets	10,834,683	6,440,421	4,788,369	(6,046,315)	(1,652,053)
<u>CURRENT LIABILITIES</u>					
Accounts Payable	437,421	279,566	338,902	(98,519)	59,336
Accrued Supplies & Services	799	(234,010)	(199,108)	(199,907)	34,902
Accrued Payroll	456,077	264,870	303,435	(152,643)	38,564
Due Contingent Fund	230,000	230,000	230,000		
Unearned Operating Revenue	389,901	10,707	5,507	(384,394)	(5,200)
Unearned Segregated Fee Revenue		1,172,601	410,575	410,575	(762,026)
Other Current Liabilities	4,052,823	4,648,357	4,430,002	377,179	(218,355)
Total Current Liabilities	5,567,021	6,372,092	5,519,313	(47,709)	(852,779)
Net Working Capital	<u>5,267,662</u>	<u>68,330</u>	<u>(730,944)</u>	<u>(5,998,606)</u>	<u>(799,274)</u>
<u>PROPERTY, PLANT & EQUIPMENT</u>					
Equipment	8,247,374	8,277,380	8,277,380	30,005	
Less Accumulated Depreciation	6,245,593	6,521,277	6,575,535	329,942	54,257
Net Property, Plant, Equipment	2,001,782	1,756,102	1,701,845	(299,937)	(54,257)
Total Assets, Net of Current Liabilities	<u>7,269,444</u>	<u>1,824,432</u>	<u>970,901</u>	<u>(6,298,543)</u>	<u>(853,531)</u>
<u>EQUITY</u>					
Committed Equity					
Equipment	2,001,782	2,001,782	2,001,782		
Debt Service Contingency	1,003,701	1,003,701	1,003,701		
Operating Contingency	1,206,646	1,206,646	1,206,646		
Building MRM/Additions	1,284,000	1,284,000	1,284,000		
Union Building Project Cash Deficit	(1,148,481)			1,148,481	
Equipment Additions	300,000	300,000	300,000		
Total Committed Equity	4,647,648	5,796,129	5,796,129	1,148,481	
Uncommitted Op. Equity Beg Bal	6,565,708	1,473,315	1,473,315	(5,092,393)	
Net Income (Loss)	(3,943,913)	(5,445,208)	(6,298,936)	(2,355,023)	(853,728)
Uncommitted Op. Equity	2,621,795	(3,971,893)	(4,825,621)	(7,447,416)	(853,728)
Total Equity	7,269,443	1,824,236	970,508	(6,298,935)	(853,728)
Total LT Credits & Equity	<u>7,269,443</u>	<u>1,824,236</u>	<u>970,508</u>	<u>(6,298,935)</u>	<u>(853,728)</u>

FINAL
01/21/21

Wisconsin Union
Solvency Summary
For the Six Months Ending December 31, 2020

	As of Prior Year End	As of Prior Month	As of Current Month	Change for the Year	Change for the Month
<u>RESOURCES AVAILABLE</u>					
Cash	\$8,821,747	\$4,274,495	\$2,718,283	(\$6,103,464)	(\$1,556,212)
Other Current Assets	2,012,936	2,165,927	2,070,086	57,150	(95,841)
Total Current Assets	10,834,683	6,440,422	4,788,369	(6,046,314)	(1,652,053)
Total Current Liabilities	5,567,021	6,372,092	5,519,313	(47,708)	(852,779)
Total Resources Available	5,267,662	68,330	(730,944)	(5,998,606)	(799,274)
<u>RESOURCES REQUIRED</u>					
Debt Service Contingency	1,003,701	1,003,701	1,003,701		
Operating Contingency	1,206,646	1,206,646	1,206,646		
Building MRM/Additions	1,284,000	1,284,000	1,284,000		
Equipment Additions	300,000	300,000	300,000		
Union Building Project Cash Deficit	(1,148,481)			1,148,481	
Total Resources Required	2,645,866	3,794,347	3,794,347	1,148,481	
<u>Net Excess (Deficiency)</u>	<u>2,621,796</u>	<u>(3,726,017)</u>	<u>(4,525,291)</u>	<u>(7,147,087)</u>	<u>(799,274)</u>

Wisconsin Union
Income Statement - Revenue/Expense
For the Month of:
December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR CS %	REV/BGT CS %	ORIG/BGT CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	REVISED BUDGET VAR	REVISED BUDGET %	ORIG BUDGET VARIANCE	ORIG BUDGET %
REVENUE														
Direct Operating Revenue														
MU Retail Group	\$503,223	\$82,033	\$566,452	\$84,661	15.7%	6.2%	17.5%	6.6%	(\$418,562)	(83.2%)	\$2,628	3.2%	(\$481,791)	(85.1%)
US Retail Group	351,193	28,880	442,877	27,179	11.0%	2.2%	13.7%	2.1%	(324,014)	(92.3%)	(1,701)	(5.9%)	(415,698)	(93.9%)
Academic Retail Group	412,937	48,328	448,560	31,008	12.9%	3.7%	13.9%	2.4%	(381,929)	(92.5%)	(17,320)	(35.8%)	(417,552)	(93.1%)
WU Catering	226,192	20,755	275,500	33,733	7.1%	1.6%	8.5%	2.6%	(192,459)	(85.1%)	12,978	62.5%	(241,767)	(87.8%)
Conf Center Catering	14,873		34,641		0.5%		1.1%		(14,873)	(100.0%)			(34,641)	(100.0%)
Retail	52,042	4,511	98,600		1.6%	0.3%	3.0%		(52,042)	(100.0%)	(4,511)	(100.0%)	(98,600)	(100.0%)
Programs	454,762	32,551	94,004	30,211	14.2%	2.5%	2.9%	2.4%	(424,551)	(93.4%)	(2,340)	(7.2%)	(63,793)	(67.9%)
Total Op Revenue	2,015,222	217,058	1,960,634	206,792	63.0%	16.5%	60.6%	16.2%	(1,808,430)	(89.7%)	(10,266)	(4.7%)	(1,753,842)	(89.5%)
Indirect Revenue														
Commissions	20,714		30,446	5,200	0.6%		0.9%	0.4%	(15,514)	(74.9%)	5,200		(25,246)	(82.9%)
Rentals	30,968	1,512	56,381	2,889	1.0%	0.1%	1.7%	0.2%	(28,079)	(90.7%)	1,377	91.1%	(53,492)	(94.9%)
Service Revenue	83,301	87,055	120,316	39,424	2.6%	6.6%	3.7%	3.1%	(43,877)	(52.7%)	(47,631)	(54.7%)	(80,892)	(67.2%)
Reimbursements	8,348	10,000	10,000	5,773	0.3%	0.8%	0.3%	0.5%	(2,575)	(30.8%)	(4,227)	(42.3%)	(4,227)	(42.3%)
Total Indirect Revenue	143,331	98,567	217,143	53,286	4.5%	7.5%	6.7%	4.2%	(90,045)	(62.8%)	(45,281)	(45.9%)	(163,857)	(75.5%)
Net Operating Revenue	2,158,553	315,625	2,177,777	260,078	67.5%	24.0%	67.3%	20.3%	(1,898,475)	(88.0%)	(55,547)	(17.6%)	(1,917,699)	(88.1%)
Other Revenue														
Student Segregated Fe	961,234	993,819	993,819	993,819	30.1%	75.4%	30.7%	77.7%	32,585	3.4%				
Campus Vending	48,489	4,167	32,542	22,266	1.5%	0.3%	1.0%	1.7%	(26,223)	(54.1%)	18,099	434.3%	(10,276)	(31.6%)
Membership	2,386	1,512	3,900	385	0.1%	0.1%	0.1%	0.0%	(2,001)	(83.9%)	(1,127)	(74.5%)	(3,515)	(90.1%)
Investment Revenue	21,417		22,600	700	0.7%		0.7%	0.1%	(20,717)	(96.7%)	700		(21,900)	(96.9%)
Miscellaneous	4,538	2,675	5,703	1,226	0.1%	0.2%	0.2%	0.1%	(3,312)	(73.0%)	(1,449)	(54.2%)	(4,477)	(78.5%)
Total Other Revenue	1,038,064	1,002,173	1,058,564	1,018,396	32.5%	76.0%	32.7%	79.7%	(19,668)	(1.9%)	16,223	1.6%	(40,168)	(3.8%)
Total Revenue	3,196,617	1,317,798	3,236,341	1,278,474	100.0%	100.0%	100.0%	100.0%	(1,918,143)	(60.0%)	(39,324)	(3.0%)	(1,957,867)	(60.5%)
EXPENSES														
Cost of Goods Sold														
Food	739,571	229,595	836,758	211,474	23.1%	17.4%	25.9%	16.5%	(528,097)	(71.4%)	(18,121)	(7.9%)	(625,284)	(74.7%)
Retail Merchandise	6,819	459	7,264	1,135	0.2%	0.0%	0.2%	0.1%	(5,684)	(83.4%)	676	147.3%	(6,129)	(84.4%)
Total Cost of Goods Sold	746,390	230,054	844,022	212,609	23.3%	17.5%	26.1%	16.6%	(533,781)	(71.5%)	(17,445)	(7.6%)	(631,413)	(74.8%)
Direct Op Expenses														
Salaries, Wages, Fring	628,423	528,337	823,603	497,015	19.7%	40.1%	25.4%	38.9%	(131,408)	(20.9%)	(31,322)	(5.9%)	(326,588)	(39.7%)
Supplies & Services	572,333	87,722	226,970	111,010	17.9%	6.7%	7.0%	8.7%	(461,323)	(80.6%)	23,288	26.5%	(115,960)	(51.1%)
Depreciation - Equipme	16,178	16,018	16,216	16,355	0.5%	1.2%	0.5%	1.3%	177	1.1%	337	2.1%	139	0.9%
Total Direct Op Exper	1,216,934	632,077	1,066,789	624,380	38.1%	48.0%	33.0%	48.8%	(592,554)	(48.7%)	(7,697)	(1.2%)	(442,409)	(41.5%)
Support Services														
Salaries, Wages, Fring	353,119	345,536	385,905	356,968	11.0%	26.2%	11.9%	27.9%	3,849	1.1%	11,432	3.3%	(28,937)	(7.5%)
Supplies & Services	100,613	115,440	141,490	96,550	3.1%	8.8%	4.4%	7.6%	(4,063)	(4.0%)	(18,890)	(16.4%)	(44,940)	(31.8%)
Depreciation - Equipme	1,817	3,346	3,346	3,119	0.1%	0.3%	0.1%	0.2%	1,302	71.7%	(227)	(6.8%)	(227)	(6.8%)
Total Support Service	455,549	464,322	530,741	456,637	14.3%	35.2%	16.4%	35.7%	1,088	0.2%	(7,685)	(1.7%)	(74,104)	(14.0%)

Wisconsin Union
Income Statement - Revenue/Expense
For the Month of:
December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR CS %	REV/BGT CS %	ORIG/BGT CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	REVISED BUDGET VAR	REVISED BUDGET %	ORIG BUDGET VARIANCE	ORIG BUDGET %
Facilities														
Salaries, Wages, Fring	\$446,269	\$462,182	\$518,940	\$440,812	14.0%	35.1%	16.0%	34.5%	(\$5,457)	(1.2%)	(\$21,370)	(4.6%)	(\$78,128)	(15.1%)
Supplies & Services	123,445	88,165	111,049	72,838	3.9%	6.7%	3.4%	5.7%	(50,607)	(41.0%)	(15,327)	(17.4%)	(38,211)	(34.4%)
Depreciation - Equipme	31,623	28,368	28,368	28,923	1.0%	2.2%	0.9%	2.3%	(2,700)	(8.5%)	555	2.0%	555	2.0%
Total Facilities Expen:	601,337	578,715	658,357	542,573	18.8%	43.9%	20.3%	42.4%	(58,764)	(9.8%)	(36,142)	(6.2%)	(115,784)	(17.6%)
Programs & Leadership														
Salaries, Wages, Fring	95,702	100,705	115,526	92,410	3.0%	7.6%	3.6%	7.2%	(3,292)	(3.4%)	(8,295)	(8.2%)	(23,116)	(20.0%)
Supplies & Services	54,118	46,903	70,101	6,715	1.7%	3.6%	2.2%	0.5%	(47,403)	(87.6%)	(40,188)	(85.7%)	(63,386)	(90.4%)
Depreciation - Equipme	1,077	1,077	1,077	1,077	0.0%	0.1%	0.0%	0.1%						
Total Program Expen:	150,897	148,685	186,704	100,202	4.7%	11.3%	5.8%	7.8%	(50,695)	(33.6%)	(48,483)	(32.6%)	(86,502)	(46.3%)
Depreciation & Major Repairs/Maintenance														
Major Rprs/Mnt - Bldg	38,268		30,833		1.2%		1.0%		(38,268)	(100.0%)			(30,833)	(100.0%)
Depreciation - Equip	1,886	4,479	4,479	3,210	0.1%	0.3%	0.1%	0.3%	1,324	70.2%	(1,269)	(28.3%)	(1,269)	(28.3%)
Total Depr & Major R	40,154	4,479	35,312	3,210	1.3%	0.3%	1.1%	0.3%	(36,944)	(92.0%)	(1,269)	(28.3%)	(32,102)	(90.9%)
Utilities, Taxes & Insurance														
Unemployment Compensation		583	583			0.0%	0.0%				(583)	(100.0%)	(583)	(100.0%)
Worker's Compensatio	13,731	12,932	12,932	12,932	0.4%	1.0%	0.4%	1.0%	(799)	(5.8%)				
Telephone	9,293	8,390	8,390	8,390	0.3%	0.6%	0.3%	0.7%	(903)	(9.7%)				
Insurance - Property	30,452	28,797	28,797	28,797	1.0%	2.2%	0.9%	2.3%	(1,655)	(5.4%)				
Heating/Cooling	9,190	8,493	8,493	8,493	0.3%	0.6%	0.3%	0.7%	(697)	(7.6%)				
Electricity	15,591	16,197	16,197	16,197	0.5%	1.2%	0.5%	1.3%	606	3.9%				
Water & Sewer	1,424	1,576	1,576	870	0.0%	0.1%	0.0%	0.1%	(554)	(38.9%)	(706)	(44.8%)	(706)	(44.8%)
Trash Removal	14,164	7,705	7,705	3,076	0.4%	0.6%	0.2%	0.2%	(11,088)	(78.3%)	(4,629)	(60.1%)	(4,629)	(60.1%)
Total Utilities, Taxes &	93,845	84,673	84,673	78,755	2.9%	6.4%	2.6%	6.2%	(15,090)	(16.1%)	(5,918)	(7.0%)	(5,918)	(7.0%)
State/UW Assessments														
Utility Assessments	18,385	18,790	18,790	18,790	0.6%	1.4%	0.6%	1.5%	405	2.2%				
UW Assessments	181,170	137,588	177,423	130,787	5.7%	10.4%	5.5%	10.2%	(50,383)	(27.8%)	(6,801)	(4.9%)	(46,636)	(26.3%)
Total State/UW Asses:	199,555	156,378	196,213	149,577	6.2%	11.9%	6.1%	11.7%	(49,978)	(25.0%)	(6,801)	(4.3%)	(46,636)	(23.8%)
Other Expenses														
Debt Service	84,018	83,642	83,642	83,641	2.6%	6.3%	2.6%	6.5%	(377)	(0.4%)	(1)	(0.0%)	(1)	(0.0%)
Misc - SWF, S&S	54,642	(20,658)	36,790	(125,155)	1.7%	(1.6%)	1.1%	(9.8%)	(179,797)	(329.0%)	(104,497)	505.8%	(161,945)	(440.2%)
Reimbursements	8,348	10,000	10,000	5,773	0.3%	0.8%	0.3%	0.5%	(2,575)	(30.8%)	(4,227)	(42.3%)	(4,227)	(42.3%)
Total Other Expenses	147,008	72,984	130,432	(35,741)	4.6%	5.5%	4.0%	(2.8%)	(182,749)	(124.3%)	(108,725)	(149.0%)	(166,173)	(127.4%)
Total Expenses	3,651,669	2,372,367	3,733,243	2,132,202	114.2%	180.0%	115.4%	166.8%	(1,519,467)	(41.6%)	(240,165)	(10.1%)	(1,601,041)	(42.9%)
Net Income/(Loss)	(455,052)	(1,054,569)	(496,902)	(853,728)	(14.2%)	(80.0%)	(15.4%)	(66.8%)	(398,676)	87.6%	200,841	(19.0%)	(356,826)	71.8%

