Finance & Administrative Affairs (FAA)
Annual Report for Calendar Year 2022

(Presented to Faculty Senate - January 26, 2023)

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<u>**Executive Summary**</u>

The following Annual Report for Calendar Year 2022 presents four components of the activities of the Division of Finance & Administrative Affairs:

This report is intended to present highlights and thus does not cover all of the activities of the division and its departments. Despite extraordinarily lean and shrinking staff well below peer standards in almost every category, FAA departments strive to contribute remarkably to UWM's success.

Annual Report for Calendar Year 2022

I. FAA Strategic Plan for 2021-2023

FAA's Strategic Plan for the 2021-23 biennium is comprised of the following components.

A. **Vision:** We deliver essential business services and infrastructure that provide a foundation for UWM's strategic priorities and advance strategic opportunities.

B. **Mission:** We will empower UWM's future as a premier urban research university through innovation, excellence and strategic partnership.

C. **Core Values:** Innovation & Collaboration, Ethical Behavior, Positive Transformation of Individuals, Transparent & Inclusive Decisions, Caring Community, Stewardship of Resources, Diversity in all of its Definitions, and Pride in our Vital Role.

D. **2021-2023 Strategic Goals:**
   1. Prioritize Student Success
   2. Integrate Diversity, Equity and Inclusion in All We Do
   3. Lead Financial Sustainability and Strategy
   4. Drive Digital Transformation and Service Excellence
   5. Cultivate Employees Through Recruitment, Development and Well-Being
   6. Provide Sustainable and Engaging Spaces, Physical and Virtual
   7. Advance Integrity, Safety and Security

II. Primary Initiatives in Support of FAA 2021-2023 Strategic Goals

Below are primary UWM-wide initiatives being led or co-led by Finance & Administrative Affairs departments over the two-year 2021-23 biennium, all of which are intended to support the strategic goals outlined in the FAA strategic plan.

A. **Financial Initiatives**
   1. Manage UWM's Financial Health in Response to Pandemic and Other Stressors
   2. Create Integrated, Student Success-Driven Student Financial Services
   3. Expand UWM's Institutional Financial Aid for Students
   4. Successfully Design and Implement UWS's Procurement System (Shop UW+) at UWM
   5. Update UWM's Budget Model to Support 2030 Action Steps
   6. Review and Realign UWM's Financial Services Resources, with continued Enhancement of Financial Infrastructure and Reporting

B. Technology Initiatives
1. Deploy a Best Practice Information Security Program
2. Renew Networking Infrastructure at Main and Branch Campuses
3. Prioritize Support of 2030 Student Success Technology Projects
4. Support and Enhance Research Computing
5. Enhance Data Management Solutions
6. Support Hybrid/Remote Models of Instruction and Work

C. People Initiatives
1. Improve Hiring through DEI Recruitment Plan, both Instructional and Non-Instructional
2. Enable UWM's Participation in Milwaukee Anchor Collaborative to Drive Increased Procurement and Hiring from Targeted Milwaukee Neighborhoods
3. 2030 Employee Development Initiative
4. Continue to Work to Resolve TTC Issues, including Development of Pay Progression Process
5. Successfully Design and Implement UWS's Administrative Transformation Program at UWM (HR/Finance/Research)

D. Facilities/Space Initiatives
1. Optimize the Campus Footprint and Associated Operating Costs
2. Facilitate *Approved* Renewal or Replacement of Facilities Crucial to UWM's Mission and Strategic Initiatives
3. Plan and Advocate for Six-Year Capital Projects Crucial to UWM's Mission
4. Finalize UWM's Climate Action – Carbon Resilience Plan and Begin Implementation
5. Replace UWM's Obsolete Andover Building Access System

E. Safety/Legal Initiatives
1. Hire a New Compliance & Ethics Officer and Establish Accountability and Working-Group Structure for Main Compliance Areas at UWM
2. Launch Fraud Reporting Informational Campaign
3. Increase Use of Electronic Tools and Systems to Improve Safety and Efficiencies in Research Compliance
   a. Implement an Enhanced Research Materials (e.g. Chemicals) Management System
4. Work with Police Community Advisory Council to Ensure Full Implementation of 21st Century Policing Principles at UWM
5. Expand Centrally-Managed Security Camera Program at UWM (Subject to Funding)
6. Move UWM PD out of Sandburg to former Norris Site

III. Key Accomplishments by FAA Departments in Calendar Year 2022

Below is a summary of key accomplishments in 2022 from each of the departments and subdepartments within FAA, many of which related to the above key initiatives for the 2021-2023 biennium.

