

D

"KEEPING IN THE BLACK"



Five-Year Strategic Financial Plan
University of Wisconsin
Division of Intercollegiate Athletics

October 1999

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

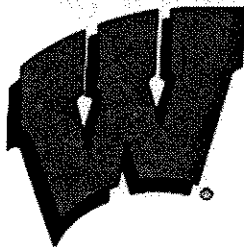
EXECUTIVE SUMMARY

In 1989 the University of Wisconsin Division of Intercollegiate Athletics was ending the decade with an operating deficit of \$2.1 million, deferred facilities maintenance in excess of \$3 million and a period of low attendance due to a string of losing seasons in its high profile sports. In response to these challenges, the athletic department initiated strategic decisions to diversify and expand revenues; invested in sports, salaries and facilities; hired new coaches who brought success to football and basketball; supported expanding opportunities for women; eliminated the deficit; and built the athletic reserve to \$3.9 million.

After a decade of successful growth, the department now faces a new set of financial challenges. The department lost \$1.1 million in 1998-99 and has budgeted a loss of \$600,000 in 1999-00. In addition, the department conservatively estimates the cost of inflation and anticipated capital infrastructure and maintenance needs will result in more than \$36 million of additional expenditures over the next five years.

In order for the department to overcome its financial challenges and maintain its academic and athletic competitiveness, significant measures will need to be taken; namely, cost containment, revenue enhancement and facility improvement. The cost containment initiatives must be implemented immediately. Several other initiatives, particularly the establishment of an annual fund, will take several years to fully implement.

The implementation of the actions outlined in this strategic financial plan will enable the department to maintain successful academic, athletic and financial performance well into the 21st century without assistance from student fees or additional support from the state and/or university.



“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

TABLE OF CONTENTS

	<u>Page</u>
STRATEGIC PLAN	3
CURRENT FINANCIAL SITUATION	7
FINANCIAL OVERVIEW.....	11
FINANCIAL PROJECTIONS.....	19
CONCLUSION.....	39
APPENDIX	41

STRATEGIC PLAN

“Keeping Big Red in the Black” Five-Year Strategic Financial Plan University of Wisconsin Division of Intercollegiate Athletics

Year	Revenue	Expenses
2000	\$12.5	\$12.5
2001	\$13.0	\$13.0
2002	\$13.5	\$13.5
2003	\$14.0	\$14.0
2004	\$14.5	\$14.5
2005	\$15.0	\$15.0

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

STRATEGIC PLAN

The athletic department’s overall strategic plan was developed through the collaboration of athletic department administrators, staff and coaches. In addition, the plan was reviewed and approved by both the Athletic Board and the Chancellor of the University. The strategic plan emphasizes seven initiatives that guide the overall operation of the department.

1. Academic Excellence

The athletic department strives to enable its student athletes to excel in the classroom and takes great pride that University of Wisconsin student athletes have earned more Big Ten academic achievement awards than athletes at any other Big Ten institution during the past twelve years.

Academic Excellence	
Total All-Big Ten Academic Awards (1986-1998)	
Wisconsin	1245
Ohio State	1242
Michigan	1142
Penn State	1093
Minnesota	1076
Indiana	1022
Michigan State	968
Northwestern	944
Iowa	925
Illinois	782
Purdue	763

2. Competitive Success

Over the past six years the University of Wisconsin has finished first or second in the overall Big Ten competitive standings and has consistently ranked as one of the Top 25 athletic programs in the country. In addition, the women’s sports program was recently ranked 10th best in the country by *Women’s Sports Illustrated*.

	<u>National</u>	<u>Big Ten</u>
1998-99	25th	1st
1997-98	34th	2nd
1996-97	24th	2nd
1995-96	15th	2nd
1994-95	17th	2nd
1993-94	12th	2nd

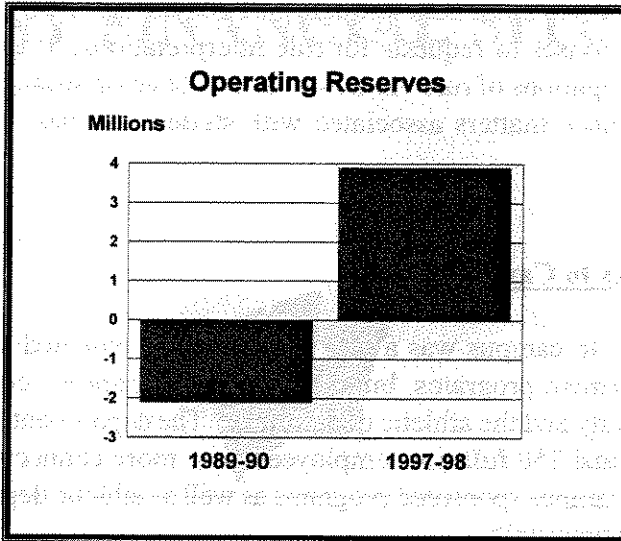
National - Based on finishes in NCAA Championships.
Big Ten - Based on finishes in Big Ten Conference Championships.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Strategic Plan

3. Financial Solvency

It is the department’s objective to fund the athletic program entirely from revenues generated by the department. As of June 30, 1998, after seven consecutive years of annual surpluses, the department’s reserve was \$3.9 million.



4. Gender Equity and Diversity

The athletic program is committed to providing equal opportunities for male and female student athletes. In addition, the Office of Civil Rights requires athletic programs to comply with Title IX. As a result, the department has added three women’s sports and implemented roster management initiatives to ensure its athletic participation more closely mirrors the male/female ratio of the University’s student body.

	<u>Men</u>	<u>Women</u>
1995-96	60%	40%
1996-97	58%	42%
1997-98	58%	42%
1998-99	54%	46%
1999-00 Projection	50%	50%
Student Body	47%	53%

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Strategic Plan

5. Rules Compliance

The athletic department has adopted a “Compliance Philosophy” to assist department personnel with administering strategies that ensure compliance with NCAA, Big Ten and WCHA rules. The department supports four compliance initiatives: 1) promote NCAA, Big Ten and WCHA rules awareness through staff and booster club education; 2) provide timely and accurate responses to requests for rule interpretations; 3) achieve timely and equitable resolutions to allegations of rule violations; and 4) develop strategies for appropriately dealing with the compliance matters associated with student athletes’ personal, legal or academic issues.

6. Building Bridges to Campus

Building bridges to campus was a new initiative implemented in 1998. The department is striving to implement programs, build alliances and improve communications between the campus community and the athletic department. The department’s goal is to encourage its 700 student athletes and 250 full-time employees to be more connected with the campus through participation in campus sponsored programs as well as athletic department sponsored programs for the campus community.

7. Great Place to Work

Making the department a great place to work for its 250 full time employees and hundreds of seasonal/part-time staff and student workers was added in 1998 as the seventh strategic initiative. The department has taken steps to accomplish this by improving communication within its staff, broadening involvement in decision-making, increasing opportunities for staff development and providing better recognition of outstanding achievement.

To summarize, the department believes that if it sustains high academic achievement, remains competitively excellent, balances its budget annually, implements gender equity initiatives, operates within NCAA and conference rules, improves connections with campus programs and supports its staff, it can maintain a high standard of success.

CURRENT FINANCIAL SITUATION



**“Keeping Big Red in the Black”
Five-Year Strategic Financial Plan
University of Wisconsin
Division of Intercollegiate Athletics**

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

CURRENT FINANCIAL SITUATION

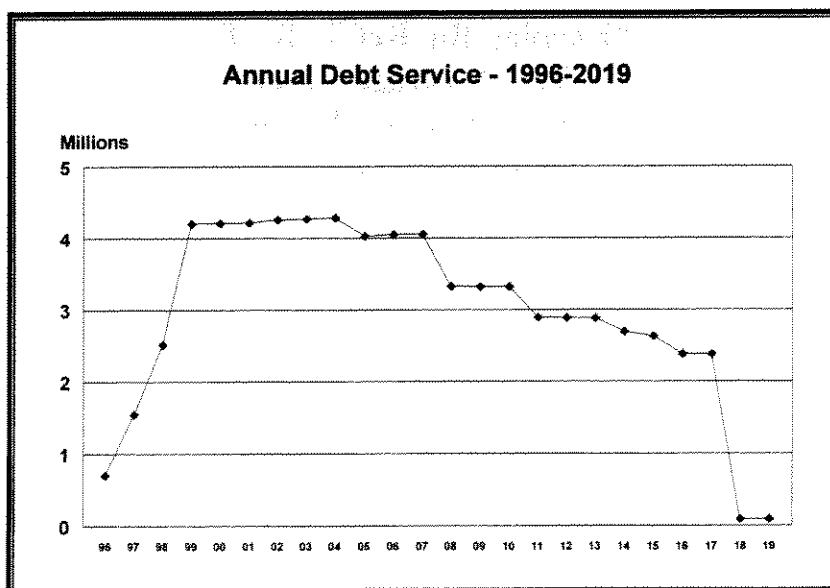
To many outside the University it would appear the athletic program is financially profitable and is generating more than enough revenue to excel well into the 21st century. The department regularly sells out Camp Randall Stadium, has won two Rose Bowls in the past five years, led the nation in men’s hockey attendance, is a national leader in men’s and women’s basketball attendance, and has just completed one of its best years competitively in the history of the overall program. However, the academic, athletic and financial success that has been achieved over the past ten years will quickly erode if the department is unable to successfully overcome its current financial challenges.