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	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR CS %	REV/BGT CS %	ORIG/BGT CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	REVISED BUDGET VAR	REVISED BUDGET %	ORIG BUDGET VARIANCE	ORIG BUDGET %
REVENUE														
Direct Operating Revenue														
MU Retail Group	\$6,560,471	\$1,168,389	\$7,023,213	\$1,389,181	25.2%	12.1%	25.1%	16.4%	(\$5,171,290)	(78.8%)	\$220,792	18.9%	(\$5,634,032)	(80.2%)
US Retail Group	3,086,288	219,758	3,498,138	202,352	11.9%	2.3%	12.5%	2.4%	(2,883,936)	(93.4%)	(17,406)	(7.9%)	(3,295,786)	(94.2%)
Academic Retail Group	2,693,918	305,614	2,900,238	210,879	10.4%	3.2%	10.4%	2.5%	(2,483,039)	(92.2%)	(94,735)	(31.0%)	(2,689,359)	(92.7%)
WU Catering	3,129,101	189,040	3,337,000	86,794	12.0%	1.9%	11.9%	1.0%	(3,042,307)	(97.2%)	(102,246)	(54.1%)	(3,250,206)	(97.4%)
Conf Center Catering	160,465		242,749	527	0.6%		0.9%	0.0%	(159,938)	(99.7%)	527		(242,222)	(99.8%)
Retail Programs	1,069,231	63,651	1,358,800		4.1%	0.7%	4.9%		(1,069,231)	(100.0%)	(63,651)	(100.0%)	(1,358,800)	(100.0%)
	1,593,385	1,169,533	1,717,455	72,254	6.1%	12.1%	6.1%	0.9%	(1,521,131)	(95.5%)	(1,097,279)	(93.8%)	(1,645,201)	(95.8%)
Total Op Revenue	18,292,859	3,115,985	20,077,593	1,961,987	70.4%	32.1%	71.8%	23.2%	(16,330,872)	(89.3%)	(1,153,998)	(37.0%)	(18,115,606)	(90.2%)
Indirect Revenue														
Commissions	241,070		182,678	31,200	0.9%		0.7%	0.4%	(209,870)	(87.1%)	31,200		(151,478)	(82.9%)
Rentals	397,016	11,696	425,332	18,248	1.5%	0.1%	1.5%	0.2%	(378,768)	(95.4%)	6,552	56.0%	(407,084)	(95.7%)
Service Revenue	782,999	485,594	849,365	299,381	3.0%	5.0%	3.0%	3.5%	(483,618)	(61.8%)	(186,213)	(38.3%)	(549,984)	(64.8%)
Reimbursements	59,737	60,000	60,000	34,820	0.2%	0.6%	0.2%	0.4%	(24,917)	(41.7%)	(25,180)	(42.0%)	(25,180)	(42.0%)
Total Indirect Revenue	1,480,822	557,290	1,517,375	383,649	5.7%	5.7%	5.4%	4.5%	(1,097,173)	(74.1%)	(173,641)	(31.2%)	(1,133,726)	(74.7%)
Net Operating Revenue	19,773,681	3,673,275	21,594,968	2,345,636	76.1%	37.9%	77.2%	27.8%	(17,428,045)	(88.1%)	(1,327,639)	(36.1%)	(19,249,332)	(89.1%)
Other Revenue														
Student Segregated Fe	5,767,404	5,962,914	5,962,914	5,962,914	22.2%	61.5%	21.3%	70.6%	195,510	3.4%				
Campus Vending	234,401	25,000	195,250	62,460	0.9%	0.3%	0.7%	0.7%	(171,941)	(73.4%)	37,460	149.8%	(132,790)	(68.0%)
Membership	32,356	17,489	42,255	21,645	0.1%	0.2%	0.2%	0.3%	(10,711)	(33.1%)	4,156	23.8%	(20,610)	(48.8%)
Investment Revenue	145,608		151,700	5,391	0.6%		0.5%	0.1%	(140,217)	(96.3%)	5,391		(146,309)	(96.4%)
Miscellaneous	38,852	16,050	34,218	50,005	0.1%	0.2%	0.1%	0.6%	11,153	28.7%	33,955	211.6%	15,787	46.1%
Total Other Revenue	6,218,621	6,021,453	6,386,337	6,102,415	23.9%	62.1%	22.8%	72.2%	(116,206)	(1.9%)	80,962	1.3%	(283,922)	(4.4%)
Total Revenue	25,992,302	9,694,728	27,981,305	8,448,051	100.0%	100.0%	100.0%	100.0%	(17,544,251)	(67.5%)	(1,246,677)	(12.9%)	(19,533,254)	(69.8%)
EXPENSES														
Cost of Goods Sold														
Food	6,537,162	1,627,401	7,035,129	1,609,092	25.2%	16.8%	25.1%	19.0%	(4,928,070)	(75.4%)	(18,309)	(1.1%)	(5,426,037)	(77.1%)
Retail Merchandise	56,806	3,118	49,406	9,271	0.2%	0.0%	0.2%	0.1%	(47,535)	(83.7%)	6,153	197.3%	(40,135)	(81.2%)
Total Cost of Goods Sold	6,593,968	1,630,519	7,084,535	1,618,363	25.4%	16.8%	25.3%	19.2%	(4,975,605)	(75.5%)	(12,156)	(0.7%)	(5,466,172)	(77.2%)
Direct Op Expenses														
Salaries, Wages, Fring	5,034,237	3,321,292	5,881,712	3,281,005	19.4%	34.3%	21.0%	38.8%	(1,753,232)	(34.8%)	(40,287)	(1.2%)	(2,600,707)	(44.2%)
Supplies & Services	2,540,853	1,590,165	2,814,328	761,316	9.8%	16.4%	10.1%	9.0%	(1,779,537)	(70.0%)	(828,849)	(52.1%)	(2,053,012)	(72.9%)
Depreciation - Equipme	94,740	96,194	97,377	97,961	0.4%	1.0%	0.3%	1.2%	3,221	3.4%	1,767	1.8%	584	0.6%
Total Direct Op Exper	7,669,830	5,007,651	8,793,417	4,140,282	29.5%	51.7%	31.4%	49.0%	(3,529,548)	(46.0%)	(867,369)	(17.3%)	(4,653,135)	(52.9%)
Support Services														
Salaries, Wages, Fring	2,089,778	2,092,342	2,348,475	2,071,586	8.0%	21.6%	8.4%	24.5%	(18,192)	(0.9%)	(20,756)	(1.0%)	(276,889)	(11.8%)
Supplies & Services	565,771	696,073	896,625	619,236	2.2%	7.2%	3.2%	7.3%	53,465	9.4%	(76,837)	(11.0%)	(277,389)	(30.9%)
Depreciation - Equipme	15,629	20,547	20,547	19,185	0.1%	0.2%	0.1%	0.2%	3,556	22.8%	(1,362)	(6.6%)	(1,362)	(6.6%)
Total Support Service	2,671,178	2,808,962	3,265,647	2,710,007	10.3%	29.0%	11.7%	32.1%	38,829	1.5%	(98,955)	(3.5%)	(555,640)	(17.0%)

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Facilities														
Salaries, Wages, Fring	\$3,051,646	\$2,934,504	\$3,406,786	\$2,630,187	11.7%	30.3%	12.2%	31.1%	(\$421,459)	(13.8%)	(\$304,317)	(10.4%)	(\$776,599)	(22.8%)
Supplies & Services	878,153	686,988	846,338	725,352	3.4%	7.1%	3.0%	8.6%	(152,801)	(17.4%)	38,364	5.6%	(120,986)	(14.3%)
Depreciation - Equipme	197,814	170,520	170,520	173,851	0.8%	1.8%	0.6%	2.1%	(23,963)	(12.1%)	3,331	2.0%	3,331	2.0%
Total Facilities Expen:	4,127,613	3,792,012	4,423,644	3,529,390	15.9%	39.1%	15.8%	41.8%	(598,223)	(14.5%)	(262,622)	(6.9%)	(894,254)	(20.2%)
Programs & Leadership														
Salaries, Wages, Fring	665,546	617,440	743,350	555,922	2.6%	6.4%	2.7%	6.6%	(109,624)	(16.5%)	(61,518)	(10.0%)	(187,428)	(25.2%)
Supplies & Services	375,306	267,264	395,059	111,606	1.4%	2.8%	1.4%	1.3%	(263,700)	(70.3%)	(155,658)	(58.2%)	(283,453)	(71.7%)
Depreciation - Equipme	7,088	6,463	6,463	6,463	0.0%	0.1%	0.0%	0.1%	(625)	(8.8%)				
Total Program Expen:	1,047,940	891,167	1,144,872	673,991	4.0%	9.2%	4.1%	8.0%	(373,949)	(35.7%)	(217,176)	(24.4%)	(470,881)	(41.1%)
Depreciation & Major Repairs/Maintenance														
Major Rprs/Mnt - Bldg	135,402		185,000	14,180	0.5%		0.7%	0.2%	(121,222)	(89.5%)	14,180		(170,820)	(92.3%)
Depreciation - Equip	11,317	26,874	26,874	22,253	0.0%	0.3%	0.1%	0.3%	10,936	96.6%	(4,621)	(17.2%)	(4,621)	(17.2%)
Total Depr & Major R	146,719	26,874	211,874	36,433	0.6%	0.3%	0.8%	0.4%	(110,286)	(75.2%)	9,559	35.6%	(175,441)	(82.8%)
Utilities, Taxes & Insurance														
Unemployment Compe	320	3,500	3,500	148,149	0.0%	0.0%	0.0%	1.8%	147,829	46,196.6%	144,649	4,132.8%	144,649	4,132.8%
Worker's Compensatio	64,016	77,594	77,594	77,592	0.2%	0.8%	0.3%	0.9%	13,576	21.2%	(2)	(0.0%)	(2)	(0.0%)
Telephone	55,758	50,340	50,340	50,340	0.2%	0.5%	0.2%	0.6%	(5,418)	(9.7%)				
Insurance - Property	156,082	172,785	172,785	172,782	0.6%	1.8%	0.6%	2.0%	16,700	10.7%	(3)	(0.0%)	(3)	(0.0%)
Heating/Cooling	44,286	50,955	50,955	43,687	0.2%	0.5%	0.2%	0.5%	(599)	(1.4%)	(7,268)	(14.3%)	(7,268)	(14.3%)
Electricity	96,076	97,183	97,183	80,111	0.4%	1.0%	0.3%	0.9%	(15,965)	(16.6%)	(17,072)	(17.6%)	(17,072)	(17.6%)
Water & Sewer	8,713	9,456	9,456	5,566	0.0%	0.1%	0.0%	0.1%	(3,147)	(36.1%)	(3,890)	(41.1%)	(3,890)	(41.1%)
Trash Removal	66,596	46,227	46,227	19,618	0.3%	0.5%	0.2%	0.2%	(46,978)	(70.5%)	(26,609)	(57.6%)	(26,609)	(57.6%)
Total Utilities, Taxes &	491,847	508,040	508,040	597,845	1.9%	5.2%	1.8%	7.1%	105,998	21.6%	89,805	17.7%	89,805	17.7%
State/UW Assessments														
Utility Assessments	110,310	112,742	112,742	112,740	0.4%	1.2%	0.4%	1.3%	2,430	2.2%	(2)	(0.0%)	(2)	(0.0%)
UW Assessments	1,285,363	827,841	1,230,040	784,723	4.9%	8.5%	4.4%	9.3%	(500,640)	(38.9%)	(43,118)	(5.2%)	(445,317)	(36.2%)
Total State/UW Asses:	1,395,673	940,583	1,342,782	897,463	5.4%	9.7%	4.8%	10.6%	(498,210)	(35.7%)	(43,120)	(4.6%)	(445,319)	(33.2%)
Other Expenses														
Debt Service	511,689	501,851	501,851	501,846	2.0%	5.2%	1.8%	5.9%	(9,843)	(1.9%)	(5)	(0.0%)	(5)	(0.0%)
Misc - SWF, S&S	215,247	(96,850)	231,604	6,548	0.8%	(1.0%)	0.8%	0.1%	(208,699)	(97.0%)	103,398	(106.8%)	(225,056)	(97.2%)
Reimbursements	59,737	60,000	60,000	34,820	0.2%	0.6%	0.2%	0.4%	(24,917)	(41.7%)	(25,180)	(42.0%)	(25,180)	(42.0%)
Total Other Expenses	786,673	465,001	793,455	543,214	3.0%	4.8%	2.8%	6.4%	(243,459)	(30.9%)	78,213	16.8%	(250,241)	(31.5%)
Total Expenses	24,931,441	16,070,809	27,568,266	14,746,988	95.9%	165.8%	98.5%	174.6%	(10,184,453)	(40.8%)	(1,323,821)	(8.2%)	(12,821,278)	(46.5%)
Net Income/(Loss)	1,060,861	(6,376,081)	413,039	(6,298,937)	4.1%	(65.8%)	1.5%	(74.6%)	(7,359,798)	(693.8%)	77,144	(1.2%)	(6,711,976)	(1,625.0%)

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REVENUE														
Performance Margins														
MU Retail Group	\$79,576	(\$133,380)	\$29,115	(\$153,799)	6.5%	(31.0%)	2.2%	(34.8%)	(\$233,375)	(293.3%)	(\$20,419)	15.3%	(\$182,914)	(628.2%)
US Retail Group	39,500	(104,232)	48,720	(146,001)	3.2%	(24.3%)	3.7%	(33.1%)	(185,501)	(469.6%)	(41,769)	40.1%	(194,721)	(399.7%)
Academic Retail Group	35,143	(107,197)	45,412	(135,625)	2.8%	(25.0%)	3.5%	(30.7%)	(170,768)	(485.9%)	(28,428)	26.5%	(181,037)	(398.7%)
WU Catering	(48,477)	(146,362)	(40,437)	(83,289)	(3.9%)	(34.1%)	(3.1%)	(18.9%)	(34,812)	71.8%	63,073	(43.1%)	(42,852)	106.0%
Conf Center Catering	1,827	(15,098)	2,096		0.1%	(3.5%)	0.2%	0.0%	(1,827)	(100.0%)	15,098	(100.0%)	(2,096)	(100.0%)
Retail	(27,700)	(60,568)	16,054	(29,165)	(2.2%)	(14.1%)	1.2%	(6.6%)	(1,465)	5.3%	31,403	(51.8%)	(45,219)	(281.7%)
Programs	(27,971)	(78,237)	(51,136)	(82,318)	(2.3%)	(18.2%)	(3.9%)	(18.6%)	(54,347)	194.3%	(4,081)	5.2%	(31,182)	61.0%
Total Perf Margin	51,898	(645,074)	49,824	(630,197)	4.2%	(150.2%)	3.8%	(142.7%)	(682,095)	(1,314.3%)	14,877	(2.3%)	(680,021)	(1,364.8%)
Indirect Operating Revenue														
Commissions	20,714		30,446	5,200	1.7%	0.0%	2.3%	1.2%	(15,514)	(74.9%)	5,200	0.0%	(25,246)	(82.9%)
Rentals	30,968	1,512	56,381	2,889	2.5%	0.4%	4.3%	0.7%	(28,079)	(90.7%)	1,377	91.1%	(53,492)	(94.9%)
Service Revenue	83,301	60,997	94,258	39,424	6.8%	14.2%	7.3%	8.9%	(43,877)	(52.7%)	(21,573)	(35.4%)	(54,834)	(58.2%)
Reimbursements	8,348	10,000	10,000	5,773	0.7%	2.3%	0.8%	1.3%	(2,575)	(30.8%)	(4,227)	(42.3%)	(4,227)	(42.3%)
Total Indirect Revenue	143,331	72,509	191,085	53,286	11.6%	16.9%	14.7%	12.1%	(90,045)	(62.8%)	(19,223)	(26.5%)	(137,799)	(72.1%)
Net Operating Margin	195,229	(572,565)	240,909	(576,911)	15.8%	(133.3%)	18.5%	(130.7%)	(772,140)	(395.5%)	(4,346)	0.8%	(817,820)	(339.5%)
Other Revenue														
Student Segregated Fe	961,234	993,819	993,819	993,819	77.9%	231.3%	76.5%	225.1%	32,585	3.4%		0.0%		0.0%
Campus Vending	48,489	4,167	32,542	22,266	3.9%	1.0%	2.5%	5.0%	(26,223)	(54.1%)	18,099	434.3%	(10,276)	(31.6%)
Membership	2,386	1,512	3,900	385	0.2%	0.4%	0.3%	0.1%	(2,001)	(83.9%)	(1,127)	(74.5%)	(3,515)	(90.1%)
Investment Revenue	21,417		22,600	700	1.7%	0.0%	1.7%	0.2%	(20,717)	(96.7%)	700	0.0%	(21,900)	(96.9%)
Miscellaneous	4,538	2,675	5,703	1,226	0.4%	0.6%	0.4%	0.3%	(3,312)	(73.0%)	(1,449)	(54.2%)	(4,477)	(78.5%)
Total Other Revenue	1,038,064	1,002,173	1,058,564	1,018,396	84.2%	233.3%	81.5%	230.7%	(19,668)	(1.9%)	16,223	1.6%	(40,168)	(3.8%)
Gross Margin	1,233,293	429,608	1,299,473	441,485	100.0%	100.0%	100.0%	100.0%	(791,808)	(64.2%)	11,877	2.8%	(857,988)	(66.0%)
EXPENSES														
Support Services														
Salaries, Wages, Fring	353,119	345,536	385,905	356,968	28.6%	80.4%	29.7%	80.9%	3,849	1.1%	11,432	3.3%	(28,937)	(7.5%)
Supplies & Services	100,613	115,440	141,490	96,550	8.2%	26.9%	10.9%	21.9%	(4,063)	(4.0%)	(18,890)	(16.4%)	(44,940)	(31.8%)
Depreciation - Equipme	1,817	3,346	3,346	3,119	0.1%	0.8%	0.3%	0.7%	1,302	71.7%	(227)	(6.8%)	(227)	(6.8%)
Total Support Service	455,549	464,322	530,741	456,637	36.9%	108.1%	40.8%	103.4%	1,088	0.2%	(7,685)	(1.7%)	(74,104)	(14.0%)
Facilities														
Salaries, Wages, Fring	446,269	462,182	518,940	440,812	36.2%	107.6%	39.9%	99.8%	(5,457)	(1.2%)	(21,370)	(4.6%)	(78,128)	(15.1%)
Supplies & Services	123,445	88,165	111,049	72,838	10.0%	20.5%	8.5%	16.5%	(50,607)	(41.0%)	(15,327)	(17.4%)	(38,211)	(34.4%)
Depreciation - Equipme	31,623	28,368	28,368	28,923	2.6%	6.6%	2.2%	6.6%	(2,700)	(8.5%)	555	2.0%	555	2.0%
Total Facilities Expen:	601,337	578,715	658,357	542,573	48.8%	134.7%	50.7%	122.9%	(58,764)	(9.8%)	(36,142)	(6.2%)	(115,784)	(17.6%)