A. **Vice Chancellor's Office / FAA Business Office**, *led by Senior Vice Chancellor for FAA Robin Van Harpen and Business Director Kathy Heath*

- Led UWM's leadership and implementation teams for the UWS Administrative Transformation Project (ATP).
- Co-led UWM COVID Management Team and related activities.
- Completed UWM's Shared Services Project.
- Hired and onboarded new Chief Human Resources Officer; finalized majority of UWM's TTC appeals decisions during gap and transition of new CHRO.
- Onboarded/mentored new Chief of Police.
- Advocated for the UWM GPR case with UW System and Board of Regents, resulting in commitment to the Promise program in FY 2022.
- In collaboration with Campus Planning, successfully advocated UWS and the Board of Regents for prioritization of several new major capital projects at UWM, for the 23-25 Capital Budget (not yet finalized by State of WI).
- In collaboration with BFS, led UWM to achieve positive net operating results and invest 1x carryforward funds in a lump-sum compensation payment for employees, student financial aid, student success, and technology infrastructure initiatives.
- Supported FPM's participation in DEI Institute, sharing of experience with all FAA departments, and initial work to bring Institute activities to all FAA departments.

B. **Human Resources**, *led by AVC/Chief Human Resources Officer Makda Fessahaye*

- Created new UWM Benefits/Total Rewards statements to assist with recruitment and retention efforts. The statements are available on the HR website for current employees. New language with a link to these statements will be included in job ads and job offer letters in 2023.
- Partnered with the Division of Diversity, Equity, and Inclusion to develop the Mosaic Leadership Development Academy.
- Continued implementation of the TTC project, which included finalizing appeals, updating policies and guidelines, and developing Instructional Academic Staff Guidelines, including Teaching Faculty title assignments.
- Coordinated UWM's participation in the design of Human Resources modules within the UWS Administrative Transformation Project.
- In collaboration with leadership within the Division of Finance and Administrative Affairs, developed and implemented One-Time Lump Sum payments for employees.
- Finalized implementation of HR Shared Services throughout UWM.

- Updated the criminal background check process to expedite student hires.
- Moved Title IX Office to Equity & Diversity Services for better integration with other investigative services.
- Supported UWM-wide adoption of $15/hour starting wage.

C. **Business & Financial Services**, *led by* *AVC/Chief Financial Officer Drew Knab*

1. **General Financial**, led by *AVC/CFO Drew Knab*
   - Achieved positive operating result in FY 2022 resulting in UWM's improved CFI.
   - Worked with specific units with ongoing budget deficits to continue to develop and implement mitigation plans.
   - Partnered with enrollment management to evaluate institutional aid strategy – which has resulted in earlier aid awards with goal to enhance yield in Fall 23 cohort
   - Coordinated process for strategic carryforward investments including a lump-sum payment to employees, additional student aid, and student success investments;
   - Substantially progressed the Financial Services Transformation Project.
   - Coordinated UWM's participation in design of the UWS Administrative Transformation Project's financial modules.

2. **Financial Planning & Analysis**, *led by* *Director Cindy Kluge*
   - Transitioned to standardized campus & divisional reports (to Oracle PBCS/PlanUW).
   - Provided analytical support towards Covid-19 pandemic and leadership priorities.
   - Continued enhancement of campus and divisional forecasting processes while meeting all 'core' deliverables: budget, forecast, and multiyear outlook.

3. **Accounting / Controller's Office**, *led by* *Controller Anthony Helmke*
   - Standardized and cleaned-up UWM's Chart of Accounts in advance of ATP.
   - Negotiated higher indirect cost return rate & completed fringe rate negotiation.
   - Completed scholarship revenue recognition, reconciliation and UWM Foundation process changes.

4. **Procurement and Accounts Payable**, *led by* *Director Brian Klinger*
   - Implemented UWS's ShopUW+ implementation & Phase 2 planning, including implementation of a single vendor file and elimination of paper requisitions.