The athletic department lost just under \$1.1 million for the year ending June 30, 1999 despite having over a \$1 million operating profit. The overall loss was the result of \$1.7 million in unanticipated one-time capital and maintenance expenditures (e.g., turf replacement, softball stadium, etc.). The loss was funded from the department’s \$3.9 million accumulated reserve.

Unfortunately, the 1998-99 financial results cannot be viewed in isolation. The department has budgeted a loss of \$600,000 in 1999-2000 and conservatively estimates the cost of inflation and anticipated capital infrastructure and maintenance needs will result in more than \$36 million of additional expenditures over the next five years. Several factors have contributed to the department’s change in finances:

1. Investment in Facilities

The athletic department has made a significant investment in its facilities including the addition of the Kohl Center, Fetzer Student Academic Center, Goodman Softball Diamond, McClain indoor practice facility and the McClimon track and soccer complex. As a result, the department’s debt service on facilities is now over \$4.2 million annually.

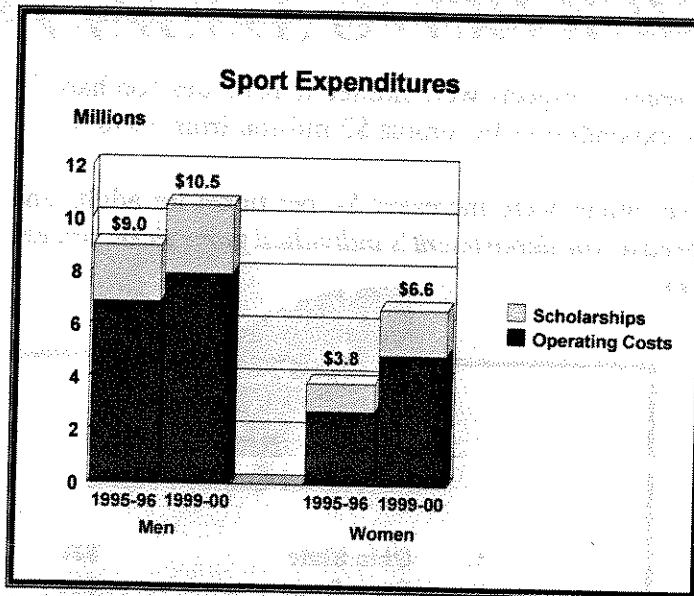


"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

Current Financial Situation

2. Additional women's sports

The cumulative effect of adding three women's sports to meet Title IX requirements has increased the operating budget by approximately \$3 million over the past five years. In 1999-2000 the cost of adding women's ice hockey increased the operating budget by over \$1 million.



3. Lack of significant annual contributions

The department is substantially behind its peers in generating revenue from its annual unrestricted fundraising program. The athletic program currently generates about \$1.5 million annually from its unrestricted fundraising efforts related to preferential seating. That figure ranks last in the Big Ten and is over \$8 million less per year than Penn State.

<u>Big Ten</u>		<u>Top Ten</u>	
Penn State	\$9.5	Florida	\$12.0
Michigan	\$7.3	Tennessee	\$10.7
Ohio State	\$7.0	Kentucky	\$9.5
Iowa	\$6.2	Penn State	\$9.5
Michigan State	\$5.4	Florida State	\$9.0
Purdue	\$5.0	South Carolina	\$7.5
Indiana	\$3.8	Michigan	\$7.3
Minnesota	\$3.4	Texas	\$7.0
Illinois	\$3.1	Arkansas	\$7.0
Northwestern	\$1.9	Georgia	\$7.0
Wisconsin	\$1.5	Ohio State	\$7.0

Source: Texas A&M Survey (Stanford and Notre Dame did not participate in the survey.)

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

SHORT-TERM FINANCIAL ACTIONS

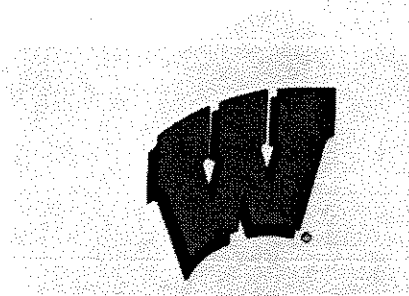
In order to begin addressing its financial challenges, the following actions were taken during the development of the 1999-00 athletic department budget:

1. The 1999-00 operating expenditures were frozen except for state approved salary increases, tuition increases, and the addition of the women’s ice hockey program.
2. Major maintenance projects were limited to revenues “on hand” which significantly reduced maintenance expenditures by almost \$2 million from 1998-99.
3. Football ticket prices were increased \$4 per ticket for adults and \$2 per ticket for students. *After the increase, the department’s individual game ticket prices were still only the 7th highest in the Big Ten.*

1999 Football Season Individual Game Prices		
1.	Ohio State	\$38
2.	Penn State	\$36
3.	Michigan	\$35
4.	Michigan State	\$32
5.	Minnesota	\$30
	Northwestern	\$30
7.	Iowa	\$28
	Purdue	\$28
	Wisconsin	\$28
10.	Illinois	\$27
11.	Indiana	\$26

These actions limited the budgeted deficit for 1999-00 to approximately \$600,000. However, with careful management and prudent spending, the athletic department believes by June 30, 2000, it can substantially reduce this deficit or even end the fiscal year with a surplus.

FINANCIAL OVERVIEW



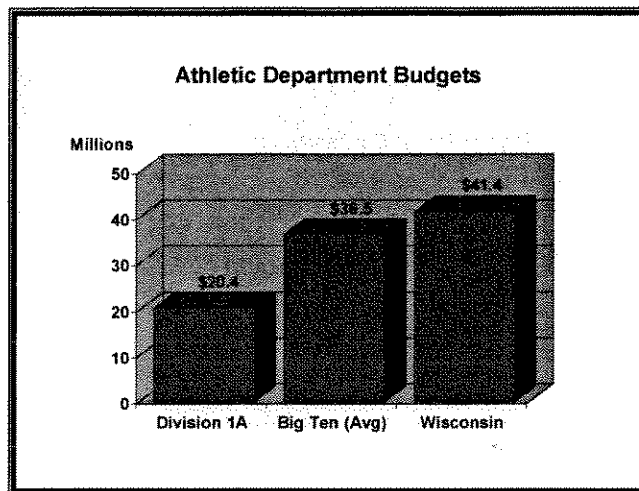
“Keeping Big Red in the Black” Five-Year Strategic Financial Plan University of Wisconsin Division of Intercollegiate Athletics

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

FINANCIAL OVERVIEW

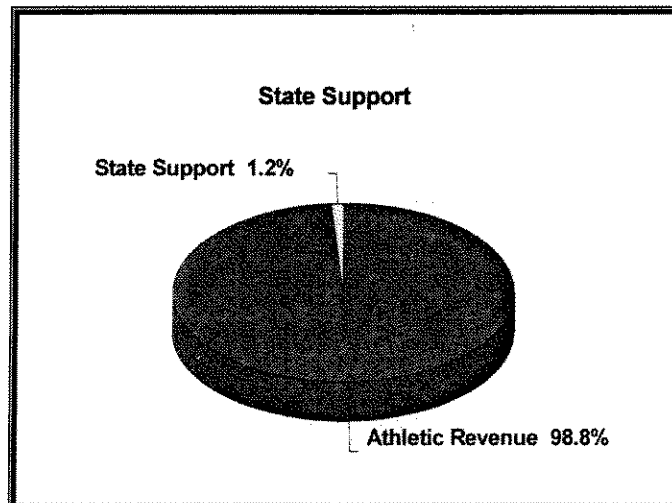
A. Overall Athletic Budget

The athletic department’s overall annual budget is approximately \$41 million. The chart below compares the department’s annual budget to peer institutions. For example, Wisconsin’s athletic budget ranks third in the Big Ten behind Ohio State (\$65 million) and Michigan (\$48 million). The average Big Ten athletic budget is \$36.5 million, and the national average of all Division I institutions that sponsor football is \$20.4 million.



B. State Support

Contrary to public opinion, the athletic department receives only 1% of its annual operating budget from state tax dollars. The athletic department is required, by definition as an auxiliary unit of state government, to be self-supporting.