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For the Month
As of December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR CS %	REV/BGT CS %	ORIG/BGT CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	REVISED BUDGET VAR	REVISED BUDGET %	ORIG BUDGET VARIANCE	ORIG BUDGET %
Programs & Leadership														
Salaries, Wages, Fring	\$95,702	\$100,705	\$115,526	\$92,410	7.8%	23.4%	8.9%	20.9%	(\$3,292)	(3.4%)	(\$8,295)	(8.2%)	(\$23,116)	(20.0%)
Supplies & Services	54,118	46,903	70,101	6,715	4.4%	10.9%	5.4%	1.5%	(47,403)	(87.6%)	(40,188)	(85.7%)	(63,386)	(90.4%)
Depreciation - Equipme	1,077	1,077	1,077	1,077	0.1%	0.3%	0.1%	0.2%		0.0%		0.0%		0.0%
Total Program Expen:	150,897	148,685	186,704	100,202	12.2%	34.6%	14.4%	22.7%	(50,695)	(33.6%)	(48,483)	(32.6%)	(86,502)	(46.3%)
Depreciation & Major Repairs/Maintenance														
Major Rprs/Mnt - Bldg	38,268		30,833		3.1%	0.0%	2.4%	0.0%	(38,268)	(100.0%)		0.0%	(30,833)	(100.0%)
Depreciation - Equip	1,886	4,479	4,479	3,210	0.2%	1.0%	0.3%	0.7%	1,324	70.2%	(1,269)	(28.3%)	(1,269)	(28.3%)
Total Depr & Major R	40,154	4,479	35,312	3,210	3.3%	1.0%	2.7%	0.7%	(36,944)	(92.0%)	(1,269)	(28.3%)	(32,102)	(90.9%)
Utilities, Taxes & Insurance														
Unemployment Compensation		583	583		0.0%	0.1%	0.0%	0.0%		0.0%	(583)	(100.0%)	(583)	(100.0%)
Worker's Compensatio	13,731	12,932	12,932	12,932	1.1%	3.0%	1.0%	2.9%	(799)	(5.8%)		0.0%		0.0%
Telephone	9,293	8,390	8,390	8,390	0.8%	2.0%	0.6%	1.9%	(903)	(9.7%)		0.0%		0.0%
Insurance - Property	30,452	28,797	28,797	28,797	2.5%	6.7%	2.2%	6.5%	(1,655)	(5.4%)		0.0%		0.0%
Heating/Cooling	9,190	8,493	8,493	8,493	0.7%	2.0%	0.7%	1.9%	(697)	(7.6%)		0.0%		0.0%
Electricity	15,591	16,197	16,197	16,197	1.3%	3.8%	1.2%	3.7%	606	3.9%		0.0%		0.0%
Water & Sewer	1,424	1,576	1,576	870	0.1%	0.4%	0.1%	0.2%	(554)	(38.9%)	(706)	(44.8%)	(706)	(44.8%)
Trash Removal	14,164	7,705	7,705	3,076	1.1%	1.8%	0.6%	0.7%	(11,088)	(78.3%)	(4,629)	(60.1%)	(4,629)	(60.1%)
Total Utilities, Taxes &	93,845	84,673	84,673	78,755	7.6%	19.7%	6.5%	17.8%	(15,090)	(16.1%)	(5,918)	(7.0%)	(5,918)	(7.0%)
State/UW Assessments														
Utility Assessments	18,385	18,790	18,790	18,790	1.5%	4.4%	1.4%	4.3%	405	2.2%		0.0%		0.0%
UW Assessments	181,170	137,588	177,423	130,787	14.7%	32.0%	13.7%	29.6%	(50,383)	(27.8%)	(6,801)	(4.9%)	(46,636)	(26.3%)
Total State/UW Asses	199,555	156,378	196,213	149,577	16.2%	36.4%	15.1%	33.9%	(49,978)	(25.0%)	(6,801)	(4.3%)	(46,636)	(23.8%)
Other Expenses														
Debt Service	84,018	83,642	83,642	83,641	6.8%	19.5%	6.4%	18.9%	(377)	(0.4%)	(1)	(0.0%)	(1)	(0.0%)
Misc - SWF, S&S	54,642	(20,705)	36,790	(125,155)	4.4%	(4.8%)	2.8%	(28.3%)	(179,797)	(329.0%)	(104,450)	504.5%	(161,945)	(440.2%)
Reimbursements	8,348	10,000	10,000	5,773	0.7%	2.3%	0.8%	1.3%	(2,575)	(30.8%)	(4,227)	(42.3%)	(4,227)	(42.3%)
Total Other Expenses	147,008	72,937	130,432	(35,741)	11.9%	17.0%	10.0%	(8.1%)	(182,749)	(124.3%)	(108,678)	(149.0%)	(166,173)	(127.4%)
Total Expenses	1,688,345	1,510,189	1,822,432	1,295,213	136.9%	351.5%	140.2%	293.4%	(393,132)	(23.3%)	(214,976)	(14.2%)	(527,219)	(28.9%)
Net Income/(Loss)	(455,052)	(1,080,581)	(522,959)	(853,728)	(36.9%)	(251.5%)	(40.2%)	(193.4%)	(398,676)	87.6%	226,853	(21.0%)	(330,769)	63.2%

Wisconsin Union
Income Statement - Performance Margin
Year to Date
As of December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR CS %	REV/BGT CS %	ORIG/BGT CS %	CURRENT CS %	PRIOR YEAR VARIANCE	PRIOR YEAR %	REVISED BUDGET VAR	REVISED BUDGET %	ORIG BUDGET VARIANCE	ORIG BUDGET %
REVENUE														
Performance Margins														
MU Retail Group	\$1,927,525	(\$533,026)	\$1,897,810	(\$557,985)	16.4%	(18.1%)	15.8%	(20.7%)	(\$2,485,510)	(128.9%)	(\$24,959)	4.7%	(\$2,455,795)	(129.4%)
US Retail Group	578,008	(612,624)	592,218	(820,744)	4.9%	(20.8%)	4.9%	(30.5%)	(1,398,752)	(242.0%)	(208,120)	34.0%	(1,412,962)	(238.6%)
Academic Retail Group	248,429	(609,650)	362,252	(829,004)	2.1%	(20.7%)	3.0%	(30.8%)	(1,077,433)	(433.7%)	(219,354)	36.0%	(1,191,256)	(328.8%)
WU Catering	771,645	(843,067)	733,296	(706,267)	6.6%	(28.6%)	6.1%	(26.3%)	(1,477,912)	(191.5%)	136,800	(16.2%)	(1,439,563)	(196.3%)
Conf Center Catering	19,706	(90,589)	(8,218)	65	0.2%	(3.1%)	(0.1%)	0.0%	(19,641)	(99.7%)	90,654	(100.1%)	8,283	(100.8%)
Retail Programs	492,487	(344,642)	823,058	(313,618)	4.2%	(11.7%)	6.9%	(11.7%)	(806,105)	(163.7%)	31,024	(9.0%)	(1,136,676)	(138.1%)
	(8,740)	(488,586)	(200,774)	(569,105)	(0.1%)	(16.6%)	(1.7%)	(21.2%)	(560,365)	6,411.5%	(80,519)	16.5%	(368,331)	183.5%
Total Perf Margin	4,029,060	(3,522,184)	4,199,642	(3,796,658)	34.4%	(119.6%)	35.0%	(141.2%)	(7,825,718)	(194.2%)	(274,474)	7.8%	(7,996,300)	(190.4%)
Indirect Operating Revenue														
Commissions	241,070		182,678	31,200	2.1%	0.0%	1.5%	1.2%	(209,870)	(87.1%)	31,200	0.0%	(151,478)	(82.9%)
Rentals	397,016	11,696	425,332	18,248	3.4%	0.4%	3.5%	0.7%	(378,768)	(95.4%)	6,552	56.0%	(407,084)	(95.7%)
Service Revenue	782,999	374,623	738,394	299,381	6.7%	12.7%	6.2%	11.1%	(483,618)	(61.8%)	(75,242)	(20.1%)	(439,013)	(59.5%)
Reimbursements	59,737	60,000	60,000	34,820	0.5%	2.0%	0.5%	1.3%	(24,917)	(41.7%)	(25,180)	(42.0%)	(25,180)	(42.0%)
Total Indirect Revenue	1,480,822	446,319	1,406,404	383,649	12.6%	15.2%	11.7%	14.3%	(1,097,173)	(74.1%)	(62,670)	(14.0%)	(1,022,755)	(72.7%)
Net Operating Margin	5,509,882	(3,075,865)	5,606,046	(3,413,009)	47.0%	(104.4%)	46.7%	(126.9%)	(8,922,891)	(161.9%)	(337,144)	11.0%	(9,019,055)	(160.9%)
Other Revenue														
Student Segregated Fe	5,767,404	5,962,914	5,962,914	5,962,914	49.2%	202.4%	49.7%	221.7%	195,510	3.4%		0.0%		0.0%
Campus Vending	234,401	25,000	195,250	62,460	2.0%	0.8%	1.6%	2.3%	(171,941)	(73.4%)	37,460	149.8%	(132,790)	(68.0%)
Membership	32,356	17,489	42,255	21,645	0.3%	0.6%	0.4%	0.8%	(10,711)	(33.1%)	4,156	23.8%	(20,610)	(48.8%)
Investment Revenue	145,608		151,700	5,391	1.2%	0.0%	1.3%	0.2%	(140,217)	(96.3%)	5,391	0.0%	(146,309)	(96.4%)
Miscellaneous	38,852	16,050	34,218	50,005	0.3%	0.5%	0.3%	1.9%	11,153	28.7%	33,955	211.6%	15,787	46.1%
Total Other Revenue	6,218,621	6,021,453	6,386,337	6,102,415	53.0%	204.4%	53.3%	226.9%	(116,206)	(1.9%)	80,962	1.3%	(283,922)	(4.4%)
Gross Margin	11,728,503	2,945,588	11,992,383	2,689,406	100.0%	100.0%	100.0%	100.0%	(9,039,097)	(77.1%)	(256,182)	(8.7%)	(9,302,977)	(77.6%)
EXPENSES														
Support Services														
Salaries, Wages, Fring	2,089,778	2,092,342	2,348,475	2,071,586	17.8%	71.0%	19.6%	77.0%	(18,192)	(0.9%)	(20,756)	(1.0%)	(276,889)	(11.8%)
Supplies & Services	565,771	696,073	896,625	619,236	4.8%	23.6%	7.5%	23.0%	53,465	9.4%	(76,837)	(11.0%)	(277,389)	(30.9%)
Depreciation - Equipme	15,629	20,547	20,547	19,185	0.1%	0.7%	0.2%	0.7%	3,556	22.8%	(1,362)	(6.6%)	(1,362)	(6.6%)
Total Support Service	2,671,178	2,808,962	3,265,647	2,710,007	22.8%	95.4%	27.2%	100.8%	38,829	1.5%	(98,955)	(3.5%)	(555,640)	(17.0%)
Facilities														
Salaries, Wages, Fring	3,051,646	2,934,504	3,406,786	2,630,187	26.0%	99.6%	28.4%	97.8%	(421,459)	(13.8%)	(304,317)	(10.4%)	(776,599)	(22.8%)
Supplies & Services	878,153	686,988	846,338	725,352	7.5%	23.3%	7.1%	27.0%	(152,801)	(17.4%)	38,364	5.6%	(120,986)	(14.3%)
Depreciation - Equipme	197,814	170,520	170,520	173,851	1.7%	5.8%	1.4%	6.5%	(23,963)	(12.1%)	3,331	2.0%	3,331	2.0%
Total Facilities Expen:	4,127,613	3,792,012	4,423,644	3,529,390	35.2%	128.7%	36.9%	131.2%	(598,223)	(14.5%)	(262,622)	(6.9%)	(894,254)	(20.2%)

Wisconsin Union
Income Statement - Performance Margin
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Programs & Leadership														
Salaries, Wages, Fring	\$665,546	\$617,440	\$743,350	\$555,922	5.7%	21.0%	6.2%	20.7%	(\$109,624)	(16.5%)	(\$61,518)	(10.0%)	(\$187,428)	(25.2%)
Supplies & Services	375,306	267,264	395,059	111,606	3.2%	9.1%	3.3%	4.1%	(263,700)	(70.3%)	(155,658)	(58.2%)	(283,453)	(71.7%)
Depreciation - Equipme	7,088	6,463	6,463	6,463	0.1%	0.2%	0.1%	0.2%	(625)	(8.8%)		0.0%		0.0%
Total Program Expen:	1,047,940	891,167	1,144,872	673,991	8.9%	30.3%	9.5%	25.1%	(373,949)	(35.7%)	(217,176)	(24.4%)	(470,881)	(41.1%)
Depreciation & Major Repairs/Maintenance														
Major Rprs/Mnt - Bldg	135,402		185,000	14,180	1.2%	0.0%	1.5%	0.5%	(121,222)	(89.5%)	14,180	0.0%	(170,820)	(92.3%)
Depreciation - Equip	11,317	26,874	26,874	22,253	0.1%	0.9%	0.2%	0.8%	10,936	96.6%	(4,621)	(17.2%)	(4,621)	(17.2%)
Total Depr & Major Rr	146,719	26,874	211,874	36,433	1.3%	0.9%	1.8%	1.4%	(110,286)	(75.2%)	9,559	35.6%	(175,441)	(82.8%)
Utilities, Taxes & Insurance														
Unemployment Compe	320	3,500	3,500	148,149	0.0%	0.1%	0.0%	5.5%	147,829	46,196.6%	144,649	4,132.8%	144,649	4,132.8%
Worker's Compensatio	64,016	77,594	77,594	77,592	0.5%	2.6%	0.6%	2.9%	13,576	21.2%	(2)	(0.0%)	(2)	(0.0%)
Telephone	55,758	50,340	50,340	50,340	0.5%	1.7%	0.4%	1.9%	(5,418)	(9.7%)		0.0%		0.0%
Insurance - Property	156,082	172,785	172,785	172,782	1.3%	5.9%	1.4%	6.4%	16,700	10.7%	(3)	(0.0%)	(3)	(0.0%)
Heating/Cooling	44,286	50,955	50,955	43,687	0.4%	1.7%	0.4%	1.6%	(599)	(1.4%)	(7,268)	(14.3%)	(7,268)	(14.3%)
Electricity	96,076	97,183	97,183	80,111	0.8%	3.3%	0.8%	3.0%	(15,965)	(16.6%)	(17,072)	(17.6%)	(17,072)	(17.6%)
Water & Sewer	8,713	9,456	9,456	5,566	0.1%	0.3%	0.1%	0.2%	(3,147)	(36.1%)	(3,890)	(41.1%)	(3,890)	(41.1%)
Trash Removal	66,596	46,227	46,227	19,618	0.6%	1.6%	0.4%	0.7%	(46,978)	(70.5%)	(26,609)	(57.6%)	(26,609)	(57.6%)
Total Utilities, Taxes &	491,847	508,040	508,040	597,845	4.2%	17.2%	4.2%	22.2%	105,998	21.6%	89,805	17.7%	89,805	17.7%
State/UW Assessments														
Utility Assessments	110,310	112,742	112,742	112,740	0.9%	3.8%	0.9%	4.2%	2,430	2.2%	(2)	(0.0%)	(2)	(0.0%)
UW Assessments	1,285,363	827,841	1,230,040	784,723	11.0%	28.1%	10.3%	29.2%	(500,640)	(38.9%)	(43,118)	(5.2%)	(445,317)	(36.2%)
Total State/UW Asses	1,395,673	940,583	1,342,782	897,463	11.9%	31.9%	11.2%	33.4%	(498,210)	(35.7%)	(43,120)	(4.6%)	(445,319)	(33.2%)
Other Expenses														
Debt Service	511,689	501,851	501,851	501,846	4.4%	17.0%	4.2%	18.7%	(9,843)	(1.9%)	(5)	(0.0%)	(5)	(0.0%)
Misc - SWF, S&S	215,247	(96,903)	231,604	6,548	1.8%	(3.3%)	1.9%	0.2%	(208,699)	(97.0%)	103,451	(106.8%)	(225,056)	(97.2%)
Reimbursements	59,737	60,000	60,000	34,820	0.5%	2.0%	0.5%	1.3%	(24,917)	(41.7%)	(25,180)	(42.0%)	(25,180)	(42.0%)
Total Other Expenses	786,673	464,948	793,455	543,214	6.7%	15.8%	6.6%	20.2%	(243,459)	(30.9%)	78,266	16.8%	(250,241)	(31.5%)
Total Expenses	10,667,643	9,432,586	11,690,314	8,988,343	91.0%	320.2%	97.5%	334.2%	(1,679,300)	(15.7%)	(444,243)	(4.7%)	(2,701,971)	(23.1%)
Net Income/(Loss)	1,060,860	(6,486,998)	302,069	(6,298,937)	9.0%	(220.2%)	2.5%	(234.2%)	(7,359,797)	(693.8%)	188,061	(2.9%)	(6,601,006)	(2,185.3%)