5. **Bursar's Office/Student Accounts**, *led by* *Director Cameron Stearns*
   - Launched ACH refunding for students, which enables students to receive financial aid awards and loans directly to their bank rather than by paper check.
   - Implemented PayMyTuition, which provides international student payment options for payment in local currency.

- Instituted QuickPay enhancements which enables students to pay by ACH and credit card instead of paper check.
- Supported implementation of UWM's Student Financial Services organization by cross-training staff in financial aid on key bursar topics to improve service.

D. **Facilities, Planning & Management**, *led by* *AVC/Chief Facilities Officer Melissa Spadanuda*

1. **Campus Planning**, *led by* *Campus Planning Director Jen Francis*
   - Completed construction: Chapman Hall Regent's Room renovation; renovated spaces in NWQ Building C & D for the School of Information Studies (SOIS), Student Health and Wellness Center (formerly located in the Norris Building), and the James and Yvonne Zeimer Clinical Simulation Center (for Nursing); exterior repairs at Enderis Hall, SARUP, and the Golda Meir Library; and various campus wayfinding improvements.
   - Construction underway: Student Union Renovation; the Orthopaedic Hospital of Wisconsin Center (Klotsche Annex) new construction; exterior repairs at Vogel, Garland, and Pearse Halls; Chemistry Building new construction; Mitchell exterior repairs and window replacement; Golda Meir Library Archives Renovation; renovation of EMS floors 9-10; NWQ Building A demolition; Sandburg West Tower renovations; and various campus wayfinding improvements.
   - Advancement and advocacy of the 23-25 capital budget requests:
     o Major Projects: Health Science Renovation (NWQ), Physics Building Relocations and Demolition; Chilled Water System Equipment Replacement
     o Minor Projects: Kenilworth Square East, Chapman, and Cunningham Exterior Envelope Maintenance and Repairs

2. **Facility Services (FS)**, *led by* *AVC/Chief Facilities Officer Melissa Spadanuda*
   - FS remained dedicated to the daily building and grounds maintenance, 24/7 heating and cooling operations, custodial services, and mail services at UWM's multiple campuses.
   - The Architect / Engineering area & FS staff are managing approximately 50 small projects totaling about $60 million in funding and include Central Heating & Cooling Plant controls upgrades, mechanical, boiler & chiller repairs/upgrades, and $800,000 in lighting upgrades to increase reliability, efficiency, cost effectiveness, and provide productive, comfortable spaces.
   - The remodeling group has been involved with the planning, design and delivery of more useful and cost-effective spaces including: renovation of 1st floor space at Mellencamp Hall and the 2nd floor of Lubar Hall, construction of a teaching lab in EMS, relocation of the Police Department, move out of leased Great Lakes Water Accelerator building and potential move of WUWM to UWM-owned space in the Plankinton Building.
   - The Mailroom put in place a new postage and processing contract, saving about 27% compared to the previous vendor. They also initiated a new process using

a proof of delivery app that saves time and documents package delivery information.

- FS has nearly completed the Door Access Control system upgrade, including hardware installation and software programing.
- Environmental Services increased their starting wage to $15/hour, from $13.50/hour. Recruitment and retention of this valuable group of employees was challenging due to increasing pay in the community for similar positions.

3. **Facility Services at Waukesha and Washington County campuses**, *led by Associate Director of Facility Services Jon Etta*
   - Security cameras were installed at both locations.
   - Fluorescent lighting was replaced with LED in hard-to-get areas at both campuses.
   - FS installed a drainage tile system at the Waukesha campus to eliminate water from pooling on sidewalks.
   - FS improved steam boiler efficiency and rebuilt many circulating pumps to improve reliability at the Waukesha campus.
   - FS completed a county-funded ADA project at the Washington County campus.

4. **Office of Sustainability**, *led in 2022 by Chief Sustainability Officer Kate Nelson and now Interim Manager of Sustainability John Gardner*
   - Climate Action- Carbon & Resilience Plan endorsed by all governance groups. Plan is completed, published, and beginning implementation.
   - "Student Supporting Agriculture" launched. This program engaged students weekly with programming in gardening and food preparation. Students' time in the garden operations gave them produce to take home themselves. The bulk of the food grown went to UWM's Food Center and Pantry.
   - "Move Out" returned with a PantherCycle free store set up in Spaights Plaza for the final week of the spring semester. This event saved over 20,000lbs from the landfill and put all items up for reuse.