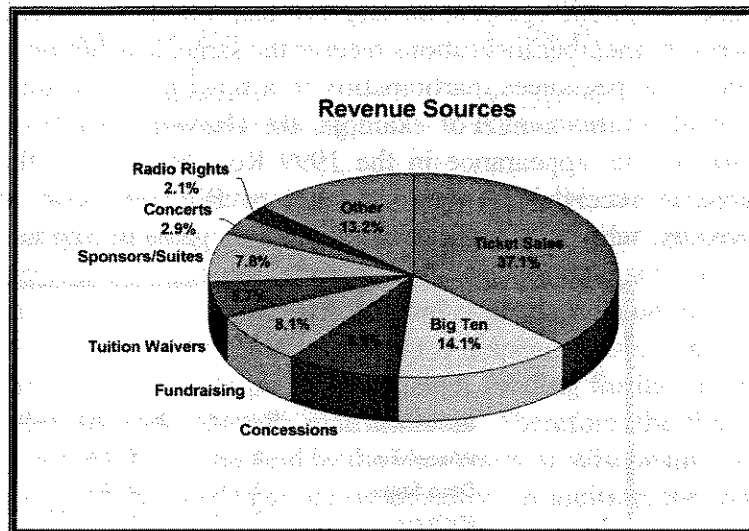


"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

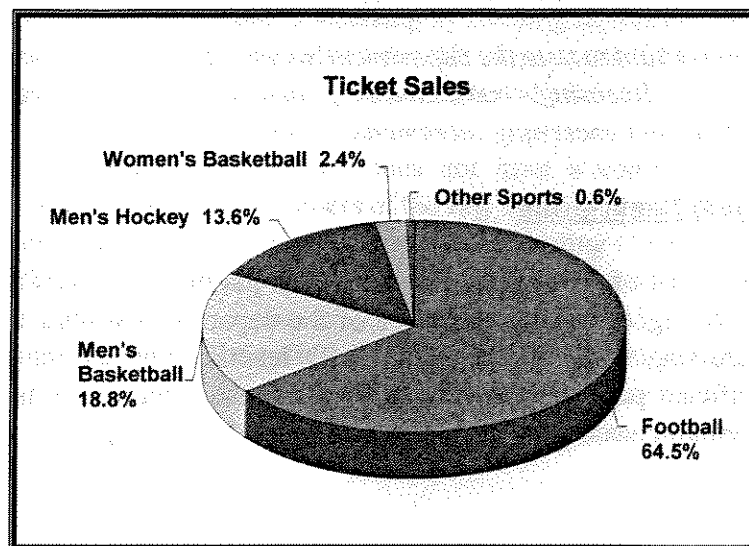
C. Revenue Sources

The athletic department is responsible for generating 99% of its operating budget (over \$40 million) on an annual basis. The majority of the revenue (46%) is directly associated with attendance (ticket sales and concessions). Other significant sources of revenue include Big Ten distributions (television, bowl games, NCAA basketball tournament, etc.), fundraising, corporate sponsorships, radio rights and concerts.



1. Ticket Sales

Over 80% of athletic department ticket sales are generated by football and men's basketball. However, other than raising ticket prices, the ability to increase ticket revenues is directly related to attendance. Because tickets are sold out for football, and tickets for men's basketball are nearly sold out, the department cannot continue to rely on additional ticket revenues to achieve financial solvency.



“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

2. Big Ten Distributions

Approximately 14% of the department’s annual revenue is the result of its membership in the Big Ten Conference. During 1999-00, the conference will distribute to the department over \$6 million in revenue generated from Big Ten television contracts, bowl appearances, and NCAA basketball tournament appearances.

Contrary to public opinion, the Big Ten institutions share all Big Ten revenue equally. As a result, member institutions receive the same distribution regardless of frequency of television appearances, participation in a bowl game, or qualification for the NCAA basketball tournament. For example, the University of Wisconsin *did not* earn \$15 million for its appearance in the 1999 Rose Bowl. As the chart below indicates, Wisconsin received the same amount of Big Ten bowl income as Northwestern University, who did not win a single Big Ten game during the 1998 season.

Institution	Record	Bowl Distribution
Wisconsin	7 - 1	\$1,542,727
Ohio State	7 - 1	\$1,542,727
Michigan	7 - 1	\$1,542,727
Purdue	6 - 2	\$1,542,727
Penn State	5 - 3	\$1,542,727
Michigan State	4 - 4	\$1,542,727
Minnesota	2 - 6	\$1,542,727
Indiana	2 - 6	\$1,542,727
Illinois	2 - 6	\$1,542,727
Iowa	2 - 6	\$1,542,727
Northwestern	0 - 8	\$1,542,727

It is important to note the department’s participation in a bowl game also contributes to increased licensing, merchandising and sponsorship revenue. See page 30 for information concerning incremental licensing income.

3. Annual Fundraising

One source of revenue that the athletic department can significantly increase is annual fundraising. Currently only 8% of the department’s annual revenue is derived from fundraising. This figure is substantially less than peer institutions (see page 9). The most significant portion of the department’s annual fundraising is generated by the sale of preferential seating.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

3. Annual Fundraising (Continued)

For the year ending June 30, 1999, the department generated over \$1.5 million from preferential seating:

<u>Preferential Seating</u>	<u>1998-99</u>
Football	\$ 550,000
Men's Basketball	\$ 676,000
Men's Hockey	\$ 270,000
Women's Basketball	\$ 52,000
Total Preferential Seating	\$1,548,000

Although the department generates other gifts annually, the funds generated by the annual preferential seating program are unrestricted gifts that can be used to help fund overall department initiatives such as student athlete scholarships and facility improvements. The revenue that is generated annually outside this fund (e.g., various booster group contributions) is designated for a specific use. During the 1990's, the department made an effort to provide sufficient funding for its athletic teams without relying on extensive booster club contributions. Therefore, the funds generated most recently by booster groups and held by the University of Wisconsin Foundation are more than the department has needed to access annually. In addition, the solicitation of funds by several booster groups has included the use of athletic department perquisites such as access to post-season and away game tickets and preferred seating locations; as a result, these benefits have not been available for the department to use as incentives to secure unrestricted gifts.

Many of the department's supporters are solicited simultaneously by the athletic department, the University of Wisconsin Foundation and various booster clubs. As a result, some of the department's fundraising efforts have become fragmented and inefficient. Based on discussions with peer institutions, the department is confident it can successfully improve annual fundraising by creating an annual fund program. At the same time, the department also recognizes the importance of the individual booster groups and does not plan to eliminate these organizations.

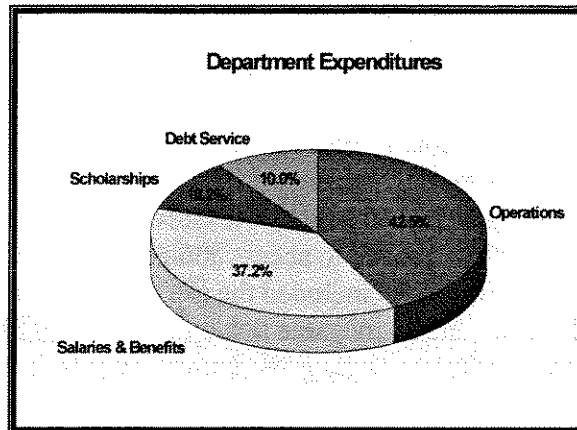
In summary, the athletic department does not have a comprehensive annual fund program. In contrast, all other members of the Big Ten conference have well-established annual fund programs that use a form of preferential seating to annually raise substantial unrestricted funds. The department plans to implement an annual fund program that will provide one identity in the area of unrestricted fundraising and eliminate many fundraising inefficiencies. The annual fund will include a point system that incorporates years of purchase, donation history and other appropriate support indicators in establishing priority for tickets, parking, golf tournaments and special events.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

D. Operating Expenditures

The department’s annual operating expenditures consist of four major components. The largest component, almost \$18 million annually, is general operating costs (e.g., travel, equipment, supplies, medical services, etc). The second largest component is salaries and benefits (\$16 million annually). The final two expenditure components are scholarships for student athletes (\$4.7 million) and debt service on facilities (\$4.2 million). Unfortunately, the annual increase for almost 50% of the athletic budget (scholarships and salaries) is not within the department’s direct control. For example, for 1999-00, tuition was increased 9.6% by the Board of Regents, and the University expects the State to approve a 5.2% salary increase for all academic staff. These two increases, which have to be funded by the athletic department, add almost \$1 million to the 1999-00 athletic budget and are in addition to any increases in operating, maintenance, or debt service costs.



E. Scholarships

The athletic department’s total scholarship costs for 1999-00 are estimated to be \$4.7 million. The department offers 290 full scholarship equivalences (each sport is allowed to provide the NCAA maximum number of scholarships). As the accompanying chart indicates, the department ranks seventh in the country in total number of scholarships offered. However, because five other Big Ten institutions are also in the top ten, the department must continue to maintain the number of scholarships it offers if it expects to remain competitive.

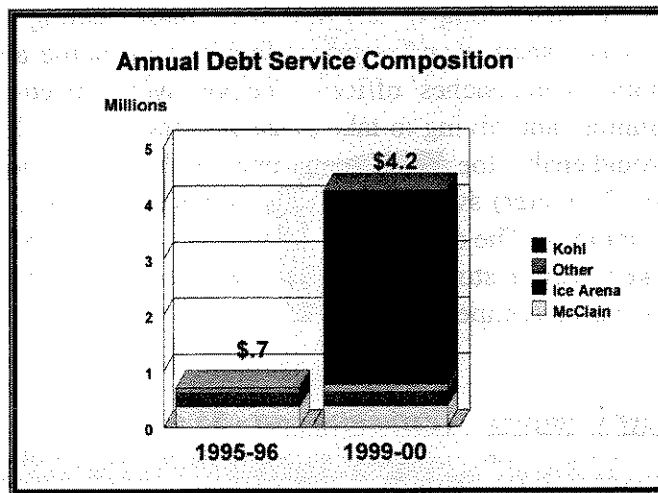
1.	Ohio State	309
2.	Nebraska	308
	North Carolina	308
4.	Penn State	301
5.	Michigan	298
6.	Michigan State	294
7.	Wisconsin	290
8.	Minnesota	282
	Stanford	282
10.	UCLA	271

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

F. Debt Service

In 1989 the athletic department was faced with deteriorating facilities and over \$3 million in deferred maintenance. In order to improve the capital infrastructure of the program, the department embarked upon an aggressive capital project plan. That plan included the construction of the Fetzer Student Academic Center, the McClimon track/soccer complex, the Kohl Center and the Goodman Softball Diamond. As a result of constructing these necessary facilities, the department incurred a substantial increase in annual debt service. The athletic department's current annual debt service is \$4.2 million, which is \$3.5 million higher than its 1995-96 debt service.