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DINING SERVICES										
MEMORIAL UNION RETAIL GROUP										
Lakefront Restaurants	\$148,550 (134,158)	\$18,969 (67,348)	\$189,691 (178,764)	\$28,831 (68,724)	(\$119,719) 65,434	\$9,862 (1,376)	(\$160,860) 110,040	(80.6%) (48.8%)	52.0% 2.0%	(84.8%) (61.6%)
Lakefront Restaurants	14,392	(48,379)	10,927	(39,893)	(54,285)	8,486	(50,820)	(377.2%)	(17.5%)	(465.1%)
Rathskeller - Revenue	188,439	45,760	201,796	35,179	(153,260)	(10,581)	(166,617)	(81.3%)	(23.1%)	(82.6%)
- Expense	(175,112)	(91,956)	(224,617)	(98,047)	77,065	(6,091)	126,570	(44.0%)	6.6%	(56.3%)
Rathskeller - Perf Marg	13,327	(46,196)	(22,821)	(62,868)	(76,195)	(16,672)	(40,047)	(571.7%)	36.1%	175.5%
MU Daily Scoop - Rev	15,097	1,597	15,968	482	(14,615)	(1,115)	(15,486)	(96.8%)	(69.8%)	(97.0%)
- Ex	(23,196)	(18,227)	(30,466)	(16,215)	6,981	2,012	14,251	(30.1%)	(11.0%)	(46.8%)
MU Daily Scoop - Perf	(8,099)	(16,630)	(14,498)	(15,733)	(7,634)	897	(1,235)	94.3%	(5.4%)	8.5%
Peet's Coffee - Revenue	62,961	8,297	66,378	10,181	(52,780)	1,884	(56,197)	(83.8%)	22.7%	(84.7%)
- Expense	(44,045)	(17,915)	(53,739)	(38,216)	5,829	(20,301)	15,523	(13.2%)	113.3%	(28.9%)
Peet's Coffee - Perf M	18,916	(9,618)	12,639	(28,035)	(46,951)	(18,417)	(40,674)	(248.2%)	191.5%	(321.8%)
MU Badger Market - R	88,176	7,409	92,619	9,988	(78,188)	2,579	(82,631)	(88.7%)	34.8%	(89.2%)
-	(68,318)	(19,967)	(76,618)	(29,181)	39,137	(9,214)	47,437	(57.3%)	46.1%	(61.9%)
MU Badger Market - P	19,858	(12,558)	16,001	(19,193)	(39,051)	(6,635)	(35,194)	(196.7%)	52.8%	(219.9%)
MU Retail Group - Total	503,223	82,032	566,452	84,661	(418,562)	2,629	(481,791)	(83.2%)	3.2%	(85.1%)
- Tot	(444,829)	(215,413)	(564,204)	(250,383)	194,446	(34,970)	313,821	(43.7%)	16.2%	(55.6%)
MU Retail Group - Perf	58,394	(133,381)	2,248	(165,722)	(224,116)	(32,341)	(167,970)	(383.8%)	24.2%	(7,472.0%)
UNION SOUTH RETAIL GROUP										
US Kiosks - Revenue	116,723	9,402	180,009	11,349	(105,374)	1,947	(168,660)	(90.3%)	20.7%	(93.7%)
- Expense	(106,796)	(40,219)	(150,423)	(71,802)	34,994	(31,583)	78,621	(32.8%)	78.5%	(52.3%)
US Kiosks - Perf Marg	9,927	(30,817)	29,586	(60,453)	(70,380)	(29,636)	(90,039)	(709.0%)	96.2%	(304.3%)
Sett Pub - Revenue	82,101	9,117	91,171	6,079	(76,022)	(3,038)	(85,092)	(92.6%)	(33.3%)	(93.3%)
- Expense	(84,852)	(42,195)	(111,857)	(42,285)	42,567	(90)	69,572	(50.2%)	0.2%	(62.2%)
Sett Pub - Perf Margin	(2,751)	(33,078)	(20,686)	(36,206)	(33,455)	(3,128)	(15,520)	1,216.1%	9.5%	75.0%
Sett Recreation - Revenue	19,115	505	25,526	364	(18,751)	(141)	(25,162)	(98.1%)	(27.9%)	(98.6%)
- Exp	(17,912)	(10,044)	(21,608)	(10,788)	7,124	(744)	10,820	(39.8%)	7.4%	(50.1%)
Sett Recreation - Perf	1,203	(9,539)	3,918	(10,424)	(11,627)	(885)	(14,342)	(966.5%)	9.3%	(366.1%)
Prairie Fire - Revenue	49,164	5,478	54,778	5,166	(43,998)	(312)	(49,612)	(89.5%)	(5.7%)	(90.6%)
- Expense	(34,630)	(16,743)	(45,060)	(21,218)	13,412	(4,475)	23,842	(38.7%)	26.7%	(52.9%)
Prairie Fire - Perf Marg	14,534	(11,265)	9,718	(16,052)	(30,586)	(4,787)	(25,770)	(210.4%)	42.5%	(265.2%)
US Daily Scoop - Revenue	5,512	128	6,404		(5,512)	(128)	(6,404)	(100.0%)	(100.0%)	(100.0%)
- Ex	(7,247)	(1,602)	(9,349)	(1,894)	5,353	(292)	7,455	(73.9%)	18.2%	(79.7%)
US Daily Scoop - Perf	(1,735)	(1,474)	(2,945)	(1,894)	(159)	(420)	1,051	9.2%	28.5%	(35.7%)
US Badger Market - R	78,578	4,249	84,989	4,221	(74,357)	(28)	(80,768)	(94.6%)	(0.7%)	(95.0%)
-	(75,842)	(22,309)	(75,570)	(33,852)	41,990	(11,543)	41,718	(55.4%)	51.7%	(55.2%)
US Badger Market - P	2,736	(18,060)	9,419	(29,631)	(32,367)	(11,571)	(39,050)	(1,183.0%)	64.1%	(414.6%)
US Retail Group - Total	351,193	28,879	442,877	27,179	(324,014)	(1,700)	(415,698)	(92.3%)	(5.9%)	(93.9%)
- Tot	(327,279)	(133,112)	(413,867)	(181,839)	145,440	(48,727)	232,028	(44.4%)	36.6%	(56.1%)
US Retail Group - Perf I	23,914	(104,233)	29,010	(154,660)	(178,574)	(50,427)	(183,670)	(746.7%)	48.4%	(633.1%)
ACADEMIC RETAIL GROUP										
Capital Cafe - Revenue	60,881	5,012	55,692	4,627	(56,254)	(385)	(51,065)	(92.4%)	(7.7%)	(91.7%)
- Expense	(47,667)	(21,454)	(53,887)	(23,710)	23,957	(2,256)	30,177	(50.3%)	10.5%	(56.0%)
Capital Cafe - Perf Ma	13,214	(16,442)	1,805	(19,083)	(32,297)	(2,641)	(20,888)	(244.4%)	16.1%	(1,157.2%)

"()" = Expense/Loss

Wisconsin Union
LEADERSHIP TEAM SUMMARY REPORT
For the Month Ending December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
Saffron Mediterranean	\$11,151 (16,240)	\$874 (7,147)	\$12,482 (16,023)	(7,695)	(\$11,151) 8,545	(\$874) (548)	(\$12,482) 8,328	(100.0%) (52.6%)	(100.0%) 7.7%	(100.0%) (52.0%)
Saffron Mediterranean	(5,089)	(6,273)	(3,541)	(7,695)	(2,606)	(1,422)	(4,154)	51.2%	22.7%	117.3%
Highland Grounds - Re - E	3,722 (4,796)	2,947 (2,440)	2,947 (5,573)	(4,822)	(3,722) (26)	(2,382)	(2,947) 751	(100.0%) 0.5%	(100.0%) 97.6%	(100.0%) (13.5%)
Highland Grounds - Pe	(1,074)	(2,440)	(2,626)	(4,822)	(3,748)	(2,382)	(2,196)	349.0%	97.6%	83.6%
Chazen Cafe - Revent - Exper	15,330 (23,907)	2,210 (8,574)	18,417 (21,144)	874 (11,350)	(14,456) 12,557	(1,336) (2,776)	(17,543) 9,794	(94.3%) (52.5%)	(60.5%) 32.4%	(95.3%) (46.3%)
Chazen Cafe - Perf M	(8,577)	(6,364)	(2,727)	(10,476)	(1,899)	(4,112)	(7,749)	22.1%	64.6%	284.2%
Med Sci Badger Marke	29,817 (30,908)	3,277 (11,600)	32,768 (33,573)	(15,529)	(29,817) 15,379	(3,277) (3,929)	(32,768) 18,044	(100.0%) (49.8%)	(100.0%) 33.9%	(100.0%) (53.7%)
Med Sci Badger Marke	(1,091)	(8,323)	(805)	(15,529)	(14,438)	(7,206)	(14,724)	1,323.4%	86.6%	1,829.1%
Crossroads Cafe - Rev - E	18,845 (19,573)	2,385 (8,987)	19,876 (19,832)	(9,555)	(18,845) 10,018	(2,385) (568)	(19,876) 10,277	(100.0%) (51.2%)	(100.0%) 6.3%	(100.0%) (51.8%)
Crossroads Cafe - Per	(728)	(6,602)	44	(9,555)	(8,827)	(2,953)	(9,599)	1,212.5%	44.7%	#####
Ingraham Badger Marl	70,817 (63,714)	4,546 (23,266)	75,770 (66,871)	(20,513)	(70,817) 43,201	(4,546) 2,753	(75,770) 46,358	(100.0%) (67.8%)	(100.0%) (11.8%)	(100.0%) (69.3%)
Ingraham Badger Marl	7,103	(18,720)	8,899	(20,513)	(27,616)	(1,793)	(29,412)	(388.8%)	9.6%	(330.5%)
Bio Chem Badger Mar	16,466 (16,216)	1,800 (7,319)	18,001 (18,973)	2,268 (10,181)	(14,198) 6,035	468 (2,862)	(15,733) 8,792	(86.2%) (37.2%)	26.0% 39.1%	(87.4%) (46.3%)
Bio Chem Badger Mar	250	(5,519)	(972)	(7,913)	(8,163)	(2,394)	(6,941)	(3,265.2%)	43.4%	714.1%
Feed Bag Cafe - Reve - Exp	8,442 (8,621)	2,005 (5,052)	10,027 (11,707)	2,797 (8,893)	(5,645) (272)	792 (3,841)	(7,230) 2,814	(66.9%) 3.2%	39.5% 76.0%	(72.1%) (24.0%)
Feed Bag Cafe - Perf I	(179)	(3,047)	(1,680)	(6,096)	(5,917)	(3,049)	(4,416)	3,305.6%	100.1%	262.9%
Terrace Online Store -	13,923 (13,633)	18,006 (13,605)	17,149 (13,086)	17,673 (16,316)	3,750 (2,683)	(333) (2,711)	524 (3,230)	26.9% 19.7%	(1.8%) 19.9%	3.1% 24.7%
Terrace Online Store -	290	4,401	4,063	1,357	1,067	(3,044)	(2,706)	367.9%	(69.2%)	(66.6%)
Open Book Cafe - Rev - E	78,690 (59,425)		93,610 (60,316)	(9,104)	(78,690) 50,321		(93,610) 51,212	(100.0%) (84.7%)		(100.0%) (84.9%)
Open Book Cafe - Per	19,265	(12,026)	33,294	(9,104)	(28,369)	2,922	(42,398)	(147.3%)	(24.3%)	(127.3%)
SOHE Badger Market	13,060 (18,922)	881 (5,842)	13,143 (15,131)	(6,812)	(13,060) 12,110	(881) (970)	(13,143) 8,319	(100.0%) (64.0%)	(100.0%) 16.6%	(100.0%) (55.0%)
SOHE Badger Market	(5,862)	(4,961)	(1,988)	(6,812)	(950)	(1,851)	(4,824)	16.2%	37.3%	242.7%
Daily Dose Badger Ma	14,991 (13,922)	2,127 (7,544)	16,363 (17,821)	1,698 (6,418)	(13,293) 7,504	(429) 1,126	(14,665) 11,403	(88.7%) (53.9%)	(20.2%) (14.9%)	(89.6%) (64.0%)
Daily Dose Badger Ma	1,069	(5,417)	(1,458)	(4,720)	(5,789)	697	(3,262)	(541.5%)	(12.9%)	223.7%
Engineering Badger M	21,203 (21,950)	3,647 (10,726)	24,310 (24,183)	1,072 (12,793)	(20,131) 9,157	(2,575) (2,067)	(23,238) 11,390	(94.9%) (41.7%)	(70.6%) 19.3%	(95.6%) (47.1%)
Engineering Badger M	(747)	(7,079)	127	(11,721)	(10,974)	(4,642)	(11,848)	1,469.1%	65.6%	(9,329.1%)
Microcosm Cafe - Rev - E	19,807 (19,374)	884 (8,922)	21,569 (25,050)	(5,889)	(19,807) 13,485	(884) 3,033	(21,569) 19,161	(100.0%) (69.6%)	(100.0%) (34.0%)	(100.0%) (76.5%)
Microcosm Cafe - Perf	433	(8,038)	(3,481)	(5,889)	(6,322)	2,149	(2,408)	(1,460.0%)	(26.7%)	69.2%
Nursing Sch Badger M	15,792 (17,814)	674 (9,442)	16,434 (20,138)	(5,386)	(15,792) 12,428	(674) 4,056	(16,434) 14,752	(100.0%) (69.8%)	(100.0%) (43.0%)	(100.0%) (73.3%)
Nursing Sch Badger M	(2,022)	(8,768)	(3,704)	(5,386)	(3,364)	3,382	(1,682)	166.4%	(38.6%)	45.4%
Academic Retail Group	412,937 (396,682)	48,328 (163,946)	448,558 (423,308)	31,009 (174,966)	(381,928) 221,716	(17,319) (11,020)	(417,549) 248,342	(92.5%) (55.9%)	(35.8%) 6.7%	(93.1%) (58.7%)
Academic Retail Group	16,255	(115,618)	25,250	(143,957)	(160,212)	(28,339)	(169,207)	(985.6%)	24.5%	(670.1%)