5. **Transportation Services**, *led by Director Prasanna Nanda*
   - Added two more mobile payment vendors – Passport and Paybyphone. Parkmobile added pay by text, eliminating the need for infrequent/one-time visitors to add an app to their mobile devices by allowing the scan of a QR code to pay for parking.
   - Allow patrons to enter and exit the parking garages with a debit account. Add money to your parking balance and enter/exit until the funds expire. No permit or payment is needed each time you visit the campus. Your campus ID card is the credential.
   - Parking Sensors were added to all the outdoor parking spaces on the main campus. This will allow us to display in real-time which parking spaces are vacant for permit and guest parking and assist those that need Accessible Parking to see all the vacant ADA parking spaces on campus by location.

6. **University Safety and Assurances**, *co-led by Director Zachary Steuerwald and Director Melody Harries*
   - The Animal Care Program hosted site visitors from AAALAC International this summer for a two-day reaccreditation site inspection. They passed with flying colors due to their spotless facilities, dedicated staff, and excellent care of animals.
   - ChemManager+, a ShopUW+ platform for managing chemicals from purchase to disposal, was configured, tested, training developed and deployed to over 580 end users in 15 academic and research departments by 3 US&A staff in collaboration with a team from UW System.
   - Implemented "Working in Isolation" hazard assessment and approval process for UW System policy compliance. Communicated the policy to Deans, Division and Department Heads and Department Supervisors and marketed training on the BPLogix approval form to over 65 individuals.

E. **University Information Technology Services (UITS) and Campus Technology Support (CTS),** *led by AVC/Chief Information Officer Robert Beck, and now Interim AVC/Chief Information Officer Beth Schaefer*

   1. **Enterprise IT Services**
      - **Network and Data Center Infrastructure**, *led by Directors Bill Gaulke and Matt Baran*
        o UW SysNet implemented Internet router upgrades for UWM; new high-speed core switches were installed, and new distribution switches were installed, in virtually every building on the Kenwood Campus.
        o Kenwood Campus "Fiber Optic Replacement" Project – the network "backbone" was replaced for 40+ buildings by UITS Network Operations, transforming the physical foundation of UWM's network infrastructure from obsolete cabling to new fiber-optic lines.
        o UWM's new network hardware allows us to use modern automation techniques to monitor and to manage our network -- including the ability to "auto-heal" certain types of problems using "AI" responses.
      - **Enterprise Information Systems**, *led by Director Ed Melchior*
        o The Student Data Warehouse process was re-engineered after 4,000+ UITS staff-hours. The Warehouse was moved from the Madison-based Informatica PowerCenter to the cloud-based Informatica Intelligent Cloud Services.
        o Testing Center was moved from Registrar's Office to UITS Enterprise Information Services in Fall; unexpected issues not due to UITS were encountered and addressed.
      - **Enterprise Services**, *led in interim by Adam Hundt and Scott Stearns, managers*
        o Teams Telephony Project

- 436 phone lines were ported from AT&T to UWM Teams Telephony during 4 porting periods in 2022
- 4,310 UWM analogue phone lines (93% of campus total) had been successfully addressed by being migrated (3279), disconnected (541), or confirmed for retention/non-migration (490).
- From September until December, faculty and staff were encouraged to dispose of old or unused phone equipment at Classroom Services, which were then brought to the UWM Surplus Program.

2. **Security and Compliance**, *led by <u>Chief Information Security Officer Mike Grypp</u>*
   - InfoSec completed token distribution and change management activities in 2022 for Microsoft Multi-Factor Authentication (MFA) project that was begun in 2021.
   - Remote Access Project was completed to 84% by the end of 2022; 1,104 on-campus devices were made secure/non-public.
   - Per a fraud incident recommendation, an automation process was developed for PantherLIST and Support/FAQs documents were drafted, with successful implementation in the summer for administrative units and fall for academic units.
   - MFA protection of our Virtual Private Network (VPN) was activated and VPN-first-login was required for RemoteLab Service access.
   - Four formal information security incidents were appropriately documented and reported to UWSA and UWM Chancellor.
   - UWM's Information Security Incident Response Plan was revised, reviewed and signed by UWM Chancellor on December 21, 2022.
   - UITS managed four separate audits of UWS information security policies, conducted by UWSA Audit.