G. Additional Debt Service

In addition to the projects currently financed, the department must also continue to build/improve its capital infrastructure if it expects its athletic teams to remain competitive. The department has identified the following four major capital projects that it plans to initiate over the next five years:

1. Camp Randall Stadium – (Estimated cost - \$40 million)

The Camp Randall stadium improvement and expansion project would construct additional seating, address ADA seating deficiencies and improve serious infrastructure deficiencies. The project could potentially include increased disabled stadium seating; improved access to the disabled seating areas; installation of an elevator(s); the addition of luxury boxes, club and general admission seating; a new entrance and reception space for athletic department offices; a retail store; a new stadium operations center; an enhanced scoreboard and PA system; additional restroom and concession areas; and improved entry gates for spectator safety. It would also address several serious infrastructure needs including water heater renovations, HVAC overhauls, electrical system upgrades, and window and perimeter fence replacements.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Financial Overview

2. Natatorium – (Estimated cost \$11.5 million)

A natatorium suitable for hosting and qualifying for NCAA Division I competition is essential to the viability and competitiveness of the department's swimming and diving teams. Currently the swimming and diving teams share both the Division of Recreational Sports' facility and the Department of Kinesiology's facility. The large number of athletes on the men's and women's swimming teams requires use of both facilities on a daily basis for practice. In addition, the teams share locker rooms and workout space with students, faculty and staff. The proposed natatorium project would provide the swimming and diving teams with a dedicated practice and competition facility. It would consist of a 70 meter long by 25 yard wide pool, seating for approximately 1,500 spectators, locker, shower and restroom facilities for home and guest teams, a weight training complex and coaches' offices. The pool would be equipped with a bulkhead to permit swimming and diving to take place simultaneously. In addition, the moveable bulkhead would enable the athletic department to host both long course (50 meters) and short course (25 meter) swimming competitions as well as springboard and platform diving competitions. The construction of a metric pool is significant because the NCAA will most likely require student athletes to use metric pools in order to qualify for future NCAA post-season competitions.

3. Track/Soccer Complex – (Estimated cost - \$5 million)

The second phase of the track/soccer complex is part of a continuing effort to update and renovate the men's and women's track and soccer complex, which currently serves six athletic teams. The proposed project would enable the athletic department to host Big Ten and NCAA events and provide appropriate facilities for participating teams. The project would include the addition of a 6,000 capacity seating area for spectators and a multi-purpose building with an enclosed press box, locker facilities, training room and meeting rooms. Ancillary restroom and concession facilities for patrons would also be included.

4. Boathouse for Men's and Women's Crew – (Estimated cost - \$3 million)

The boathouse project would include renovations to the current boathouse (built in 1968 for the men's team only) that is used by the men's rowing team and two women's rowing teams. With the addition of lightweight crew, the boathouse must accommodate the needs of approximately 250 student athletes in a space designed for only 75. The project would add two floors to the existing structure and enable the department to provide both the men's and the women's crew teams with a comprehensive training facility, coaches' offices and boat storage area. In addition, the renovations would substantially increase pedestrian safety due to the construction of a bridge over the boat launch area that raises the lakeshore path above the lakefront.

FINANCIAL PROJECTIONS



**“Keeping Big Red in the Black”
Five-Year Strategic Financial Plan
University of Wisconsin
Division of Intercollegiate Athletics**

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

FINANCIAL PROJECTIONS

The athletic department has developed a five-year strategic financial plan that 1) contains costs; 2) ensures the department will generate surpluses in each of the next five years; 3) builds the overall athletic department operating reserve to over \$10 million by June 30, 2005; 4) enables the athletic program’s student athletes to continue to excel both academically and athletically; 5) addresses the department’s facility needs; and 6) does not require student fees or additional University and/or State support.

The accompanying chart reflects the department’s projected financial performance during the next five years based on the assumptions used in developing the financial plan. The plan requires the department to increase its annual operating revenues from \$39 million in 1999-00 to \$51.4 million in 2004-05. Department expenses, including debt service and capital projects, will increase from \$39.6 million in 1999-00 to over \$51 million in 2004-05. Because operational costs will be controlled, the majority of increased revenue will support the construction of improved facilities. Even with increased facility costs, the department will have the ability to generate annual surpluses and increase its overall athletic reserve from \$2 million to \$10 million. More importantly, the department can build upon its reputation as an athletic department that excels athletically and academically while remaining financially strong.

FIVE-YEAR FINANCIAL PROJECTIONS						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
OPERATING REVENUE	\$39,009,788	\$44,199,334	\$46,935,650	\$49,412,146	\$50,606,027	\$51,399,499
OPERATING EXPENDITURES						
Sports	\$15,210,856	\$15,588,285	\$16,865,124	\$16,853,892	\$16,977,510	\$17,364,866
Net Athletic Scholarships	\$1,929,902	\$2,230,620	\$2,342,151	\$2,459,258	\$2,582,221	\$2,711,332
Administration	\$6,369,206	\$7,709,529	\$7,740,355	\$7,967,566	\$8,229,926	\$8,501,704
Other Team Costs	\$3,565,213	\$3,857,432	\$3,978,803	\$4,104,631	\$4,244,758	\$4,389,984
Facilities/Operations	\$8,323,594	\$8,078,037	\$8,238,516	\$8,403,788	\$8,629,331	\$8,861,685
Debt Service	\$4,211,017	\$4,211,332	\$4,502,205	\$6,161,821	\$7,824,857	\$8,645,167
Total Expenditures	\$39,609,788	\$41,675,235	\$43,667,154	\$45,950,956	\$48,488,603	\$50,474,738
NET OPERATING MARGIN	(\$600,000)	\$2,524,099	\$3,268,496	\$3,461,190	\$2,117,424	\$924,761
CAPITAL EXPENDITURES	\$0	\$2,378,000	\$811,000	\$311,000	\$700,000	\$565,000
NET MARGIN	(\$600,000)	\$146,099	\$2,457,496	\$3,150,190	\$1,417,424	\$359,761
OPERATING RESERVE						
Operating Reserve 07/01/xx	\$2,822,520	\$2,556,552	\$2,702,651	\$5,160,147	\$8,310,337	\$9,727,761
Net Margin	(\$600,000)	\$146,099	\$2,457,496	\$3,150,190	\$1,417,424	\$359,761
Operating Reserve 06/30/xx	\$2,222,520	\$2,702,651	\$5,160,147	\$8,310,337	\$9,727,761	\$10,087,522

Note:
These figures do not include the financial operations of the Division's Camps and Clinics or the University Ridge Golf Course.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

REVENUE PROJECTIONS

The following chart summarizes the department’s revenue over the next five years. Total revenue is projected to increase by 32% over the five-year period from \$39 million to \$51.4 million. The most significant revenue increases will result from increases in Big Ten distributions, athletic department fundraising and investment income earned on the department’s operating reserve. (Note: The specific assumptions used in developing the five-year revenue projections are listed on pages 22-30).