"()" = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
CATERING DIVISION										
MU Catering - Revenue	\$160,220	\$6,400	\$160,000	\$31,725	(\$128,495)	\$25,325	(\$128,275)	(80.2%)	395.7%	(80.2%)
- Expense	(166,666)	(71,485)	(169,471)	(48,611)	118,055	22,874	120,860	(70.8%)	(32.0%)	(71.3%)
MU Catering - Perf Margin	(6,446)	(65,085)	(9,471)	(16,886)	(10,440)	48,199	(7,415)	162.0%	(74.1%)	78.3%
Grainger Catering - Revenue	43,017	13,750	55,000		(43,017)	(13,750)	(55,000)	(100.0%)	(100.0%)	(100.0%)
- Expense	(44,374)	(32,011)	(57,474)	(21,829)	22,545	10,182	35,645	(50.8%)	(31.8%)	(62.0%)
Grainger Catering - Perf Margin	(1,357)	(18,261)	(2,474)	(21,829)	(20,472)	(3,568)	(19,355)	1,508.6%	19.5%	782.3%
US Catering - Revenue	22,954	605	60,500	2,008	(20,946)	1,403	(58,492)	(91.3%)	231.9%	(96.7%)
- Expense	(77,362)	(63,621)	(104,788)	(52,433)	24,929	11,188	52,355	(32.2%)	(17.6%)	(50.0%)
US Catering - Perf Margin	(54,408)	(63,016)	(44,288)	(50,425)	3,983	12,591	(6,137)	(7.3%)	(20.0%)	13.9%
Catering - Total Revenue	226,191	20,755	275,500	33,733	(192,458)	12,978	(241,767)	(85.1%)	62.5%	(87.8%)
- Total Expense	(288,402)	(167,117)	(331,733)	(122,873)	165,529	44,244	208,860	(57.4%)	(26.5%)	(63.0%)
Catering - Perf Margin	(62,211)	(146,362)	(56,233)	(89,140)	(26,929)	57,222	(32,907)	43.3%	(39.1%)	58.5%
CONFERENCE CENTERS										
Pyle - Revenue	12,057		23,820		(12,057)		(23,820)	(100.0%)		(100.0%)
- Expense	(10,576)	(11,493)	(21,139)		10,576	11,493	21,139	(100.0%)	(100.0%)	(100.0%)
Pyle - Perf Margin	1,481	(11,493)	2,681		(1,481)	11,493	(2,681)	(100.0%)	(100.0%)	(100.0%)
Lowell - Revenue	2,816		10,820		(2,816)		(10,820)	(100.0%)		(100.0%)
- Expense	(2,470)	(3,605)	(11,406)		2,470	3,605	11,406	(100.0%)	(100.0%)	(100.0%)
Lowell - Perf Margin	346	(3,605)	(586)		(346)	3,605	586	(100.0%)	(100.0%)	(100.0%)
Conf Ctrs - Total Revenue	14,873		34,640		(14,873)		(34,640)	(100.0%)		(100.0%)
- Total Expense	(13,046)	(15,098)	(32,545)		13,046	15,098	32,545	(100.0%)	(100.0%)	(100.0%)
Conf Ctrs - Perf Margin	1,827	(15,098)	2,095		(1,827)	15,098	(2,095)	(100.0%)	(100.0%)	(100.0%)
Food Director's Office	(28,588)	(20,315)	(20,315)	(18,804)	9,784	1,511	1,511	(34.2%)	(7.4%)	(7.4%)
DINING SERVICES PER	9,591	(535,007)	(17,945)	(572,283)	(581,874)	(37,276)	(554,338)	(6,066.9%)	7.0%	3,089.1%
SERVICE CENTERS										
Kitchen - Expense	(75,913)	(69,493)	(83,676)	(38,340)	37,573	31,153	45,336	(49.5%)	(44.8%)	(54.2%)
- Cost Allocated	75,913	67,569	83,676	38,340	(37,573)	(29,229)	(45,336)	(49.5%)	(43.3%)	(54.2%)
Kitchen - Net Expense		(1,924)				1,924			(100.0%)	
MU Dishroom - Expense	(12,175)	(11,911)	(19,578)	(8,119)	4,056	3,792	11,459	(33.3%)	(31.8%)	(58.5%)
- Cost Allocated	12,175	11,860	19,578	8,119	(4,056)	(3,741)	(11,459)	(33.3%)	(31.5%)	(58.5%)
MU Dishroom - Net Expense		(51)				51			(100.0%)	
Storeroom - Expense	(39,992)	(45,612)	(54,723)	(43,599)	(3,607)	2,013	11,124	9.0%	(4.4%)	(20.3%)
- Cost Allocated	39,992	43,410	54,723	43,599	3,607	189	(11,124)	9.0%	0.4%	(20.3%)
Storeroom - Net Expense		(2,202)				2,202			(100.0%)	
Grab & Go Sandwiches	(52,267)	(29,464)	(52,058)	(48,608)	3,659	(19,144)	3,450	(7.0%)	65.0%	(6.6%)
- Cost Allocated	52,267	29,661	52,058	48,608	(3,659)	18,947	(3,450)	(7.0%)	63.9%	(6.6%)
Grab & Go - Net Expense		197				(197)			(100.0%)	
Bake Shop - Expense	(18,545)	(14,031)	(19,897)	(15,817)	2,728	(1,786)	4,080	(14.7%)	12.7%	(20.5%)
- Cost Allocated	18,545	13,881	19,897	15,817	(2,728)	1,936	(4,080)	(14.7%)	13.9%	(20.5%)
Bake Shop - Net Expense		(150)				150			(100.0%)	
WI UNION HOTEL & GUESTROOMS										
US Hotel - Revenue	48,732	2,061	91,600		(48,732)	(2,061)	(91,600)	(100.0%)	(100.0%)	(100.0%)
- Expense	(126,514)	(106,014)	(129,007)	(76,811)	49,703	29,203	52,196	(39.3%)	(27.5%)	(40.5%)
US Hotel - Perf Margin	(77,782)	(103,953)	(37,407)	(76,811)	971	27,142	(39,404)	(1.2%)	(26.1%)	105.3%
MU Guest Rooms - Revenue	3,310	2,450	7,000		(3,310)	(2,450)	(7,000)	(100.0%)	(100.0%)	(100.0%)
- Expense	(5,747)	(5,286)	(6,199)	(2,344)	3,403	2,942	3,855	(59.2%)	(55.7%)	(62.2%)
MU Guest Rooms - Perf Margin	(2,437)	(2,836)	801	(2,344)	93	492	(3,145)	(3.8%)	(17.3%)	(392.6%)
TOTAL HOTEL & GUESTROOMS	(80,219)	(106,789)	(36,606)	(79,155)	1,064	27,634	(42,549)	(1.3%)	(25.9%)	116.2%

"(") = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
PROGRAMS & LEADERSHIP DEVELOPMENT										
Program Office	(\$61,669)	(\$68,125)	(\$79,022)	(\$55,555)	\$6,114	\$12,570	\$23,467	(9.9%)	(18.5%)	(29.7%)
Program Operations										
Outdoor UW - Revenu	5,234	166	4,874	1,678	(3,556)	1,512	(3,196)	(67.9%)	910.8%	(65.6%)
- Expens	(38,908)	(40,361)	(50,083)	(38,322)	586	2,039	11,761	(1.5%)	(5.1%)	(23.5%)
Outdoor UW - Perf Ma	(33,674)	(40,195)	(45,209)	(36,644)	(2,970)	3,551	8,565	8.8%	(8.8%)	(18.9%)
Theater Ops - Revenu	14,391	1,473	13,324	84	(14,307)	(1,389)	(13,240)	(99.4%)	(94.3%)	(99.4%)
- Expens	(111,669)	(69,038)	(82,482)	(67,661)	44,008	1,377	14,821	(39.4%)	(2.0%)	(18.0%)
Theater Ops - Perf Ma	(97,278)	(67,565)	(69,158)	(67,577)	29,701	(12)	1,581	(30.5%)	0.0%	(2.3%)
External Shows - Reven	33,096	6,146	30,597		(33,096)	(6,146)	(30,597)	(100.0%)	(100.0%)	(100.0%)
- Exp	(11,476)	(3,780)	(9,281)	(1,867)	9,609	1,913	7,414	(83.7%)	(50.6%)	(79.9%)
External Shows - Perf	21,620	2,366	21,316	(1,867)	(23,487)	(4,233)	(23,183)	(108.6%)	(178.9%)	(108.8%)
Program Ops - Total Re	52,721	7,785	48,795	1,762	(50,959)	(6,023)	(47,033)	(96.7%)	(77.4%)	(96.4%)
- Total E	(162,053)	(113,179)	(141,846)	(107,850)	54,203	5,329	33,996	(33.4%)	(4.7%)	(24.0%)
Program Ops - Perf Ma	(109,332)	(105,394)	(93,051)	(106,088)	3,244	(694)	(13,037)	(3.0%)	0.7%	14.0%
WUD Program										
General Admin	(5,506)	(6,673)	(6,673)	9,416	14,922	16,089	16,089	(271.0%)	(241.1%)	(241.1%)
Vice Presidents	(15,387)	(965)	(965)		15,387	965	965	(100.0%)	(100.0%)	(100.0%)
DLS	(10,526)	(12,392)	(16,684)	(5,600)	4,926	6,792	11,084	(46.8%)	(54.8%)	(66.4%)
Art	(1,223)	(1,081)	(1,813)	(1,362)	(139)	(281)	451	11.4%	26.0%	(24.9%)
Global Connections	(4,043)	(800)	(1,079)	(211)	3,832	589	868	(94.8%)	(73.6%)	(80.4%)
Publications	(3,731)	(2,750)	(2,750)	(1,518)	2,213	1,232	1,232	(59.3%)	(44.8%)	(44.8%)
Society and Politics	(10)	(384)	(529)	(10)		374	519		(97.4%)	(98.1%)
Cuisine	(1,644)	(893)	(893)	(150)	1,494	743	743	(90.9%)	(83.2%)	(83.2%)
Music	754	(6,015)	(13,398)	(4,089)	(4,843)	1,926	9,309	(642.3%)	(32.0%)	(69.5%)
Games				(287)	(287)	(287)	(287)			
Alt Breaks	(15)	(358)	(767)	(180)	(165)	178	587	1,100.0%	(49.7%)	(76.5%)
Film	(1,911)	(2,721)	(6,863)	(2,234)	(323)	487	4,629	16.9%	(17.9%)	(67.4%)
Theater Arts	(7,076)	(3,790)	(3,808)	(100)	6,976	3,690	3,708	(98.6%)	(97.4%)	(97.4%)
Hoofers Free		(1,377)	(1,377)			1,377	1,377		(100.0%)	(100.0%)
Total WUD Program	(50,318)	(40,199)	(57,599)	(6,325)	43,993	33,874	51,274	(87.4%)	(84.3%)	(89.0%)
WUD Fee Programs										
Alt Breaks	1,779				(1,779)			(100.0%)		
Wheelhouse - Revenu	2,648	1,161	3,720	1,125	(1,523)	(36)	(2,595)	(57.5%)	(3.1%)	(69.8%)
- Expens	(21,164)	(19,878)	(27,238)	(18,895)	2,269	983	8,343	(10.7%)	(4.9%)	(30.6%)
Wheelhouse - Perf Ma	(18,516)	(18,717)	(23,518)	(17,770)	746	947	5,748	(4.0%)	(5.1%)	(24.4%)
Internal Shows - Reven	19,919	23,605	41,489	14,654	(5,265)	(8,951)	(26,835)	(26.4%)	(37.9%)	(64.7%)
- Exp	(19,199)	(20,221)	(28,267)	(13,611)	5,588	6,610	14,656	(29.1%)	(32.7%)	(51.8%)
Internal Shows - Perf	720	3,384	13,222	1,043	323	(2,341)	(12,179)	44.9%	(69.2%)	(92.1%)
Total WUD Fee Program	(16,017)	(15,333)	(10,296)	(16,727)	(710)	(1,394)	(6,431)	4.4%	9.1%	62.5%
WUD All Programs - Pe	(66,335)	(55,532)	(67,895)	(23,052)	43,283	32,480	44,843	(65.2%)	(58.5%)	(66.0%)

"(") = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
HOOFERS										
Council - Revenue	\$1,244			\$49	(\$1,195)	\$49	\$49	(96.1%)		
- Expenses	(1,655)			(1,056)	599	(1,056)	(1,056)	(36.2%)		
Council - Perf Margin	(411)			(1,007)	(596)	(1,007)	(1,007)	145.0%		
Mountaineering - Revenue	784				(784)			(100.0%)		
- Expense	(121)				121			(100.0%)		
Mountaineering - Perf Margin	663				(663)			(100.0%)		
Outing - Revenue	140				(140)			(100.0%)		
- Expense	(538)				538			(100.0%)		
Outing - Perf Margin	(398)				398			(100.0%)		
Riding - Revenue	2,775			7,449	4,674	7,449	7,449	168.4%		
- Expense	600			(874)	(1,474)	(874)	(874)	(245.7%)		
Riding - Perf Margin	3,375			6,575	3,200	6,575	6,575	94.8%		
Scuba - Revenue	1,656				(1,656)			(100.0%)		
- Expense	(246)			(1)	245	(1)	(1)	(99.6%)		
Scuba - Perf Margin	1,410			(1)	(1,411)	(1)	(1)	(100.1%)		
Ski&Snow - Revenue	372,636			464	(372,172)	464	464	(99.9%)		
- Expense	(301,042)			(1,717)	299,325	(1,717)	(1,717)	(99.4%)		
Ski&Snow - Perf Margin	71,594			(1,253)	(72,847)	(1,253)	(1,253)	(101.8%)		
Sailing - Revenue	(2,241)			4,707	6,948	4,707	4,707	(310.0%)		
- Expense	(15,523)			(6,848)	8,675	(6,848)	(6,848)	(55.9%)		
Sailing - Perf Margin	(17,764)			(2,141)	15,623	(2,141)	(2,141)	(87.9%)		
Hooper Budget Adj to Campus		2,128	2,128			(2,128)	(2,128)		(100.0%)	(100.0%)
Hoofers - Total Revenue	376,994			12,669	(364,325)	12,669	12,669	(96.6%)		
- Total Expense	(318,525)	2,128	2,128	(10,496)	308,029	(12,624)	(12,624)	(96.7%)	(593.2%)	(593.2%)
Hoofers - Perf Margin	58,469	2,128	2,128	2,173	(56,296)	45	45	(96.3%)	2.1%	2.1%
PROG & LEAD DEV PEF	(178,867)	(226,923)	(237,840)	(182,522)	(3,655)	44,401	55,318	2.0%	(19.6%)	(23.3%)

"()" = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
FACILITIES										
Facility Support - Expe	(\$52,161)	(\$31,948)	(\$32,204)	(\$48,312)	\$3,849	(\$16,364)	(\$16,108)	(7.4%)	51.2%	50.0%
Facility Support - Net E	(52,161)	(31,948)	(32,204)	(48,312)	3,849	(16,364)	(16,108)	(7.4%)	51.2%	50.0%
Central Reserv - Expe	(52,990)	(54,595)	(68,097)	(50,188)	2,802	4,407	17,909	(5.3%)	(8.1%)	(26.3%)
- Indir	16,609	4,355	29,032		(16,609)	(4,355)	(29,032)	(100.0%)	(100.0%)	(100.0%)
Central Reserv - Net E	(36,381)	(50,240)	(39,065)	(50,188)	(13,807)	52	(11,123)	38.0%	(0.1%)	28.5%
Operational Services	(22,369)	(45,070)	(51,255)	(26,527)	(4,158)	18,543	24,728	18.6%	(41.1%)	(48.2%)
MU Building Services	(101,547)	(85,161)	(102,036)	(91,982)	9,565	(6,821)	10,054	(9.4%)	8.0%	(9.9%)
US Building Services	(91,011)	(73,171)	(82,862)	(73,673)	17,338	(502)	9,189	(19.1%)	0.7%	(11.1%)
MU Tech Maintenance	(105,859)	(100,698)	(102,732)	(83,122)	22,737	17,576	19,610	(21.5%)	(17.5%)	(19.1%)
US Tech Maintenance	(60,485)	(63,553)	(69,098)	(48,451)	12,034	15,102	20,647	(19.9%)	(23.8%)	(29.9%)
Audio Visual Services	(17,395)	(25,527)	9,500	(33,683)	(16,288)	(8,156)	(43,183)	93.6%	32.0%	(454.6%)
Production Services	(52,870)	(69,689)	(80,879)	(57,273)	(4,403)	12,416	23,606	8.3%	(17.8%)	(29.2%)
Conference Services	(4,036)	(18,213)	(15,867)	(25,898)	(21,862)	(7,685)	(10,031)	541.7%	42.2%	63.2%
TOTAL FACILITIES	(544,114)	(563,270)	(566,498)	(539,109)	5,005	24,161	27,389	(0.9%)	(4.3%)	(4.8%)
ADMINISTRATION										
Human Resources	(34,543)	(33,806)	(37,071)	(37,078)	(2,535)	(3,272)	(7)	7.3%	9.7%	0.0%
Accounting	(66,834)	(56,897)	(69,576)	(54,795)	12,039	2,102	14,781	(18.0%)	(3.7%)	(21.2%)
Information Systems	(13,103)	(46,870)	(53,425)	(39,605)	(26,502)	7,265	13,820	202.3%	(15.5%)	(25.9%)
Campus Card - Expen	(92,769)	(62,082)	(64,632)	(61,535)	31,234	547	3,097	(33.7%)	(0.9%)	(4.8%)
- Indire	55,696	49,642	58,083	36,968	(18,728)	(12,674)	(21,115)	(33.6%)	(25.5%)	(36.4%)
Campus Card - Net Ex	(37,073)	(12,440)	(6,549)	(24,567)	12,506	(12,127)	(18,018)	(33.7%)	97.5%	275.1%
Staff Education	(13,938)	(14,077)	(15,105)	(15,630)	(1,692)	(1,553)	(525)	12.1%	11.0%	3.5%
Cash Management	(12,885)	(15,605)	(17,898)	(15,573)	(2,688)	32	2,325	20.9%	(0.2%)	(13.0%)
Copy Center	170	423	423	(1,801)	(1,971)	(2,224)	(2,224)	(1,159.4%)	(525.8%)	(525.8%)
TOTAL ADMINISTRATIO	(178,206)	(179,272)	(199,201)	(189,049)	(10,843)	(9,777)	10,152	6.1%	5.5%	(5.1%)
EXTERNAL RELATIONS										
Marketing	(94,418)	(91,825)	(118,657)	(94,467)	(49)	(2,642)	24,190	0.1%	2.9%	(20.4%)
Membership - Expen	(18,056)	(12,118)	(13,152)	(11,639)	6,417	479	1,513	(35.5%)	(4.0%)	(11.5%)
- Indirec	2,386	1,512	3,900	385	(2,001)	(1,127)	(3,515)	(83.9%)	(74.5%)	(90.1%)
Membership - Net Exp	(15,670)	(10,606)	(9,252)	(11,254)	4,416	(648)	(2,002)	(28.2%)	6.1%	21.6%
External Relations Offi	(9,232)	(8,897)	(8,897)	(9,618)	(386)	(721)	(721)	4.2%	8.1%	8.1%
Alumni Relations	(20,132)	(1,421)	(5,784)	(18,056)	2,076	(16,635)	(12,272)	(10.3%)	1,170.7%	212.2%
TOTAL EXTERNAL RELU	(139,452)	(112,749)	(142,590)	(133,395)	6,057	(20,646)	9,195	(4.3%)	18.3%	(6.4%)
MISCELLANEOUS										
Director's Office	(87,131)	(75,675)	(81,493)	(78,037)	9,094	(2,362)	3,456	(10.4%)	3.1%	(4.2%)
General Rev & Exp	743,347	718,030	758,182	919,822	176,475	201,792	161,640	23.7%	28.1%	21.3%
SWF Budgeted Turnover		27,083	27,083			(27,083)	(27,083)		(100.0%)	(100.0%)
NET INCOME/(LOSS)	(455,051)	(1,058,702)	(496,908)	(853,728)	(398,677)	204,974	(356,820)	87.6%	(19.4%)	71.8%