3. **Research Computing**, *led by <u>Interim Director Dan Siercks</u>*
   - In 2022, 21,699,234 "core hours" of utilization or 2,477 "core years" of utilization whose value exceeded $1 million; submissions were made by 139 UWM users from Engineering, CGS, Health Sciences, Letters and Science, Business, Freshwater Studies, Information Studies, Public Health, and Social Welfare.
     - 3,000,000 jobs were submitted on Mortimer from May 2021 to present.
     - 80 new users across 30 UWM research groups in 16 schools/departments were onboarded.
     - An NSF CC* Award ($400K), new HPC hardware ("New Mortimer") will allow expanded UWM participation in the Open Science Grid.
   - UWM Shared Web Application (SWAPP) Hosting service was made available as a LAMP-based platform for hosting and maintaining web applications for schools, colleges, administrative units, academic centers, and other university-wide programs and services.
   - Network Services provided to UWM Researchers included:

- o Low latency connections - LIGO
- o Highly secure analysis environments - Peridata project
- o Specialized firewall rules - Private IP address project

4. **Campus Technology Support**, *led by Director James Kavanaugh*
   - SOIS Virtual Lab, for use in f2f, online, and hybrid SOIS instruction, was completed to 81% by end of 2022 with work undertaken related to warranty, new hardware specification, and technical configuration.
   - The Nursing Learning Resource Center (NLRC), including James and Yvonne Ziemer Clinical Simulation Center, was deployed in NWQ. Enterprise Services, Networking and Data Center Infrastructure, and Campus Technology Support participated in CAE Learning Space Simulation Lab project.
   - Physical Moves Projects in 2022 requiring significant IT staff support:
     - o UWM Union Remodel required temporary relocation of TechStore to CTS space in Bolton;
     - o Nursing Learning Resource Center (NLRC), including James and Yvonne Ziemer Clinical Simulation Center; and
     - o Student Health and Wellness -- 10 CTS staff completed set up of new facility and 25 UITS staff also involved with IT aspects of relocation

5. **Other**
   - As part of the UWS Administrative Transformation Project (ATP) project, UITS compiled an updated, accurate list of UWM's potential "ancillary systems" that are impacted by the move from Peoplesoft to Workday and attended many ATP-convened meetings that reviewed those systems; 162 "Ancillary Systems" ultimately required individual identification, review, and assessment.
   - UITS supported a Call Center Cloud-based Tool for Student Financial Services Center; because third-party software proved unsuccessful, an in-house solution is being developed for integration with Teams.
   - Using a Halloween theme, UWM IT undertook a major communication campaign for Cybersecurity Month in October to promote cybersecurity best practices on campus, including the IT Newsfeed for "Tech Tips," *IT Update* news items, YouTube video, and in-person events at the UWM Union.
   - TechTraining and Orientations:
     - o Spring semester course schedule – 5 courses offered
     - o Fall semester course schedule – 6 courses offered
     - o 19 separate "Meet & Greet" fall 2022 semester orientation sessions hosting 1,037 new UWM students

F. **Office of Legal Affairs**, *led by* _Chief Legal Counsel Joely Urdan_
- Hired Compliance & Ethics Officer Kathryn Amato in March 2022, critical to providing structure to and coordination of UWM's largely decentralized compliance activities.
- Refined and invigorated a three-tier compliance committee structure (executive committee, steering committee, and topical working groups) to monitor UWM's compliance activities and direct the flow of critical compliance information so that subject matter experts and UWM's leadership are aligned on compliance priorities, legal and policy changes, and other important compliance activities and developments.
- In February 2022, launched an anti-fraud campaign, which included an informational video, campus messages, and a new, online campus reporting mechanism, in addition to the existing UW System reporting hotline.
- In 2022, UWM received several new reports of potential fiscal misconduct and implemented refinements to our internal processes for tracking and investigating such reports as well as ensuring UWM's compliance with UW System's policy.