REVENUE PROJECTIONS						
	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
	Budget					
Ticket Sales (A)	\$15,348,445	\$17,245,855	\$17,255,333	\$17,264,812	\$17,274,291	\$16,912,424
Big Ten Revenue (B)	\$5,843,899	\$6,506,000	\$8,274,000	\$8,530,000	\$8,851,000	\$9,148,300
Fundraising (C)	\$3,348,448	\$5,696,250	\$6,393,563	\$7,091,991	\$7,791,591	\$7,792,421
Concessions/Catering	\$3,684,500	\$4,114,290	\$4,184,969	\$4,657,061	\$4,330,590	\$4,584,769
Concerts & Events	\$1,206,200	\$1,133,400	\$1,144,824	\$1,331,472	\$1,168,356	\$1,355,476
Post Season Participation	\$1,938,466	\$1,871,000	\$1,871,000	\$1,871,000	\$1,871,000	\$1,871,000
Suite Rentals	\$1,487,500	\$1,522,500	\$1,522,500	\$1,697,500	\$1,697,500	\$1,697,500
Corporate Sponsorships	\$1,730,280	\$2,100,000	\$2,205,000	\$2,315,250	\$2,431,013	\$2,552,564
Parking	\$550,000	\$640,625	\$656,641	\$673,057	\$689,883	\$707,130
Radio Rights	\$880,000	\$820,000	\$840,500	\$861,513	\$883,051	\$905,127
Investment Income	\$800,000	\$434,614	\$459,451	\$877,225	\$1,412,757	\$1,653,719
State Appropriation	\$492,050	\$492,050	\$492,050	\$492,050	\$492,050	\$492,050
Licensing	\$700,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
Guarantees	\$150,000	\$200,000	\$200,000	\$300,000	\$250,000	\$250,000
Merchandising	\$425,000	\$435,625	\$446,516	\$457,679	\$469,121	\$480,849
Programs/Media Guides	\$125,000	\$67,125	\$89,303	\$91,536	\$93,824	\$96,170
Other	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
TOTAL OPERATING REVENUE	\$39,009,788	\$44,199,334	\$46,935,650	\$49,412,146	\$50,606,027	\$51,399,499
(A) <u>Ticket Sales</u>						
Football	\$9,905,790	\$11,556,755	\$11,556,755	\$11,556,755	\$11,556,755	\$11,185,410
Men's Basketball	\$2,881,517	\$3,215,166	\$3,215,166	\$3,215,166	\$3,215,166	\$3,215,166
Men's Hockey	\$2,094,787	\$1,981,043	\$1,981,043	\$1,981,043	\$1,981,043	\$1,981,043
Women's Basketball	\$371,564	\$398,104	\$398,104	\$398,104	\$398,104	\$398,104
Varsity Sports	\$94,787	\$94,787	\$104,265	\$113,744	\$123,223	\$132,701
Total Ticket Sales	\$15,348,445	\$17,245,855	\$17,255,333	\$17,264,812	\$17,274,291	\$16,912,424
(B) <u>Big Ten Revenue</u>						
Football Television	\$2,472,000	\$2,631,000	\$3,998,000	\$4,094,000	\$4,193,000	\$4,400,000
Football Bowls	\$1,230,363	\$1,435,000	\$1,489,000	\$1,474,000	\$1,474,000	\$1,474,000
Football Revenue Sharing (Net)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$575,000)
Basketball Television	\$1,309,000	\$1,352,000	\$1,580,000	\$1,633,000	\$1,775,000	\$1,864,000
NCAA Tournament	\$914,636	\$1,205,000	\$1,324,000	\$1,446,000	\$1,526,000	\$1,602,300
Big Ten Tournament	\$450,000	\$418,000	\$418,000	\$418,000	\$418,000	\$418,000
Basketball Revenue Sharing (Net)	(\$82,100)	(\$85,000)	(\$85,000)	(\$85,000)	(\$85,000)	(\$85,000)
Other	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Total Big Ten Revenue	\$5,843,899	\$6,506,000	\$8,274,000	\$8,530,000	\$8,851,000	\$9,148,300
(C) <u>Fundraising</u>						
Preferential Seating	\$1,510,000	\$3,900,000	\$4,600,000	\$5,300,000	\$6,000,000	\$6,000,000
Endowment Interest	\$450,000	\$446,250	\$468,563	\$491,991	\$516,591	\$542,421
UW Foundation-General	\$945,000	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
UW Foundation-Sports	\$443,448	\$400,000	\$375,000	\$350,000	\$325,000	\$300,000
Total Fundraising	\$3,348,448	\$5,696,250	\$6,393,563	\$7,091,991	\$7,791,591	\$7,792,421

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

1. Ticket Sales

The department anticipates ticket sales to increase by 10% over the next five years from \$15.3 million to \$16.9 million. Ticket sales projections are based on each sport's anticipated number of home contests, actual gate receipts from the 1998-99 season and minimal future price increases. The chart on page 23 summarizes the specific assumptions that were used in projecting ticket sales.

A. Football

1. The department plans to maintain the single game football ticket price of \$28 for the next four years. During this four-year period, the department anticipates playing seven home football games instead of six. As a result of the additional home game, the season ticket price will increase from \$168 to \$196. Assuming the department maintains football attendance (there is a waiting list for season tickets of over 5,000 names), football ticket revenue will increase from \$9.9 million to \$11.5 million annually.

2. Because there will only be six home games in 2004, the department plans to increase single game ticket prices from \$28 to \$32 in order to maintain its annual football ticket revenue. However, the season ticket price will decrease from \$196 to \$192.

B. Men's Basketball

The department plans to raise the men's basketball per game ticket price from \$16 to \$18 for the 2000-01 season. In addition, the department will require the basketball team to play 16 home games during each year of the plan. This increase will generate over \$325,000 of additional annual income for the department. After the increase, single game ticket prices will be only the fourth highest in the Big Ten.

1.	Minnesota	\$25
2.	Indiana	\$19
	Iowa	\$19
4.	Michigan State	\$18
	Ohio State	\$18
6.	Illinois	\$17
7.	Wisconsin	\$16
8.	Purdue	\$15
	Penn State	\$15
	Michigan	\$15
11.	Northwestern	\$10

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

C. Men's Hockey

The department led the nation in attendance for men's hockey during the 1998-99 season. One of the reasons for this significant increase was additional seating capacity as a result of moving from the Dane County Coliseum to the Kohl Center. However, the department conservatively projects gate receipts for men's hockey to decline slightly in 1999-00.

D. Women's Basketball

The projected ticket sales for women's basketball are based on the average per game gate receipts from 1998-99 and the assumption that the team will play 15 home games each year. Because the department is already one of the nation's attendance leaders for women's basketball, revenue figures are not projected to increase during the next five years.

E. Varsity Sports

Varsity sports ticket sales represent the income generated from the sale of tickets for soccer, volleyball, softball, women's hockey, track and wrestling. Even with the addition of women's ice hockey, the department does not project the revenue from varsity sports to increase significantly.

TICKET SALES PROJECTIONS						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
Football						
Average Gate	\$1,741,768	\$1,741,768	\$1,741,768	\$1,741,768	\$1,741,768	\$1,966,768
Price Increase	\$4 / \$2	n/a	n/a	n/a	n/a	\$4 / \$2
# of Home Games	6	7	n/a	n/a	n/a	6
Projected Revenue	\$10,450,608	\$12,192,376	\$12,192,376	\$12,192,376	\$12,192,376	\$11,800,608
Less Sales Tax	(\$544,818)	(\$635,621)	(\$635,621)	(\$635,621)	(\$635,621)	(\$615,198)
Net Revenue	\$9,905,790	\$11,556,755	\$11,556,755	\$11,556,755	\$11,556,755	\$11,185,410
Men's Basketball						
Average Gate	\$190,000	\$212,000	\$212,000	\$212,000	\$212,000	\$212,000
Price Increase	n/a	\$2	n/a	n/a	n/a	n/a
# of Home Games	16	16	16	16	16	16
Projected Revenue	\$3,040,000	\$3,392,000	\$3,392,000	\$3,392,000	\$3,392,000	\$3,392,000
Less Sales Tax	(\$158,483)	(\$176,834)	(\$176,834)	(\$176,834)	(\$176,834)	(\$176,834)
Net Revenue	\$2,881,517	\$3,215,166	\$3,215,166	\$3,215,166	\$3,215,166	\$3,215,166
Men's Hockey						
Average Gate	\$130,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
Price Increase	n/a	n/a	n/a	n/a	n/a	n/a
# of Home Games	17	19	19	19	19	19
Projected Revenue	\$2,210,000	\$2,090,000	\$2,090,000	\$2,090,000	\$2,090,000	\$2,090,000
Less Sales Tax	(\$115,213)	(\$108,957)	(\$108,957)	(\$108,957)	(\$108,957)	(\$108,957)
Net Revenue	\$2,094,787	\$1,981,043	\$1,981,043	\$1,981,043	\$1,981,043	\$1,981,043
Women's Basketball						
Average Gate	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000
Price Increase	n/a	n/a	n/a	n/a	n/a	n/a
# of Home Games	14	15	15	15	15	15
Projected Revenue	\$392,000	\$420,000	\$420,000	\$420,000	\$420,000	\$420,000
Less Sales Tax	(\$20,436)	(\$21,896)	(\$21,896)	(\$21,896)	(\$21,896)	(\$21,896)
Net Revenue	\$371,564	\$398,104	\$398,104	\$398,104	\$398,104	\$398,104
Varsity Sports						
Projected Revenue	\$100,000	\$100,000	\$110,000	\$120,000	\$130,000	\$140,000
Less Sales Tax	(\$5,213)	(\$5,213)	(\$5,735)	(\$6,256)	(\$6,777)	(\$7,299)
Net Revenue	\$94,787	\$94,787	\$104,265	\$113,744	\$123,223	\$132,701
Total Ticket Sales	\$15,348,445	\$17,245,855	\$17,255,333	\$17,264,812	\$17,274,291	\$16,912,424

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

2. Big Ten Distributions

The University of Wisconsin’s share of Big Ten revenues is projected to increase by 57%, or \$3.3 million, over the next five years based on the figures provided by the Big Ten Conference office. The most significant increase is the result of the conference’s football television distribution, which will increase by \$1.4 million in 2001-02.

The Big Ten’s projected distributions are based on the assumption that one Big Ten institution will participate in the Bowl Championship Series. In the event two teams are selected in any given year, the department could receive up to an additional \$500,000 of bowl proceeds.

3. Fundraising Revenue

Currently fundraising revenue is comprised of four components: preferential seating (e.g., annual fund), endowment interest income, general (i.e., golf tournaments, etc.) and sport specific fundraising. As previously stated on pages 14 -15, the department believes it can significantly increase annual fundraising by implementing a comprehensive annual fund program that incorporates these individual fundraising components.

PROJECTED ANNUAL FUNDRAISING

	1999-00 <u>Budget</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
Preferential Seating	\$1,510,000	\$3,900,000	\$4,600,000	\$5,300,000	\$6,000,000	\$6,000,000
Endowment Interest	\$450,000	\$446,250	\$468,563	\$491,991	\$516,591	\$542,421
UW Foundation-General	\$945,000	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000
UW Foundation-Sports	\$443,448	\$400,000	\$375,000	\$350,000	\$325,000	\$300,000
Total Fundraising	<u>\$3,348,448</u>	<u>\$5,696,250</u>	<u>\$6,393,563</u>	<u>\$7,091,991</u>	<u>\$7,791,591</u>	<u>\$7,792,421</u>

A. Preferential Seating

The backbone of the comprehensive annual fund program is the creation of an annual fund office that will be responsible for overseeing preferential seating for football, men’s hockey, and men’s and women’s basketball. Although the department currently manages preferential seating for hockey and basketball, the football booster club has managed preferential seating for football. In addition, football preferential seating has only been enforced for any new season ticket purchasers since 1982. If the 1982 preferential seating plan had been fully implemented for all season ticket purchasers, the department’s preferential seating income would have been in excess of \$6 million annually.