"()" = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
DINING SERVICES										
MEMORIAL UNION RETAIL GROUP										
Lakefront Restaurants	\$1,592,201 (1,382,344)	\$192,353 (493,794)	\$1,827,917 (1,591,637)	\$315,597 (535,587)	(\$1,276,604) 846,757	\$123,244 (41,793)	(\$1,512,320) 1,056,050	(80.2%) (61.3%)	64.1% 8.5%	(82.7%) (66.3%)
Lakefront Restaurants	209,857	(301,441)	236,280	(219,990)	(429,847)	81,451	(456,270)	(204.8%)	(27.0%)	(193.1%)
Rathskeller - Revenue	3,275,647	797,865	3,420,179	888,325	(2,387,322)	90,460	(2,531,854)	(72.9%)	11.3%	(74.0%)
- Expense	(2,217,707)	(825,492)	(2,439,730)	(1,070,709)	1,146,998	(245,217)	1,369,021	(51.7%)	29.7%	(56.1%)
Rathskeller - Perf Marg	1,057,940	(27,627)	980,449	(182,384)	(1,240,324)	(154,757)	(1,162,833)	(117.2%)	560.2%	(118.6%)
MU Daily Scoop - Revenue	604,434	63,152	634,834	51,964	(552,470)	(11,188)	(582,870)	(91.4%)	(17.7%)	(91.8%)
- Expense	(418,442)	(140,974)	(445,186)	(125,984)	292,458	14,990	319,202	(69.9%)	(10.6%)	(71.7%)
MU Daily Scoop - Perf	185,992	(77,822)	189,648	(74,020)	(260,012)	3,802	(263,668)	(139.8%)	(4.9%)	(139.0%)
Peet's Coffee - Revenue	506,369	66,103	528,824	76,202	(430,167)	10,099	(452,622)	(85.0%)	15.3%	(85.6%)
- Expense	(373,546)	(116,803)	(397,597)	(163,092)	210,454	(46,289)	234,505	(56.3%)	39.6%	(59.0%)
Peet's Coffee - Perf Marg	132,823	(50,700)	131,227	(86,890)	(219,713)	(36,190)	(218,117)	(165.4%)	71.4%	(166.2%)
MU Badger Market - Revenue	581,820	48,917	611,459	57,094	(524,726)	8,177	(554,365)	(90.2%)	16.7%	(90.7%)
- Expense	(472,554)	(124,353)	(507,522)	(149,152)	323,402	(24,799)	358,370	(68.4%)	19.9%	(70.6%)
MU Badger Market - Perf	109,266	(75,436)	103,937	(92,058)	(201,324)	(16,622)	(195,995)	(184.3%)	22.0%	(188.6%)
MU Retail Group - Total	6,560,471	1,168,390	7,023,213	1,389,182	(5,171,289)	220,792	(5,634,031)	(78.8%)	18.9%	(80.2%)
- Total	(4,864,593)	(1,701,416)	(5,381,672)	(2,044,524)	2,820,069	(343,108)	3,337,148	(58.0%)	20.2%	(62.0%)
MU Retail Group - Perf	1,695,878	(533,026)	1,641,541	(655,342)	(2,351,220)	(122,316)	(2,296,883)	(138.6%)	22.9%	(139.9%)
UNION SOUTH RETAIL GROUP										
US Kiosks - Revenue	1,025,448	64,898	1,285,362	90,448	(935,000)	25,550	(1,194,914)	(91.2%)	39.4%	(93.0%)
- Expense	(925,646)	(255,533)	(1,105,568)	(421,525)	504,121	(165,992)	684,043	(54.5%)	65.0%	(61.9%)
US Kiosks - Perf Marg	99,802	(190,635)	179,794	(331,077)	(430,879)	(140,442)	(510,871)	(431.7%)	73.7%	(284.1%)
Sett Pub - Revenue	736,759	71,826	779,276	47,086	(689,673)	(24,740)	(732,190)	(93.6%)	(34.4%)	(94.0%)
- Expense	(610,621)	(251,636)	(775,930)	(263,957)	346,664	(12,321)	511,973	(56.8%)	4.9%	(66.0%)
Sett Pub - Perf Margin	126,138	(179,810)	3,346	(216,871)	(343,009)	(37,061)	(220,217)	(271.9%)	20.6%	(6,581.5%)
Sett Recreation - Revenue	157,151	3,973	200,564	2,223	(154,928)	(1,750)	(198,341)	(98.6%)	(44.0%)	(98.9%)
- Expense	(134,757)	(60,796)	(167,122)	(68,472)	66,285	(7,676)	98,650	(49.2%)	12.6%	(59.0%)
Sett Recreation - Perf	22,394	(56,823)	33,442	(66,249)	(88,643)	(9,426)	(99,691)	(395.8%)	16.6%	(298.1%)
Prairie Fire - Revenue	395,173	41,550	415,496	33,999	(361,174)	(7,551)	(381,497)	(91.4%)	(18.2%)	(91.8%)
- Expense	(309,256)	(111,420)	(324,999)	(127,812)	181,444	(16,392)	197,187	(58.7%)	14.7%	(60.7%)
Prairie Fire - Perf Marg	85,917	(69,870)	90,497	(93,813)	(179,730)	(23,943)	(184,310)	(209.2%)	34.3%	(203.7%)
US Daily Scoop - Revenue	105,063	2,240	112,013	362	(104,701)	(1,878)	(111,651)	(99.7%)	(83.8%)	(99.7%)
- Expense	(95,290)	(10,253)	(103,409)	(15,053)	80,237	(4,800)	88,356	(84.2%)	46.8%	(85.4%)
US Daily Scoop - Perf	9,773	(8,013)	8,604	(14,691)	(24,464)	(6,678)	(23,295)	(250.3%)	83.3%	(270.7%)
US Badger Market - Revenue	666,696	35,271	705,428	28,233	(638,463)	(7,038)	(677,195)	(95.8%)	(20.0%)	(96.0%)
- Expense	(558,125)	(142,744)	(574,188)	(177,431)	380,694	(34,687)	396,757	(68.2%)	24.3%	(69.1%)
US Badger Market - Perf	108,571	(107,473)	131,240	(149,198)	(257,769)	(41,725)	(280,438)	(237.4%)	38.8%	(213.7%)
US Retail Group - Total	3,086,290	219,758	3,498,139	202,351	(2,883,939)	(17,407)	(3,295,788)	(93.4%)	(7.9%)	(94.2%)
- Total	(2,633,695)	(832,382)	(3,051,216)	(1,074,250)	1,559,445	(241,868)	1,976,966	(59.2%)	29.1%	(64.8%)
US Retail Group - Perf	452,595	(612,624)	446,923	(871,899)	(1,324,494)	(259,275)	(1,318,822)	(292.6%)	42.3%	(295.1%)
ACADEMIC RETAIL GROUP										
Capital Cafe - Revenue	383,278	35,163	390,695	36,247	(347,031)	1,084	(354,448)	(90.5%)	3.1%	(90.7%)
- Expense	(360,377)	(114,209)	(351,834)	(143,304)	217,073	(29,095)	208,530	(60.2%)	25.5%	(59.3%)
Capital Cafe - Perf Marg	22,901	(79,046)	38,861	(107,057)	(129,958)	(28,011)	(145,918)	(567.5%)	35.4%	(375.5%)

"(") = Expense/Loss

Wisconsin Union
LEADERSHIP TEAM SUMMARY REPORT - YTD
For the Six Months Ending December 31, 2020

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
Saffron Mediterranean	\$85,329 (85,523)	\$6,317 (43,692)	\$90,247 (105,146)	\$3,766 (47,040)	(\$81,563) 38,483	(\$2,551) (3,348)	(\$86,481) 58,106	(95.6%) (45.0%)	(40.4%) 7.7%	(95.8%) (55.3%)
Saffron Mediterranean	(194)	(37,375)	(14,899)	(43,274)	(43,080)	(5,899)	(28,375)	22,206.2%	15.8%	190.4%
Highland Grounds - Re - E	31,289 (38,778)	(14,880)	32,038 (42,147)	(20,609)	(31,289) 18,169	(5,729)	(32,038) 21,538	(100.0%) (46.9%)		(100.0%) (51.1%)
Highland Grounds - Pe	(7,489)	(14,880)	(10,109)	(20,609)	(13,120)	(5,729)	(10,500)	175.2%	38.5%	103.9%
Chazen Cafe - Revent - Exper	75,724 (153,713)	13,505 (51,566)	112,540 (128,392)	4,782 (59,864)	(70,942) 93,849	(8,723) (8,298)	(107,758) 68,528	(93.7%) (61.1%)	(64.6%) 16.1%	(95.8%) (53.4%)
Chazen Cafe - Perf M	(77,989)	(38,061)	(15,852)	(55,082)	22,907	(17,021)	(39,230)	(29.4%)	44.7%	247.5%
Med Sci Badger Marke	234,281 (222,408)	24,559 (72,394)	245,593 (228,614)	4,104 (90,307)	(230,177) 132,101	(20,455) (17,913)	(241,489) 138,307	(98.2%) (59.4%)	(83.3%) 24.7%	(98.3%) (60.5%)
Med Sci Badger Marke	11,873	(47,835)	16,979	(86,203)	(98,076)	(38,368)	(103,182)	(826.0%)	80.2%	(607.7%)
Crossroads Cafe - Rev - E	146,630 (129,333)	18,316 (55,815)	152,634 (135,783)	2,444 (60,335)	(144,186) 68,998	(15,872) (4,520)	(150,190) 75,448	(98.3%) (53.3%)	(86.7%) 8.1%	(98.4%) (55.6%)
Crossroads Cafe - Per	17,297	(37,499)	16,851	(57,891)	(75,188)	(20,392)	(74,742)	(434.7%)	54.4%	(443.5%)
Ingraham Badger Marl	544,108 (466,398)	34,133 (143,969)	568,890 (468,035)	4,687 (164,916)	(539,421) 301,482	(29,446) (20,947)	(564,203) 303,119	(99.1%) (64.6%)	(86.3%) 14.5%	(99.2%) (64.8%)
Ingraham Badger Marl	77,710	(109,836)	100,855	(160,229)	(237,939)	(50,393)	(261,084)	(306.2%)	45.9%	(258.9%)
Bio Chem Badger Mar	121,826 (117,592)	12,765 (45,396)	127,648 (126,216)	10,245 (58,449)	(111,581) 59,143	(2,520) (13,053)	(117,403) 67,767	(91.6%) (50.3%)	(19.7%) 28.8%	(92.0%) (53.7%)
Bio Chem Badger Mar	4,234	(32,631)	1,432	(48,204)	(52,438)	(15,573)	(49,636)	(1,238.5%)	47.7%	(3,466.2%)
Feed Bag Cafe - Reve - Exp	69,357 (68,119)	14,694 (31,818)	73,472 (78,512)	11,937 (51,983)	(57,420) 16,136	(2,757) (20,165)	(61,535) 26,529	(82.8%) (23.7%)	(18.8%) 63.4%	(83.8%) (33.8%)
Feed Bag Cafe - Perf I	1,238	(17,124)	(5,040)	(40,046)	(41,284)	(22,922)	(35,006)	(3,334.7%)	133.9%	694.6%
Terrace Online Store -	73,473 (62,712)	90,604 (65,043)	86,290 (62,737)	110,376 (90,895)	36,903 (28,183)	19,772 (25,852)	24,086 (28,158)	50.2% 44.9%	21.8% 39.7%	27.9% 44.9%
Terrace Online Store -	10,761	25,561	23,553	19,481	8,720	(6,080)	(4,072)	81.0%	(23.8%)	(17.3%)
Open Book Cafe - Rev - E>	313,567 (251,379)	(70,479)	367,389 (275,152)	(67,394)	(313,567) 183,985	3,085	(367,389) 207,758	(100.0%) (73.2%)	(4.4%)	(100.0%) (75.5%)
Open Book Cafe - Per	62,188	(70,479)	92,237	(67,394)	(129,582)	3,085	(159,631)	(208.4%)	(4.4%)	(173.1%)
SOHE Badger Market	92,739 (87,720)	6,402 (35,704)	95,588 (96,917)	3,215 (49,686)	(89,524) 38,034	(3,187) (13,982)	(92,373) 47,231	(96.5%) (43.4%)	(49.8%) 39.2%	(96.6%) (48.7%)
SOHE Badger Market	5,019	(29,302)	(1,329)	(46,471)	(51,490)	(17,169)	(45,142)	(1,025.9%)	58.6%	3,396.7%
Daily Dose Badger Ma	105,481 (105,025)	14,368 (46,232)	110,522 (117,440)	6,651 (33,769)	(98,830) 71,256	(7,717) 12,463	(103,871) 83,671	(93.7%) (67.8%)	(53.7%) (27.0%)	(94.0%) (71.2%)
Daily Dose Badger Ma	456	(31,864)	(6,918)	(27,118)	(27,574)	4,746	(20,200)	(6,046.9%)	(14.9%)	292.0%
Engineering Badger M	136,219 (131,776)	22,671 (64,666)	151,183 (142,334)	12,424 (75,118)	(123,795) 56,658	(10,247) (10,452)	(138,759) 67,216	(90.9%) (43.0%)	(45.2%) 16.2%	(91.8%) (47.2%)
Engineering Badger M	4,443	(41,995)	8,849	(62,694)	(67,137)	(20,699)	(71,543)	(1,511.1%)	49.3%	(808.5%)
Microcosm Cafe - Rev - E>	156,452 (154,006)	6,757 (54,550)	164,794 (166,552)	(40,975)	(156,452) 113,031	(6,757) 13,575	(164,794) 125,577	(100.0%) (73.4%)	(100.0%) (24.9%)	(100.0%) (75.4%)
Microcosm Cafe - Perf	2,446	(47,793)	(1,758)	(40,975)	(43,421)	6,818	(39,217)	(1,775.2%)	(14.3%)	2,230.8%
Nursing Sch Badger M	124,165 (132,901)	5,359 (57,689)	130,715 (139,074)	(37,233)	(124,165) 95,668	(5,359) 20,456	(130,715) 101,841	(100.0%) (72.0%)	(100.0%) (35.5%)	(100.0%) (73.2%)
Nursing Sch Badger M	(8,736)	(52,330)	(8,359)	(37,233)	(28,497)	15,097	(28,874)	326.2%	(28.8%)	345.4%
Academic Retail Group	2,693,918 (2,567,760)	305,613 (968,102)	2,900,238 (2,664,885)	210,878 (1,091,877)	(2,483,040) 1,475,883	(94,735) (123,775)	(2,689,360) 1,573,008	(92.2%) (57.5%)	(31.0%) 12.8%	(92.7%) (59.0%)
Academic Retail Group	126,158	(662,489)	235,353	(880,999)	(1,007,157)	(218,510)	(1,116,352)	(798.3%)	33.0%	(474.3%)