G. **University Police,** *led by* _Chief of Police David Salazar_
- Worked collaboratively with campus partners and outside stakeholders to successfully implement the Naloxone Box Program and assisted with updating our alcohol and other drug educational and prevention efforts. The PD now provides on demand Narcan training for faculty, staff, students, and community members.
- Initiated a complete review of the university's active shooter preparedness that led to several improvements including additional training for campus partners, enhanced resources available online, policy and procedure updates, 10-hours of active shooter training for PD members, a collaborative video message to the campus community, and table-top exercise for campus leadership.
- Created the agency's first ever Citizens Police Academy. The 4-week program provided attendees with a working knowledge of campus policing, a deeper understanding of law enforcement training and procedures, and increased positive communication and trust between officers and attendees.
- Commenced the long-term strategic goal of the implementation of the principles of 21st Century Policing in the areas of building trust and legitimacy, training and education, policy and oversight, community policing and crime reduction, technology and social media, and officer wellness and safety.
- Increased campus safety and security through the expansion of the centrally managed security camera program through the completion of phase one of the expansion.
- Initiated the 30x30 pledge in support of the representation and experiences of women in all ranks of policing, with an ultimate goal to increase representation of women in policing to 30% by 2030, far above the current national and state percentages.
- In furtherance of the strategic goal of moving the PD to the renovated Norris site, planned and moved the PD to a temporary site in Northwest Quadrant building B in January 2023.

IV. Highlights from FAA's Fall 2022 Budget Narrative

FAA departments will continue to strive to "empower UWM's future as a premier urban research university through innovation, excellence and strategic partnership," and meet our budget goals and obligations through careful consideration of strategic reduction strategies. However, a research institution of UWM's size and complexity requires a core set of administrative operations supporting the university that do not easily scale down with declines in enrollment, particularly when our facilities and IT infrastructure have not diminished with enrollment declines.

In addressing successive budget cuts over the last seven years, while demands on the division have increased, FAA has maximized every identified opportunity for savings and focused on mitigating the associated risks. Further cuts to this core administrative infrastructure will mean accepting specific risks, some of which are highlighted below, and impact the division's ability to support UWM at the levels desired. Reductions in central infrastructure can also push schools, colleges, and divisions to try to recreate services in their divisions that are lost centrally, which ultimately is not cost-effective.

A. **Facility Services, Campus Planning, Transportation Services and Sustainability** (36% of FAA budget)

Aging buildings *(40 buildings, 3.2 million GSF, 62% of campus GPR building space with no substantial renovation in over 50 years)* have excessive maintenance needs. Failures of major building systems are possible, and these risks are increasing. New buildings include complex technical systems that require specialized knowledge and skills for adequate maintenance and regular replacement of computerized components. UWM spends less than comparable universities in the Midwest region (MAPPA) for all operations and maintenance expenses, including major maintenance. UWM averages $0.72 per square foot on maintenance, compared to the MAPPA average of $1.18 (39% less). Environmental Services cleans over 55,000 square feet per FTE, almost double the higher education median of 30,000. Budget reductions in FY 2024 are expected to increase that to over 58,000 square feet per FTE. To improve hiring and retention of custodians in FAA and Student Affairs, the starting wage was increased to $15/hour in August 2022. This will result in additional wage costs of $330K per year. Reduced staffing and less spending on materials and equipment due to budget cuts result in an increase in urgent/emergent projects that come with building decline and failure. Reducing cleaning, maintenance of our grounds, systems, and buildings, and building repairs increase the risk of catastrophic loss and repair costs later. In addition, compliance-based testing and inspection requirements must be met.

UWM facilities are essential to the recruitment and retention of students, faculty, and staff. Research data show that facilities are important in selecting a college: *"Over 73 percent of the more than 16,000 students who responded say facilities related to their major were extremely or very important in their selection of a college."* They also directly affect the productivity of student services, research functions, and accreditation of a range of programs. Engineers and

staff in Facilities, Planning and Management ensure the ability to acquire state funds for new construction and the ability to responsibly repair, renovate, and maintain existing facilities.