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

A. Preferential Seating (continued)

As reflected in the accompanying chart, the department does not plan to change the annual seating donations required for men's hockey or men's and women's basketball during the next five years. Assuming the department maintains attendance, the revenue associated with preferential seating for these three sports will remain constant. However, the department intends to implement a comprehensive football preferential seating program that will generate an additional \$2 million in the first year and an additional \$4.5 million in future years after the program is fully implemented.

PROJECTED PREFERENTIAL SEATING REVENUE

	1999-00					
	Budget	2000-01	2001-02	2002-03	2003-04	2004-05
Football	\$550,000	\$2,940,000	\$3,640,000	\$4,340,000	\$5,040,000	\$5,040,000
Men's Basketball	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000	\$675,000
Women's Basketball	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Men's Hockey	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000	\$235,000
Total Preferential Seating	\$1,510,000	\$3,900,000	\$4,600,000	\$5,300,000	\$6,000,000	\$6,000,000

The department plans to announce the overall annual fund and football preferential seating programs in early 2000 and anticipates incorporating the following objectives into these plans:

1. The department proposes waiting until the 2001 football season to implement football preferential seating.
2. The revenue generated from the football preferential seating plan would be used primarily to fund the department's scholarship costs and facility improvements including Camp Randall stadium upgrades.
3. Fewer than half of the seats in Camp Randall stadium would be designated as preferential seating.
4. Unlike the Kohl Center, a one-time donation to secure preferential seats would not be required.
5. Required per seat donations would not be higher than the 1982 plan.
6. The annual fund will include a point system that incorporates years of purchase, donation history and other appropriate support indicators in establishing priority for tickets, parking, golf tournaments and special events.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

B. Endowment Interest

The department currently has an endowment balance at the University of Wisconsin Foundation of approximately \$13.5 million. The Foundation’s endowment policy requires that a portion of the income generated from the endowment principal be reinvested in the endowment fund. The remaining income is provided to the department for operations and is approximately \$450,000 annually. Although the department is continually striving to increase its endowment fund, it is not projecting a noticeable increase in endowment income during the next five years, especially given its emphasis on developing the annual fund.

Endowment Funds			
<u>Big Ten</u>		<u>Top Ten</u>	
Indiana	\$30.0	North Carolina	\$70.0
Purdue	\$26.0	Texas A&M	\$35.0
Michigan	\$25.0	Indiana	\$30.0
Penn State	\$18.0	Purdue	\$26.0
Ohio State	\$15.0	Michigan	\$25.0
Wisconsin	\$13.5	Miami	\$20.0
Illinois	\$8.5	Duke	\$18.0
Iowa	\$6.0	Penn State	\$18.0
Michigan State	\$6.0	Virginia Tech	\$16.0
Minnesota	\$3.5	Virginia	\$15.8
Northwestern	\$3.0		

Source: Texas A&M Survey (Stanford and Notre Dame did not participate in the survey.)

C. UW-Foundation (General)

The department currently generates \$950,000 a year from golf tournaments, special events and scholarship gifts from the football and men’s basketball booster groups. Although the department does not expect these amounts to be significantly impacted by the implementation of the annual fund, the department has conservatively projected that these revenue streams will not increase during the next five years.

D. UW-Foundation (Sports)

The department currently receives approximately \$450,000 a year from booster clubs for reimbursement of sport specific expenditures. For example, the golf boosters may pay for the golf team to take a trip to the West coast that the department did not have in its normal operating budget. With the implementation of the annual fund and the cost containment initiatives discussed later in the plan, the department anticipates the annual income from sport specific booster groups will decline over the next five years.

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

4. Concessions/Catering

The department anticipates concession/catering revenue to increase by 24%, or \$900,000 over the next five years. Concession/catering revenue is projected using the estimated number of games/events and the department's projected sales per game (the 1998-99 per games sales were used as a base). The accompanying chart reflects the assumptions the department used for each sport and event.

CONCESSIONS/CATERING PROJECTIONS						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
Football						
Average per game	\$200,000	\$204,000	\$208,080	\$212,242	\$216,487	\$220,817
Number of games	6	7	7	7	7	6
Total Football	\$1,200,000	\$1,428,000	\$1,456,560	\$1,485,694	\$1,515,409	\$1,324,902
Men's Basketball						
Non Conference						
Average per game	\$22,000	\$22,440	\$22,889	\$23,347	\$23,814	\$24,290
Number of games	8	8	8	8	8	8
Projected Revenue	\$176,000	\$179,520	\$183,112	\$186,776	\$190,512	\$194,320
Conference						
Average per game	\$30,000	\$32,640	\$33,293	\$33,959	\$34,638	\$35,331
Number of games	8	8	8	8	8	8
Projected Revenue	\$240,000	\$261,120	\$266,344	\$271,672	\$277,104	\$282,648
Total Men's Basketball	\$416,000	\$440,640	\$449,456	\$458,448	\$467,616	\$476,968
Men's Hockey						
Average per game	\$22,500	\$19,500	\$19,500	\$19,500	\$19,500	\$19,500
Number of games	17	19	19	19	19	19
Total Men's Hockey	\$382,500	\$370,500	\$370,500	\$370,500	\$370,500	\$370,500
Women's Basketball						
Average per game	\$9,000	\$10,200	\$10,404	\$10,612	\$10,824	\$11,040
Number of games	14	15	15	15	15	15
Total Women's Basketball	\$126,000	\$153,000	\$156,060	\$159,180	\$162,360	\$165,600
Concerts & Events						
Concerts						
Average per concert	\$25,000	\$25,500	\$26,010	\$26,530	\$27,061	\$27,602
Number of concerts	8	8	8	8	8	8
Projected Revenue	\$200,000	\$204,000	\$208,080	\$212,240	\$216,488	\$220,816
Events						
Average per event	\$15,000	\$15,300	\$15,606	\$15,918	\$16,236	\$16,561
Number of events	4	4	4	4	4	4
Projected Revenue	\$60,000	\$61,200	\$62,424	\$63,672	\$64,944	\$66,244
Total Concerts & Events	\$260,000	\$265,200	\$270,504	\$275,912	\$281,432	\$287,060
Varsity Sports	\$70,000	\$71,400	\$72,828	\$74,265	\$75,771	\$77,286
WIAA						
Football	\$16,000	\$35,700	\$36,414	\$37,142	\$37,885	\$38,643
Wrestling	\$92,000	\$102,000	\$104,040	\$106,121	\$108,243	\$110,408
Basketball-Girls	\$75,000	\$94,350	\$96,237	\$98,162	\$100,125	\$102,128
Basketball-Boys	\$162,000	\$178,500	\$182,070	\$185,711	\$189,425	\$193,214
Total WIAA	\$345,000	\$410,550	\$418,761	\$427,136	\$435,678	\$444,393
Catering	\$425,000	\$765,000	\$780,300	\$795,906	\$811,824	\$828,060
Other						
Stadium	\$120,000	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
Kohl Center	\$5,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Green Bay Packers	\$325,000	\$0	\$0	\$400,000	\$0	\$400,000
Misc.	\$10,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total Other	\$460,000	\$210,000	\$210,000	\$610,000	\$210,000	\$610,000
Total Concessions/Catering	\$3,684,500	\$4,114,290	\$4,184,969	\$4,657,061	\$4,330,590	\$4,584,769

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

5. Concerts & Events

Concert and event revenue is the income the department projects to earn from hosting concerts, family shows, WIAA tournaments, Green Bay Packer exhibition games and other special events. Total revenue from these events is projected to increase by 12% over the next five years. The table below summarizes the department’s assumptions used in projecting concert & event revenue.

CONCERTS & EVENTS PROJECTIONS						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
<u>Concerts & Events</u>						
Concerts						
Average per concert	\$50,000	\$51,000	\$52,020	\$53,060	\$54,121	\$55,203
Number of concerts	8	8	8	8	8	8
Projected Revenue	\$400,000	\$408,000	\$416,160	\$424,480	\$432,968	\$441,624
Events						
Average per event	\$40,000	\$40,800	\$41,616	\$42,448	\$43,297	\$44,163
Number of events	4	4	4	4	4	4
Projected Revenue	\$160,000	\$163,200	\$166,464	\$169,792	\$173,188	\$176,652
Total Concerts & Events	\$560,000	\$571,200	\$582,624	\$594,272	\$606,156	\$618,276
<u>WIAA</u>						
Football	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200	\$12,200
Wrestling	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Basketball-Girls	\$96,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
Basketball-Boys	\$118,000	\$135,000	\$135,000	\$135,000	\$135,000	\$135,000
Total WIAA	\$311,200	\$312,200	\$312,200	\$312,200	\$312,200	\$312,200
<u>Other</u>						
Hockey Showdown	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
Green Bay Packers	\$100,000	\$0	\$0	\$175,000	\$0	\$175,000
DCI	\$35,000	n/a	n/a	n/a	n/a	n/a
Misc	\$25,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Total Other	\$335,000	\$250,000	\$250,000	\$425,000	\$250,000	\$425,000
Total Concerts & Events	\$1,206,200	\$1,133,400	\$1,144,824	\$1,331,472	\$1,168,356	\$1,355,476

6. Post-season Participation

Post-season participation revenue represents the amount the department receives from the NCAA and the Big Ten conference to assist in offsetting costs associated with participation in bowl games or NCAA post-season tournaments. For purposes of the five-year forecast the department assumes total post-season participation revenues will be \$1,871,000 and total post-season expenses will be \$1,971,000. The difference of \$100,000 is based on the assumption that several of the athletic teams would have to decline invitations to their respective NCAA tournaments if the department did not make an allowance for unreimbursed travel costs. The \$100,000 allowance is significantly less than expenditure allowances in prior years and is an example of the department’s commitment to containing costs. See page 32 for further information relating to football bowl expenditures.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

7. Suite Rentals

Suite rentals represent revenue the department generates from leasing 36 suites at the Kohl Center for \$35,000 annually and 18 booths in Camp Randall Stadium for \$15,000 annually. The Kohl Center suites were originally leased with a five-year contract expiring in 2001-02. The department anticipates renewing the Kohl Center suites at \$40,000 per year beginning in 2002-03. This increase will generate an additional \$175,000 annually.