"()" = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
CATERING DIVISION										
MU Catering - Revenue	\$1,444,835	\$61,800	\$1,545,000	\$51,793	(\$1,393,042)	(\$10,007)	(\$1,493,207)	(96.4%)	(16.2%)	(96.6%)
- Expense	(1,224,393)	(438,060)	(1,291,549)	(336,749)	887,644	101,311	954,800	(72.5%)	(23.1%)	(73.9%)
MU Catering - Perf Margin	220,442	(376,260)	253,451	(284,956)	(505,398)	91,304	(538,407)	(229.3%)	(24.3%)	(212.4%)
Grainger Catering - Revenue	436,554	113,875	455,500	27,048	(409,506)	(86,827)	(428,452)	(93.8%)	(76.2%)	(94.1%)
- Expense	(381,547)	(207,985)	(407,747)	(158,779)	222,768	49,206	248,968	(58.4%)	(23.7%)	(61.1%)
Grainger Catering - Perf Margin	55,007	(94,110)	47,753	(131,731)	(186,738)	(37,621)	(179,484)	(339.5%)	40.0%	(375.9%)
US Catering - Revenue	1,247,712	13,365	1,336,500	7,954	(1,239,758)	(5,411)	(1,328,546)	(99.4%)	(40.5%)	(99.4%)
- Expense	(869,388)	(386,062)	(1,034,593)	(337,186)	532,202	48,876	697,407	(61.2%)	(12.7%)	(67.4%)
US Catering - Perf Margin	378,324	(372,697)	301,907	(329,232)	(707,556)	43,465	(631,139)	(187.0%)	(11.7%)	(209.1%)
Catering - Total Revenue	3,129,101	189,040	3,337,000	86,795	(3,042,306)	(102,245)	(3,250,205)	(97.2%)	(54.1%)	(97.4%)
- Total Expense	(2,475,328)	(1,032,107)	(2,733,889)	(832,714)	1,642,614	199,393	1,901,175	(66.4%)	(19.3%)	(69.5%)
Catering - Perf Margin	653,773	(843,067)	603,111	(745,919)	(1,399,692)	97,148	(1,349,030)	(214.1%)	(11.5%)	(223.7%)
CONFERENCE CENTERS										
Pyle - Revenue	120,689		192,501		(120,689)		(192,501)	(100.0%)		(100.0%)
- Expense	(105,867)	(68,959)	(179,982)		105,867	68,959	179,982	(100.0%)	(100.0%)	(100.0%)
Pyle - Perf Margin	14,822	(68,959)	12,519		(14,822)	68,959	(12,519)	(100.0%)	(100.0%)	(100.0%)
Lowell - Revenue	39,776		50,248	527	(39,249)	527	(49,721)	(98.7%)		(99.0%)
- Expense	(34,892)	(21,630)	(70,985)	(462)	34,430	21,168	70,523	(98.7%)	(97.9%)	(99.3%)
Lowell - Perf Margin	4,884	(21,630)	(20,737)	65	(4,819)	21,695	20,802	(98.7%)	(100.3%)	(100.3%)
Conf Ctrs - Total Revenue	160,465		242,749	527	(159,938)	527	(242,222)	(99.7%)		(99.8%)
- Total Expense	(140,759)	(90,589)	(250,967)	(462)	140,297	90,127	250,505	(99.7%)	(99.5%)	(99.8%)
Conf Ctrs - Perf Margin	19,706	(90,589)	(8,218)	65	(19,641)	90,654	8,283	(99.7%)	(100.1%)	(100.8%)
Food Director's Office	(133,863)	(117,212)	(117,212)	(112,562)	21,301	4,650	4,650	(15.9%)	(4.0%)	(4.0%)
DINING SERVICES PERI	2,814,247	(2,859,007)	2,801,498	(3,266,656)	(6,080,903)	(407,649)	(6,068,154)	(216.1%)	14.3%	(216.6%)
SERVICE CENTERS										
Kitchen - Expense	(472,634)	(426,201)	(527,099)	(284,981)	187,653	141,220	242,118	(39.7%)	(33.1%)	(45.9%)
- Cost Allocated	472,634	425,636	527,099	284,981	(187,653)	(140,655)	(242,118)	(39.7%)	(33.0%)	(45.9%)
Kitchen - Net Expense		(565)				565			(100.0%)	
MU Dishroom - Expense	(100,416)	(80,148)	(132,173)	(54,517)	45,899	25,631	77,656	(45.7%)	(32.0%)	(58.8%)
- Cost Allocated	100,416	80,067	132,173	54,517	(45,899)	(25,550)	(77,656)	(45.7%)	(31.9%)	(58.8%)
MU Dishroom - Net Expense		(81)				81			(100.0%)	
Storeroom - Expense	(272,388)	(279,235)	(363,016)	(247,149)	25,239	32,086	115,867	(9.3%)	(11.5%)	(31.9%)
- Cost Allocated	272,388	287,968	363,016	247,149	(25,239)	(40,819)	(115,867)	(9.3%)	(14.2%)	(31.9%)
Storeroom - Net Expense		8,733				(8,733)			(100.0%)	
Grab & Go Sandwiches	(277,115)	(177,743)	(312,558)	(248,724)	28,391	(70,981)	63,834	(10.2%)	39.9%	(20.4%)
- Cost Allocated	277,115	178,087	312,558	248,724	(28,391)	70,637	(63,834)	(10.2%)	39.7%	(20.4%)
Grab & Go - Net Expense		344				(344)			(100.0%)	
Bake Shop - Expense	(98,611)	(84,573)	(120,813)	(99,991)	(1,380)	(15,418)	20,822	1.4%	18.2%	(17.2%)
- Cost Allocated	98,611	84,282	120,813	99,991	1,380	15,709	(20,822)	1.4%	18.6%	(17.2%)
Bake Shop - Net Expense		(291)				291			(100.0%)	
WI UNION HOTEL & GUESTROOMS										
US Hotel - Revenue	976,165	28,301	1,257,800		(976,165)	(28,301)	(1,257,800)	(100.0%)	(100.0%)	(100.0%)
- Expense	(861,572)	(653,698)	(816,315)	(592,512)	269,060	61,186	223,803	(31.2%)	(9.4%)	(27.4%)
US Hotel - Perf Margin	114,593	(625,397)	441,485	(592,512)	(707,105)	32,885	(1,033,997)	(617.1%)	(5.3%)	(234.2%)
MU Guest Rooms - Revenue	93,067	35,350	101,000		(93,067)	(35,350)	(101,000)	(100.0%)	(100.0%)	(100.0%)
- Expense	(35,201)	(31,921)	(37,407)	(27,980)	7,221	3,941	9,427	(20.5%)	(12.3%)	(25.2%)
MU Guest Rooms - Perf Margin	57,866	3,429	63,593	(27,980)	(85,846)	(31,409)	(91,573)	(148.4%)	(916.0%)	(144.0%)
TOTAL HOTEL & GUESTROOMS	172,459	(621,968)	505,078	(620,492)	(792,951)	1,476	(1,125,570)	(459.8%)	(0.2%)	(222.9%)

"(") = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
PROGRAMS & LEADERSHIP DEVELOPMENT										
Program Office	(\$405,452)	(\$415,511)	(\$476,847)	(\$333,406)	\$72,046	\$82,105	\$143,441	(17.8%)	(19.8%)	(30.1%)
Program Operations										
Outdoor UW - Revenu	118,195	12,189	139,974	6,308	(111,887)	(5,881)	(133,666)	(94.7%)	(48.2%)	(95.5%)
- Expens	(318,734)	(244,465)	(361,520)	(240,265)	78,469	4,200	121,255	(24.6%)	(1.7%)	(33.5%)
Outdoor UW - Perf Ma	(200,539)	(232,276)	(221,546)	(233,957)	(33,418)	(1,681)	(12,411)	16.7%	0.7%	5.6%
Theater Ops - Revenu	88,669	8,837	79,944	8,084	(80,585)	(753)	(71,860)	(90.9%)	(8.5%)	(89.9%)
- Expens	(519,668)	(413,045)	(492,090)	(329,487)	190,181	83,558	162,603	(36.6%)	(20.2%)	(33.0%)
Theater Ops - Perf Ma	(430,999)	(404,208)	(412,146)	(321,403)	109,596	82,805	90,743	(25.4%)	(20.5%)	(22.0%)
External Shows - Reven	178,895	39,159	202,717	3,735	(175,160)	(35,424)	(198,982)	(97.9%)	(90.5%)	(98.2%)
- Exp	(53,469)	(24,494)	(59,838)	(1,867)	51,602	22,627	57,971	(96.5%)	(92.4%)	(96.9%)
External Shows - Perf	125,426	14,665	142,879	1,868	(123,558)	(12,797)	(141,011)	(98.5%)	(87.3%)	(98.7%)
Program Ops - Total Re	385,759	60,185	422,635	18,127	(367,632)	(42,058)	(404,508)	(95.3%)	(69.9%)	(95.7%)
- Total E	(891,871)	(682,004)	(913,448)	(571,619)	320,252	110,385	341,829	(35.9%)	(16.2%)	(37.4%)
Program Ops - Perf Ma	(506,112)	(621,819)	(490,813)	(553,492)	(47,380)	68,327	(62,679)	9.4%	(11.0%)	12.8%
WUD Program										
General Admin	(91,846)	(40,039)	(40,039)	(24,292)	67,554	15,747	15,747	(73.6%)	(39.3%)	(39.3%)
Vice Presidents	(18,290)	(5,790)	(5,790)	(3,183)	15,107	2,607	2,607	(82.6%)	(45.0%)	(45.0%)
DLS	(22,352)	(74,350)	(100,101)	(36,108)	(13,756)	38,242	63,993	61.5%	(51.4%)	(63.9%)
Art	(6,288)	(6,488)	(10,875)	(2,826)	3,462	3,662	8,049	(55.1%)	(56.4%)	(74.0%)
Global Connections	(7,879)	(4,800)	(6,477)	(1,098)	6,781	3,702	5,379	(86.1%)	(77.1%)	(83.0%)
Publications	(5,727)	(16,500)	(16,500)	(4,890)	837	11,610	11,610	(14.6%)	(70.4%)	(70.4%)
Society and Politics	(369)	(2,305)	(3,175)	(50)	319	2,255	3,125	(86.4%)	(97.8%)	(98.4%)
Cuisine	(3,826)	(5,360)	(5,360)	(840)	2,986	4,520	4,520	(78.0%)	(84.3%)	(84.3%)
Music	(99,010)	(36,090)	(80,391)	(14,491)	84,519	21,599	65,900	(85.4%)	(59.8%)	(82.0%)
Games				(1,614)	(1,614)	(1,614)	(1,614)			
Alt Breaks	(122)	(2,150)	(4,600)	(753)	(631)	1,397	3,847	517.2%	(65.0%)	(83.6%)
Film	(38,995)	(16,325)	(41,179)	(8,134)	30,861	8,191	33,045	(79.1%)	(50.2%)	(80.2%)
Theater Arts	(46,897)	(18,949)	(19,040)	(2,040)	44,857	16,909	17,000	(95.7%)	(89.2%)	(89.3%)
Hoofers Free		(2,045)	(2,045)			2,045	2,045		(100.0%)	(100.0%)
Total WUD Program	(341,601)	(231,191)	(335,572)	(100,319)	241,282	130,872	235,253	(70.6%)	(56.6%)	(70.1%)
WUD Fee Programs										
Alt Breaks	4,625				(4,625)			(100.0%)		
Wheelhouse - Revenu	52,741	13,439	54,866	4,136	(48,605)	(9,303)	(50,730)	(92.2%)	(69.2%)	(92.5%)
- Expens	(140,438)	(133,248)	(190,711)	(108,087)	32,351	25,161	82,624	(23.0%)	(18.9%)	(43.3%)
Wheelhouse - Perf Ma	(87,697)	(119,809)	(135,845)	(103,951)	(16,254)	15,858	31,894	18.5%	(13.2%)	(23.5%)
Internal Shows - Reven	422,527	174,031	318,075	16,395	(406,132)	(157,636)	(301,680)	(96.1%)	(90.6%)	(94.8%)
- Exp	(295,051)	(153,660)	(212,850)	(143,126)	151,925	10,534	69,724	(51.5%)	(6.9%)	(32.8%)
Internal Shows - Perf	127,476	20,371	105,225	(126,731)	(254,207)	(147,102)	(231,956)	(199.4%)	(722.1%)	(220.4%)
Total WUD Fee Program	44,404	(99,438)	(30,620)	(230,682)	(275,086)	(131,244)	(200,062)	(619.5%)	132.0%	653.4%
WUD All Programs - Pe	(297,197)	(330,629)	(366,192)	(331,001)	(33,804)	(372)	35,191	11.4%	0.1%	(9.6%)

"(") = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
HOOFERS										
Council - Revenue	\$16,039	\$25,800	\$25,800	\$3,540	(\$12,499)	(\$22,260)	(\$22,260)	(77.9%)	(86.3%)	(86.3%)
- Expenses	(12,310)	(32,955)	(32,955)	(6,831)	5,479	26,124	26,124	(44.5%)	(79.3%)	(79.3%)
Council - Perf Margin	3,729	(7,155)	(7,155)	(3,291)	(7,020)	3,864	3,864	(188.3%)	(54.0%)	(54.0%)
Mountaineering - Revenue	7,814	15,794	15,794	459	(7,355)	(15,335)	(15,335)	(94.1%)	(97.1%)	(97.1%)
- Expense	(6,968)	(14,955)	(14,955)	42	7,010	14,997	14,997	(100.6%)	(100.3%)	(100.3%)
Mountaineering - Perf	846	839	839	501	(345)	(338)	(338)	(40.8%)	(40.3%)	(40.3%)
Outing - Revenue	14,466			1,709	(12,757)	1,709	1,709	(88.2%)		
- Expense	(11,145)	(24,900)	(24,900)	(35)	11,110	24,865	24,865	(99.7%)	(99.9%)	(99.9%)
Outing - Perf Margin	3,321	(24,900)	(24,900)	1,674	(1,647)	26,574	26,574	(49.6%)	(106.7%)	(106.7%)
Riding - Revenue	17,091	67,985	67,985	10,598	(6,493)	(57,387)	(57,387)	(38.0%)	(84.4%)	(84.4%)
- Expense	(12,674)	(65,580)	(65,580)	(7,239)	5,435	58,341	58,341	(42.9%)	(89.0%)	(89.0%)
Riding - Perf Margin	4,417	2,405	2,405	3,359	(1,058)	954	954	(24.0%)	39.7%	39.7%
Scuba - Revenue	15,082	27,100	27,100	(1,626)	(16,708)	(28,726)	(28,726)	(110.8%)	(106.0%)	(106.0%)
- Expense	(8,500)	(26,996)	(26,996)	(56)	8,444	26,940	26,940	(99.3%)	(99.8%)	(99.8%)
Scuba - Perf Margin	6,582	104	104	(1,682)	(8,264)	(1,786)	(1,786)	(125.6%)	(1,717.3%)	(1,717.3%)
Ski&Snow - Revenue	430,337	431,650	431,650	6,551	(423,786)	(425,099)	(425,099)	(98.5%)	(98.5%)	(98.5%)
- Expense	(322,100)	(402,957)	(402,957)	(4,938)	317,162	398,019	398,019	(98.5%)	(98.8%)	(98.8%)
Ski&Snow - Perf Margin	108,237	28,693	28,693	1,613	(106,624)	(27,080)	(27,080)	(98.5%)	(94.4%)	(94.4%)
Sailing - Revenue	225,903	353,550	353,550	12,364	(213,539)	(341,186)	(341,186)	(94.5%)	(96.5%)	(96.5%)
- Expense	(200,956)	(432,800)	(432,800)	(39,735)	161,221	393,065	393,065	(80.2%)	(90.8%)	(90.8%)
Sailing - Perf Margin	24,947	(79,250)	(79,250)	(27,371)	(52,318)	51,879	51,879	(209.7%)	(65.5%)	(65.5%)
Hooper Budget Adj to Campus		67,470	67,470			(67,470)	(67,470)		(100.0%)	(100.0%)
Hoofers - Total Revenue	726,732	921,879	921,879	33,595	(693,137)	(888,284)	(888,284)	(95.4%)	(96.4%)	(96.4%)
- Total Expense	(574,653)	(933,673)	(933,673)	(58,792)	515,861	874,881	874,881	(89.8%)	(93.7%)	(93.7%)
Hoofers - Perf Margin	152,079	(11,794)	(11,794)	(25,197)	(177,276)	(13,403)	(13,403)	(116.6%)	113.6%	113.6%
PROG & LEAD DEV PEF	(1,056,682)	(1,379,753)	(1,345,646)	(1,243,096)	(186,414)	136,657	102,550	17.6%	(9.9%)	(7.6%)