   B. **Information Technology** (31% of FAA budget)

UWM's total institutional IT expenditure was 27% to 52% of the average expenditure of peer benchmarks in 2017, with the lowest central IT spend per FTE and lowest total institutional IT spend of the benchmarked institutions. In FY 2024, UWM's Central IT budget will drop to 78% of the FY 2017 level applied to the benchmarking, down $3.5M, despite the continued increase in demands and initiatives on Central IT.

Board of Regents Policy, UWSA Policies and Procedures, and other regulatory compliance requirements are key drivers of IT labor and equipment costs. In addition, UWM's IT policy compliance continues to be subject to regular audit by UW System, and UITS staff members must contribute significantly to other major audits with technology components.

The private sector IT job market remains extraordinarily strong, especially for those with expertise in the highest-demand disciplines of information security, enterprise management technologies, project management, data science, and cloud services. Salary competition pressures pose a daunting challenge for recruitment and retention.

UWM's successful participation in ATP, and the effective analysis and treatment of UWM's ~160 ancillary systems that currently connect to or depend on Peoplesoft and are critical to our university's academic and business operations -- will be extremely labor-intensive for IT. Very significant project management, business analysis, and systems integration work by UWM IT will be necessary to ensure the continued business functionality (including UDDS, Data, and Document Management) of UW-Milwaukee ancillary systems, whether or not they are replaced by Workday or the Huron Research Suite.

   C. **Business & Financial Services and Human Resources** (17% of FAA budget)

BFS and HR have consistently applied strategic restructuring and process automation within their functions to address budget cuts over the last seven years. With wages making up 93% of their combined budget, cuts in FY24 will require further reduction of staff positions, accomplished primarily through elimination of vacant positions. Reducing staff will have a negative impact on service levels, the departments' capacity to effectively implement operational improvements, and their capacity to support key campus initiatives such as the 2030 Action Plan, Administrative Transformation Program (Workday implementation) and DEI initiatives.

There are significant staffing needs in the Bursar office. Benchmarking indicates our office is nearly 30% below the expected level. This impacts the Bursar's ability to collect revenue, support current students to remain enrolled, as well as help students return to school through payment plans and outreach. We are working to mitigate these issues with

technology and merging our Student Accounts team with Financial Aid into a Student Financial Services organization. Further budget reductions will severely limit options to improve these student support services and create increased fiscal and audit risk across the function.

    D. **Police, University Safety & Assurances, and Legal** (12% of FAA budget)

For all these functions, which are extremely important to the UWM community's health, safety, and security, previous budget cuts have necessitated reductions to funding levels significantly below comparable universities. As in the other areas of FAA, further cuts will require decisions about acceptable safety, compliance, and financial risks.

Police staffing has already declined 34% since 2014. Most universities have ratios of 1.8 to 3 officers per 1,000 students. UWM has about 1.3 officers per 1,000 students. Additional cuts may require the elimination of additional positions and further restrict the department's ability to carry out its community policing mission. A leadership reorganization within the department is under consideration as a strategy to mitigate some of the negative effects of the reduction.

The Office of Legal Affairs provides complex advising to campus leadership and departments beyond strictly legal issues. Compliance requirements have increased drastically over the last few years and the average case load per attorney has increased about 32% annually since 2015. Prior budget cuts resulted in the loss of a 50% attorney position despite increasing workload and compliance requirements.

University Safety and Assurances is responsible for the delivery of essential environmental health, safety, human subjects protection, animal care, and risk management services to the University and its faculty, students, staff and visitors. US&A remains down 1.0 FTE from a previous budget cut, straining remaining personnel, slowing compliance reviews, and reducing training capability, so planned reductions will be funded through reduction in staff training and will impact staffs' capability to remain current with best practices and potentially the campus' safety and compliance culture.

In addition to other risks driven by budget cuts, the multiple years of reductions are having negative effects on our existing dedicated staff. To maintain service levels with fewer staff, the workload carried by each individual staff member has increased. This causes both psychological and physical stress on our diverse workforce. Across FAA, employee turnover and the increasing salary demands of the current competitive job market are putting additional pressure on the budget to maintain pay equity and retain current employees. A recent article in the *Chronicle of Higher Education* reported the top areas most problematic for hiring at universities, including faculty. Included in the top five areas with the biggest issues were: Information Technology, Building Services, Financial Officers, and Human Resources.