8. Corporate Sponsors

Corporate sponsorship revenue is projected to increase 48% (\$822,000) to \$2.6 million over the next five years. Although the department has experienced significant growth in corporate support over the past several years, the department believes there are still several significant opportunities to further increase corporate revenue. The department has recently hired its first full-time staff member dedicated solely to selling corporate sponsorships and has initiated an aggressive plan to expand marketing inventory (e.g., game day sponsors for football games, dasher boards, etc.). In addition, the department's contract with the company that has the rights to the sponsorship panels on the stadium scoreboards expires in 2000-01. The department anticipates retaining the rights and selling the inventory on its own which could generate more corporate revenue than is currently projected in the five-year plan.

9. Parking

Parking revenue is administered by the University's department of transportation services. The revenue reflected in the projections is the amount the athletic department collects from its season ticket holders for parking passes. However, that revenue is eventually transferred to the department of transportation services. The actual net revenue after deducting parking costs (see page 36) is approximately \$300,000.

10. Radio Rights

The department generates over \$800,000 in income from selling its radio broadcast rights to football, men's hockey and men's and women's basketball. The department projects radio broadcast revenues to increase by 2.5% annually.

11. Investment Income

Investment income represents interest the department earns on its cash reserve during the year. Because football ticket sales are renewed in the Spring, the department has the advantage of investing its largest revenue source for approximately six months prior to settling with the Big Ten conference office. The department projects annual investment income to increase by 176% as the result of building its reserve to \$10 million over the five-year period.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Revenue Projections

12. State Appropriation

The department receives approximately \$575,000 annually in funds from state tax dollars for women's sports. The department's financial statements only reflect \$492,050 because a portion of the state's assistance is not credited to the department's financial records by the University.

13. Licensing

The University receives approximately \$800,000 annually in royalties from companies that are licensed to use the University's marks. The athletic department receives 50% of that income annually. As a result of the football team's participation in the Rose Bowl, the University received an increase of \$300,000 in royalties in 1998-99. For purposes of the five-year projections, the department is estimating that the annual licensing revenue will return to the levels established prior to the football team's Rose Bowl appearance.

14. Guarantees

Guarantees represent proceeds the department receives from competing in non-conference away football and men's basketball games. The projected guarantee revenue over the next five years is based on the anticipated football and men's basketball schedules.

15. Merchandising

The athletic department receives approximately \$450,000 annually from the University bookstore in guarantees and revenue sharing for the right to be the department's exclusive merchandiser at all home athletic events. The department anticipates this amount will not change substantially over the next five years.

16. Programs

The athletic department generates approximately \$100,000 annually from program and media guide sales at all home athletic events. The department anticipates this amount will not change substantially over the next five years.

17. Other

Other revenue reflects income generated from ticket office handling fees, facility rental and other miscellaneous revenue sources. The department anticipates this amount will not change substantially over the next five years.

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

EXPENDITURE PROJECTIONS

In order to address Title IX initiatives and remain competitive within the Big Ten conference, Athletic department expenses have outpaced revenues during the last several years. In addition, anticipated inflation and capital infrastructure and maintenance needs will result in over \$36 million of additional expenditures over the next five years. Even with anticipated revenue increases from Big Ten distributions, endowment interest and creation of an annual fund, the department will not remain solvent without significant cost containment initiatives. In order to ensure future costs are contained, the following initiatives have been or are expected to be implemented in the near future:

COST CONTAINMENT INITIATIVES

1. Consolidations

In the summer of 1999 the department implemented several consolidation initiatives that have already eliminated costs.

A. Business Operations

When the Kohl Center opened, a separate business office was established to administer Kohl Center purchasing, invoicing, accounting, contracting and financial reporting. Since virtually all these functions were a duplication of the services already performed by the athletic department's business office, the department eliminated the Kohl Center's business office. This initiative will result in savings of approximately \$175,000 per year.

B. Facilities and Maintenance

When the Kohl Center opened, the athletic department began utilizing two completely separate facility and maintenance staffs. After analyzing the first year of operations, the department determined it could reduce operating costs, while better serving its athletic teams and support services, if the facility and maintenance functions were centralized for the entire department. In addition, centralizing facility and maintenance operations would enable the department to implement many of the operational efficiencies that were identified during the first year the Kohl Center was open. The department projects it will spend approximately \$750,000 less for facility and maintenance costs in 2000-01 than was originally budgeted in 1999-00.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Expenditure Projections

2. Post-season Participation

The department recognizes containing costs for post-season participation is essential to its future financial success. However, the financial issues associated with post-season travel for football are much more challenging than the financial issues for the other athletic teams. The athletic department has spent more than it has received on each of the last five football bowl trips.

<u>Bowl Game</u>	<u>Costs in excess of revenue</u>
1994 Rose Bowl	\$ 46,100
1995 Hall of Fame Bowl	\$ 52,800
1997 Copper Bowl	\$378,700
1998 Outback Bowl	\$196,700
1999 Rose Bowl	\$286,700

In order to address this issue, the department is in the process of developing guidelines to ensure that football bowl expenditures do not exceed the total bowl participation revenue received by the department. The department intends to implement these guidelines beginning with the 1999-2000 bowl game, and this commitment is reflected in the 1999-00 budget and the five-year projections.

3. Sports Profiles

In order to contain costs associated with the twenty-three sports programs, the athletic department is in the process of developing individual sports profiles that will serve as the guiding principles for expenditures made on behalf of athletic teams. Possible parameters of the sports profiles could include travel guidelines (e.g., how often and how far from the Midwest region teams may travel), which sports are eligible for exhausted eligibility scholarships and the level of administrative support (i.e., video, computers, media relations, etc.) each team will receive. Although the department has not fully completed this process, the inflationary assumptions used in developing the five-year forecast demonstrate the impact the sports profiles will have on future operating expenditures.

"KEEPING BIG RED IN THE BLACK"
University of Wisconsin – Division of Intercollegiate Athletics

EXPENDITURE ASSUMPTIONS

1. Operating Costs

The department projects annual operating costs (e.g., travel, equipment, supplies, professional services, etc.) will be approximately \$18 million in 1999-00. The department implemented several substantial cost reductions during the summer of 1999 and is developing several other initiatives that can be implemented over the next several months. In order to emphasize the department's recognition of the need to contain costs, it has implemented the following parameters on future increases in operating costs:

<u>Period</u>	<u>Increase</u>
2000-01	0%
2001-02	1%
2002-03	1%
2003-04	2%
2004-05	2%

Note: Several base adjustments were made to specific units to accommodate known expenditure changes. For example, in the years the football team plays twelve games, the costs associated with hosting an additional game were added to the appropriate budgets. In addition, some budgets were adjusted in the first year of the plan to reflect actual spending history (e.g., marketing, sports information, ticket office, etc.).

2. Salaries and Benefits

The department employs almost 250 full time employees and hundreds of seasonal/part-time staff. The department projects total salaries and benefits for 1999-00 to be over \$16 million. Although the department does not anticipate increasing its staffing levels during the next five years, it does assume that the State's annual cost of living increase will be 4%.

3. Scholarships

The department's gross annual scholarship costs are anticipated to be \$4.7 million in 1999-00. This amount is higher than the department's original 1999-00 budget because the Board of Regents' approved tuition increase of 9.6% was higher than the increase anticipated by the athletic department. Because the department already offers the NCAA maximum number of scholarships in all of its sports, the department's base scholarship costs should only increase by the annual Board of Regents approved increase in the future. The department has projected that increase will be 5% per year throughout the next five years.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Expenditure Assumptions

4. Shoe/Apparel Contract Factor

The current shoe/apparel contract, which expires June 30, 2001, provides the athletic department with over \$1.15 million annually in financial incentives. The incentives include a corporate sponsorship, compensation and equipment for coaches, and equipment for the athletic teams. The current vendor may not be interested in renewing its contract, at least not in its current form. However, the vendor, as well as several other vendors, may be interested in contracting with the department in a more limited capacity. Recent industry trends have indicated that vendors are not as interested in “all school deals” as they were at the time this contract was executed.