"()" = Expense/Loss

	PRIOR ACTUAL	COVID REVISED BUDGET	ORIGINAL BUDGET	CURRENT ACTUAL	PRIOR YEAR VAR	REVISED BUDGET VAR	ORIGINAL BUDGET VAR	PRIOR YEAR %	REV BUDGET %	ORIG BUDGET %
FACILITIES										
Facility Support - Expe	(\$399,458)	(\$203,054)	(\$205,069)	(\$303,904)	\$95,554	(\$100,850)	(\$98,835)	(23.9%)	49.7%	48.2%
Facility Support - Net E	(399,458)	(203,054)	(205,069)	(303,904)	95,554	(100,850)	(98,835)	(23.9%)	49.7%	48.2%
Central Reserv - Expe	(362,682)	(332,464)	(420,074)	(393,653)	(30,971)	(61,189)	26,421	8.5%	18.4%	(6.3%)
- Indir	151,386	26,129	174,192	10,141	(141,245)	(15,988)	(164,051)	(93.3%)	(61.2%)	(94.2%)
Central Reserv - Net E	(211,296)	(306,335)	(245,882)	(383,512)	(172,216)	(77,177)	(137,630)	81.5%	25.2%	56.0%
Operational Services	(192,091)	(406,808)	(449,384)	(350,772)	(158,681)	56,036	98,612	82.6%	(13.8%)	(21.9%)
MU Building Services	(661,568)	(519,904)	(637,037)	(530,346)	131,222	(10,442)	106,691	(19.8%)	2.0%	(16.7%)
US Building Services	(563,852)	(546,753)	(660,201)	(443,845)	120,007	102,908	216,356	(21.3%)	(18.8%)	(32.8%)
MU Tech Maintenance	(707,110)	(614,454)	(626,653)	(559,203)	147,907	55,251	67,450	(20.9%)	(9.0%)	(10.8%)
US Tech Maintenance	(425,151)	(385,911)	(424,178)	(289,624)	135,527	96,287	134,554	(31.9%)	(25.0%)	(31.7%)
Audio Visual Services	61,159	(171,623)	48,063	(166,245)	(227,404)	5,378	(214,308)	(371.8%)	(3.1%)	(445.9%)
Production Services	(385,891)	(431,671)	(479,834)	(376,558)	9,333	55,113	103,276	(2.4%)	(12.8%)	(21.5%)
Conference Services	130,654	(101,580)	67,974	(102,177)	(232,831)	(597)	(170,151)	(178.2%)	0.6%	(250.3%)
Bldg Mgmt & Security	(664)			664				(100.0%)		
TOTAL FACILITIES	(3,355,268)	(3,688,093)	(3,612,201)	(3,506,186)	(150,918)	181,907	106,015	4.5%	(4.9%)	(2.9%)
ADMINISTRATION										
Human Resources	(201,241)	(204,262)	(224,751)	(204,060)	(2,819)	202	20,691	1.4%	(0.1%)	(9.2%)
Accounting	(399,999)	(344,061)	(420,135)	(321,831)	78,168	22,230	98,304	(19.5%)	(6.5%)	(23.4%)
Information Systems	(69,008)	(281,221)	(320,552)	(251,685)	(182,677)	29,536	68,867	264.7%	(10.5%)	(21.5%)
Campus Card - Expen	(398,569)	(391,845)	(407,723)	(437,144)	(38,575)	(45,299)	(29,421)	9.7%	11.6%	7.2%
- Indire	390,716	297,850	348,498	292,173	(98,543)	(5,677)	(56,325)	(25.2%)	(1.9%)	(16.2%)
Campus Card - Net Ex	(7,853)	(93,995)	(59,225)	(144,971)	(137,118)	(50,976)	(85,746)	1,746.1%	54.2%	144.8%
Staff Education	(98,628)	(88,397)	(98,236)	(83,410)	15,218	4,987	14,826	(15.4%)	(5.6%)	(15.1%)
Cash Management	(102,648)	(93,959)	(109,094)	(90,827)	11,821	3,132	18,267	(11.5%)	(3.3%)	(16.7%)
Copy Center	3,704	(1,392)	(1,392)	(2,136)	(5,840)	(744)	(744)	(157.7%)	53.4%	53.4%
TOTAL ADMINISTRATIO	(875,673)	(1,107,287)	(1,233,385)	(1,098,920)	(223,247)	8,367	134,465	25.5%	(0.8%)	(10.9%)
EXTERNAL RELATIONS										
Marketing	(590,679)	(553,592)	(717,005)	(523,049)	67,630	30,543	193,956	(11.4%)	(5.5%)	(27.1%)
Membership - Expen	(88,099)	(76,311)	(83,761)	(71,183)	16,916	5,128	12,578	(19.2%)	(6.7%)	(15.0%)
- Indirec	32,356	17,489	42,255	21,645	(10,711)	4,156	(20,610)	(33.1%)	23.8%	(48.8%)
Membership - Net Exp	(55,743)	(58,822)	(41,506)	(49,538)	6,205	9,284	(8,032)	(11.1%)	(15.8%)	19.4%
External Relations Offi	(82,864)	(53,383)	(53,383)	(59,403)	23,461	(6,020)	(6,020)	(28.3%)	11.3%	11.3%
Alumni Relations	(111,119)	(25,605)	(91,602)	(95,852)	15,267	(70,247)	(4,250)	(13.7%)	274.3%	4.6%
TOTAL EXTERNAL RELU	(840,405)	(691,402)	(903,496)	(727,842)	112,563	(36,440)	175,654	(13.4%)	5.3%	(19.4%)
MISCELLANEOUS										
Director's Office	(436,157)	(472,150)	(515,230)	(457,855)	(21,698)	14,295	57,375	5.0%	(3.0%)	(11.1%)
General Rev & Exp	4,638,342	4,281,081	4,553,925	4,622,111	(16,231)	341,030	68,186	(0.3%)	8.0%	1.5%
SWF Budgeted Turnover		162,500	162,500			(162,500)	(162,500)		(100.0%)	(100.0%)
NET INCOME/(LOSS)	1,060,863	(6,367,939)	413,043	(6,298,936)	(7,359,799)	69,003	(6,711,979)	(693.8%)	(1.1%)	#####

"()" = Expense/Loss

	Actual	Actual	Actual	Actual	Actual	Actual	COVID	COVID	COVID	COVID	COVID	COVID	Forecast	COVID	
	July	Aug	Sept	Oct	Nov	Dec	Budget	Budget	Budget	Budget	Budget	Budget	Total	Revised	Difference
							Jan	Feb	Mar	Apr	May	June		Budget	
REVENUE															
Direct Operating Revenue															
MU Retail Group	\$342,152	\$365,319	\$104,271	\$247,506	\$245,272	\$84,661	\$53,766	\$109,708	\$107,407	\$200,895	\$264,158	\$257,596	\$2,382,710	\$2,161,918	\$220,792
US Retail Group	1,845	2,811	34,410	68,936	67,171	27,179	20,592	40,400	40,390	43,777	22,271	21,238	391,019	408,425	(17,407)
Academic Retail Group	22,300	17,789	24,985	49,226	65,572	31,008	43,010	60,541	89,863	84,948	51,604	62,923	603,767	698,503	(94,736)
WU Catering	501	4,547	9,701	19,839	18,473	33,733	20,055	21,900	22,855	37,145	28,970	27,700	245,419	347,665	(102,246)
Conf Center Catering					527								527		527
Retail Programs	76,602	(72,060)	4,317	22,999	10,185	30,211	4,636	7,509	9,348	10,736	13,027	13,729	58,984	122,635	(63,651)
							17,265	60,511	79,825	89,131	42,949	28,706	390,640	1,487,919	(1,097,279)
Total Op Revenue	443,399	318,405	177,684	408,505	407,201	206,792	159,323	300,568	349,687	466,631	422,979	411,892	4,073,067	5,227,066	(1,153,999)
Indirect Revenue															
Commissions	5,200	5,200	5,200	5,200	5,200	5,200							31,200		31,200
Rentals	2,889	3,546	2,394	3,639	2,889	2,889	906	1,361	1,509	2,264	1,962	1,659	27,908	21,356	6,553
Service Revenue	44,629	52,810	68,420	47,305	46,792	39,424	73,275	77,224	73,401	79,674	75,333	102,411	780,701	966,915	(186,213)
Reimbursements	30,072	(10,236)	12,141	(8,125)	5,194	5,773	10,000	10,000	10,000	10,000	10,000	10,000	94,820	120,000	(25,180)
Total Indirect Revenue	82,791	51,321	88,155	48,019	60,076	53,287	84,181	88,585	84,910	91,938	87,295	114,070	934,629	1,108,270	(173,641)
Net Operating Revenue	526,190	369,726	265,839	456,525	467,277	260,078	243,505	389,152	434,598	558,569	510,275	525,963	5,007,696	6,335,336	(1,327,640)
Other Revenue															
Student Segregated Fe	993,819	993,819	993,819	993,819	993,819	993,819	993,819	993,819	993,819	993,819	993,819	993,819	11,925,828	11,925,829	
Campus Vending		6,083	14,552	7,862	11,697	22,266	4,167	4,167	4,167	4,167	4,167	4,167	87,460	50,000	37,460
Membership	9,515	8,615	1,645	1,100	385	385	1,941	2,357	3,639	5,671	8,822	10,082	54,156	50,000	4,156
Investment Revenue	200	330	1,000	1,421	1,740	700							5,391		5,391
Miscellaneous	172	5,529	7,437	13,893	21,747	1,226	2,675	2,675	2,675	2,675	2,675	17,675	81,055	47,100	33,955
Total Other Revenue	1,003,706	1,014,376	1,018,453	1,018,095	1,029,388	1,018,396	1,002,602	1,003,017	1,004,300	1,006,332	1,009,482	1,025,743	12,153,890	12,072,929	80,961
Total Revenue	1,529,896	1,384,102	1,284,292	1,474,620	1,496,665	1,278,474	1,246,106	1,392,170	1,438,898	1,564,901	1,519,757	1,551,705	17,161,586	18,408,265	(1,246,678)
EXPENSES															
Cost of Goods Sold															
Food	294,871	295,070	198,676	301,625	307,376	211,474	207,004	245,313	247,354	294,841	290,866	280,323	3,174,792	3,193,101	(18,309)
Retail Merchandise	1,294	2,844	2,151	900	946	1,135	457	457	474	466	545	442	12,113	5,960	6,153
Total Cost of Goods Sold	296,166	297,915	200,827	302,525	308,322	212,609	207,461	245,770	247,828	295,307	291,411	280,765	3,186,905	3,199,060	(12,156)
Direct Op Expenses															
Salaries, Wages, Fring	522,024	526,903	551,520	619,200	564,343	497,015	542,909	558,253	560,745	565,854	570,825	573,402	6,652,992	6,693,280	(40,288)
Supplies & Services	90,843	91,336	225,868	123,920	118,338	111,010	76,462	120,592	127,645	132,600	96,129	93,178	1,407,922	2,236,771	(828,849)
Depreciation - Equipme	16,270	16,270	16,355	16,355	16,355	16,355	17,825	17,825	17,825	17,825	17,556	17,556	204,374	202,608	1,767
Total Direct Op Exper	629,138	634,509	793,743	759,476	699,036	624,380	637,197	696,670	706,215	716,279	684,510	684,136	8,265,288	9,132,658	(867,370)
Support Services															
Salaries, Wages, Fring	328,915	345,355	357,795	338,845	343,707	356,968	355,447	356,143	357,230	357,098	358,148	354,633	4,210,284	4,231,041	(20,757)
Supplies & Services	76,323	87,805	92,241	63,486	202,830	96,550	113,922	119,389	102,784	104,700	102,609	111,515	1,274,155	1,350,992	(76,837)
Depreciation - Equipme	3,213	3,213	3,213	3,213	3,213	3,119	3,768	3,768	3,768	3,172	2,804	2,804	39,270	40,631	(1,361)
Total Support Service	408,452	436,374	453,249	405,544	549,750	456,638	473,137	479,301	463,782	464,969	463,561	468,952	5,523,709	5,622,664	(98,956)

Wisconsin Union
Forecast (using Revised Budget)
As of December 31, 2020

	Actual	Actual	Actual	Actual	Actual	Actual	COVID	COVID	COVID	COVID	COVID	COVID	Forecast	COVID	
	July	Aug	Sept	Oct	Nov	Dec	Budget	Budget	Budget	Budget	Budget	Budget	Total	Revised	Difference
							Jan	Feb	Mar	Apr	May	June		Budget	
Facilities															
Salaries, Wages, Fring	\$418,559	\$421,204	\$441,987	\$466,025	\$441,600	\$440,812	\$474,239	\$479,978	\$479,271	\$483,901	\$485,887	\$485,260	\$5,518,722	\$5,823,039	(\$304,317)
Supplies & Services	43,792	110,991	228,953	192,909	75,868	72,838	86,374	98,447	98,799	128,040	111,104	125,836	1,373,952	1,335,588	38,364
Depreciation - Equipme	29,080	29,080	28,923	28,923	28,923	28,923	31,360	31,360	31,360	31,360	31,145	31,145	361,580	358,250	3,330
Total Facilities Expen:	491,431	561,275	699,863	687,856	546,391	542,573	591,972	609,785	609,430	643,301	628,136	642,241	7,254,254	7,516,877	(262,623)
Programs & Leadership															
Salaries, Wages, Fring	95,239	97,664	90,453	85,828	94,328	92,410	103,449	104,539	104,792	105,702	104,665	106,629	1,185,698	1,247,216	(61,518)
Supplies & Services	(8,703)	(6,623)	82,010	22,234	15,974	6,715	41,189	58,304	44,180	48,647	46,552	42,234	392,712	548,369	(155,658)
Depreciation - Equipme	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	1,077	12,925	12,925	
Total Program Expen:	87,612	92,118	173,540	109,139	111,379	100,202	145,715	163,921	150,049	155,426	152,294	149,939	1,591,334	1,808,510	(217,176)
Depreciation & Major Repairs/Maintenance															
Major Rprs/Mnt - Bldg		7,380	3,307	3,148	345								14,180		14,180
Depreciation - Equip	2,867	2,867	2,867	7,231	3,210	3,210	20,471	20,471	20,471	20,471	20,471	20,471	145,079	149,700	(4,621)
Total Depr & Major Re	2,867	10,247	6,174	10,379	3,555	3,210	20,471	20,471	20,471	20,471	20,471	20,471	159,258	149,700	9,558
Utilities, Taxes & Insurance															
Unemployment Compe	24,492		123,657				583	583	583	583	583	583	151,649	7,000	144,649
Worker's Compensatio	12,932	12,932	12,932	12,932	12,932	12,932	12,932	12,932	12,932	12,932	12,932	12,932	155,186	155,189	(2)
Telephone	8,390	8,390	8,390	8,390	8,390	8,390	8,390	8,390	8,390	8,390	8,390	8,390	100,680	100,679	
Insurance - Property	28,797	28,797	28,797	28,797	28,797	28,797	28,797	28,797	28,797	28,797	28,797	28,797	345,567	345,570	(3)
Heating/Cooling	8,493	7,883	6,775	5,410	6,634	8,493	8,493	8,493	8,493	8,493	8,493	8,493	94,643	101,911	(7,268)
Electricity	16,197	9,084	11,859	12,525	14,249	16,197	16,197	16,197	16,197	16,197	16,197	16,197	177,294	194,366	(17,072)
Water & Sewer	728	769	930	1,196	1,073	870	1,576	1,576	1,576	1,576	1,576	1,576	15,022	18,911	(3,889)
Trash Removal	8,164	9,420	(4,503)	1,354	2,108	3,076	7,705	7,705	7,705	7,705	7,705	7,705	65,846	92,455	(26,610)
Total Utilities, Taxes &	108,193	77,275	188,837	70,603	74,183	78,755	84,673	84,673	84,673	84,673	84,673	84,673	1,105,886	1,016,080	89,805
State/UW Assessments															
Utility Assessments	18,790	18,790	18,790	18,790	18,790	18,790	18,790	18,790	18,790	18,790	18,790	18,790	225,482	225,483	(2)
UW Assessments	202,503	202,503	202,503	(84,360)	130,787	130,787	136,076	140,233	140,344	141,122	136,204	135,227	1,613,929	1,657,047	(43,118)
Total State/UW Asses:	221,293	221,293	221,293	(65,570)	149,577	149,577	154,866	159,023	159,134	159,913	154,994	154,017	1,839,410	1,882,530	(43,120)
Other Expenses															
Debt Service	83,641	83,641	83,641	83,641	83,641	83,641	83,642	83,642	83,642	83,642	83,642	83,642	1,003,697	1,003,701	(5)
Misc - SWF, S&S	206	15,473	6,972	(1,204)	110,256	(125,155)	(20,658)	(20,658)	(20,658)	(20,658)	(20,658)	(18,858)	(115,602)	(219,000)	103,398
Reimbursements	30,072	(10,236)	12,141	(8,125)	5,194	5,773	10,000	10,000	10,000	10,000	10,000	10,000	94,820	120,000	(25,180)
Total Other Expenses	113,919	88,878	102,754	74,312	199,092	(35,741)	72,983	72,983	72,983	72,983	72,983	74,783	982,915	904,701	78,214
Total Expenses	2,359,071	2,419,884	2,840,281	2,354,264	2,641,284	2,132,202	2,388,476	2,532,597	2,514,566	2,613,322	2,553,034	2,559,978	29,908,959	31,232,781	(1,323,822)
Net Income/(Loss)	(829,175)	(1,035,782)	(1,555,988)	(879,644)	(1,144,619)	(853,728)	(1,142,370)	(1,140,428)	(1,075,668)	(1,048,422)	(1,033,277)	(1,008,273)	(12,747,373)	(12,824,517)	77,144