As a result of the anticipated change in the scope of the overall agreement, the department has made the assumption that it will be able to replace the football and men’s and women’s basketball contracts (excluding equipment for the coaches) in their entirety (i.e., dollar for dollar). However, the difference between the amount currently received by the department for the rest of its programs and the amount anticipated under a new contract is over \$660,000 less per year. That figure was included in the expenditure assumptions as an additional cost to the department beginning in 2001-02.

<u>Contract Benefit</u>	<u>Current</u>	<u>Estimated</u>	<u>Difference</u>
Corporate Sponsorship	\$ 116,400	n/a	\$116,400
Coaches payments	\$ 303,500	\$265,000	\$ 38,500
Equipment – teams	\$ 600,000	\$225,000	\$375,000
Equipment – coaches	\$ 135,000	n/a	\$135,000
Total	\$1,154,900	\$490,000	\$664,900

5. Debt Service

In addition to the projects currently financed, the department must also continue to build/improve its capital infrastructure if it expects its athletic teams to remain competitive. The department has identified four major capital projects (see pages 17-18) that it plans to initiate during the next five years. Unlike the maintenance projects (see page 38) that are funded annually from operating revenues or accumulated reserves, these projects are earmarked for funding through a combination of private support and bonding.

For purposes of financial projections, the department has assumed the projects will be funded entirely from bonding except for a previous private commitment made to the swimming pool project. The rationale for this assumption is the department’s belief that it must move forward with these four projects even if private funding is not received. The department believes it cannot postpone implementing these projects without significantly limiting the long-term competitiveness of each of the programs as well as the overall success of the department.

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Expenditure Assumptions

The department's current debt service is \$4.2 million annually (see page 17). As the accompanying chart indicates, the department would incur an additional \$4.6 million of debt service if it finances 100% of the projects.

	<u>Total Cost</u>	<u>Annual Debt Service</u>
Boathouse	\$3,000,000	\$250,000
McClimon Track/Soccer Stadium	\$5,000,000	\$412,500
Natorium	\$8,000,000	\$667,000
Camp Randall	\$40,000,000	\$3,300,000
Total	\$56,000,000	\$4,629,500

Note: Assumes 20-year bonds at 5.5%

The following chart summarizes the department's total debt service during each year of the five-year plan given the timeline for initiating the four new projects:

	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05
	<u>Budget</u>					
McClain	\$381,817	\$397,101	\$431,686	\$431,421	\$431,207	\$430,306
McClimon-Phase I	\$76,172	\$75,801	\$75,721	\$75,670	\$75,797	\$74,463
Camp Randall Electric	\$4,100	\$4,023	\$4,028	\$4,031	\$4,005	\$4,010
Goodman Softball Diamond	\$55,557	\$55,545	\$55,496	\$55,517	\$55,551	\$55,529
Coliseum Bond Pymt Charges	\$244,600	\$244,639	\$244,611	\$244,583	\$244,604	\$244,555
Kohl Center	\$2,585,205	\$2,568,177	\$2,560,810	\$2,556,608	\$2,555,225	\$2,547,077
Kohl Center Adj Seating Lease-Purch	\$263,566	\$263,566	\$263,566	\$263,566	\$263,566	n/a
Boathouse	n/a	n/a	\$250,000	\$250,000	\$250,000	\$250,000
Camp Randall	n/a	n/a	n/a	\$1,650,000	\$3,300,000	\$3,300,000
McClimon-Phase II	n/a	n/a	n/a	n/a	n/a	\$412,500
Natorium	n/a	n/a	n/a	n/a	n/a	\$667,000
	<u>\$3,611,017</u>	<u>\$3,608,852</u>	<u>\$3,885,918</u>	<u>\$5,531,396</u>	<u>\$7,179,955</u>	<u>\$7,985,440</u>
Coliseum Annual Payment-Buy out	\$600,000	\$602,480	\$616,287	\$630,425	\$644,902	\$659,727
Total Debt Service	<u>\$4,211,017</u>	<u>\$4,211,332</u>	<u>\$4,502,205</u>	<u>\$6,161,821</u>	<u>\$7,824,857</u>	<u>\$8,645,167</u>

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Expenditure Assumptions

Based on the assumptions that were detailed on the previous pages, the athletic department projects total operating expenditures (excluding capital projects) will increase by 27% over the next five years from \$39.6 million to \$50.4 million. The tables on the following two pages summarize the department's operating expenditures. In addition, detailed information for each expenditure category is included in the Appendix.

Expenditure Projections – Table 1 of 2

EXPENDITURE PROJECTIONS						
	1999-00					
	Budget	2000-01	2001-02	2002-03	2003-04	2004-05
<u>Sports</u>						
Men's Sports*	\$7,950,465	\$8,697,373	\$9,197,277	\$9,053,856	\$9,012,247	\$9,229,179
Women's Sports*	\$4,921,925	\$4,919,912	\$5,031,847	\$5,147,411	\$5,295,598	\$5,448,555
Post Season Play	\$2,338,466	\$1,971,000	\$1,971,000	\$1,971,000	\$1,971,000	\$1,971,000
Shoe/Apparel Contract Factor	n/a	n/a	\$665,000	\$681,625	\$698,665	\$716,132
Total Sports	\$15,210,856	\$15,588,285	\$16,865,124	\$16,853,892	\$16,977,510	\$17,364,866
<u>Athletic Scholarships</u>						
Gross Scholarships	\$4,300,982	\$4,900,770	\$5,145,809	\$5,403,099	\$5,673,254	\$5,956,917
Less: Tuition Waivers	(\$2,371,080)	(\$2,670,150)	(\$2,803,658)	(\$2,943,841)	(\$3,091,033)	(\$3,245,585)
Net Athletic Scholarships	\$1,929,902	\$2,230,620	\$2,342,151	\$2,459,258	\$2,582,221	\$2,711,332
<u>Administration</u>						
Internal Operations*	\$3,614,967	\$4,169,927	\$4,306,041	\$4,447,321	\$4,603,509	\$4,765,562
External Operations*	\$2,754,239	\$3,539,602	\$3,434,314	\$3,520,245	\$3,626,417	\$3,736,142
Total Administration	\$6,369,206	\$7,709,529	\$7,740,355	\$7,967,566	\$8,229,926	\$8,501,704
<u>Other Team Costs</u>						
Academic Support	\$852,586	\$897,240	\$929,938	\$963,912	\$1,000,298	\$1,038,096
Sports Medicine	\$707,799	\$798,704	\$823,319	\$848,845	\$877,812	\$907,838
Medical Payments	\$475,768	\$581,079	\$599,822	\$619,203	\$639,244	\$659,968
Strength & Conditioning	\$351,410	\$362,155	\$375,557	\$389,485	\$404,328	\$419,750
Video Services	\$535,173	\$538,342	\$550,676	\$563,410	\$579,690	\$596,496
Equipment Room	\$512,955	\$548,412	\$565,133	\$582,470	\$602,221	\$622,691
Marching Band	\$40,000	\$40,000	\$40,400	\$40,804	\$41,620	\$42,452
Spirit Squad	\$89,522	\$91,500	\$93,958	\$96,502	\$99,545	\$102,693
Total Other Team Costs	\$3,565,213	\$3,857,432	\$3,978,803	\$4,104,631	\$4,244,758	\$4,389,984
<u>Facilities/Operations</u>						
Facilities/Maintenance	\$3,693,138	\$2,831,631	\$2,908,446	\$2,987,969	\$3,082,698	\$3,180,722
Insurance/Property Tax	\$295,112	\$350,000	\$353,500	\$357,035	\$364,176	\$371,460
Event Management	\$1,978,808	\$2,213,406	\$2,260,500	\$2,309,063	\$2,373,242	\$2,439,424
Concessions/Catering	\$2,106,536	\$2,358,000	\$2,387,820	\$2,418,188	\$2,471,051	\$2,525,152
Parking	\$250,000	\$325,000	\$328,250	\$331,533	\$338,164	\$344,927
Total Facilities/Operations	\$8,323,594	\$8,078,037	\$8,238,516	\$8,403,788	\$8,629,331	\$8,861,685
<u>Debt Service</u>						
Debt Service	\$3,611,017	\$3,608,852	\$3,885,918	\$5,531,396	\$7,179,955	\$7,985,440
Coliseum Annual Payment-Buy out	\$600,000	\$602,480	\$616,287	\$630,425	\$644,902	\$659,727
Total Debt Service	\$4,211,017	\$4,211,332	\$4,502,205	\$6,161,821	\$7,824,857	\$8,645,167
TOTAL OPERATING EXPENDITURES	\$39,609,788	\$41,675,235	\$43,667,154	\$45,950,956	\$48,488,603	\$50,474,738

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Expenditure Projections – Table 2 of 2

EXPENDITURE PROJECTIONS						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
<u>Men's Sports</u>						
Football	\$3,585,761	\$4,316,369	\$4,710,024	\$4,456,795	\$4,278,222	\$4,353,650
Basketball	\$1,239,234	\$1,260,747	\$1,290,438	\$1,321,109	\$1,359,850	\$1,399,858
Hockey	\$933,632	\$948,365	\$969,680	\$991,640	\$1,019,989	\$1,049,246
Track	\$394,640	\$395,979	\$404,883	\$414,074	\$425,920	\$438,147
Cross Country	\$153,686	\$151,400	\$155,421	\$159,583	\$164,583	\$169,754
Crew	\$426,513	\$384,331	\$393,011	\$401,971	\$413,498	\$425,395
Swimming/Divng	\$327,566	\$334,088	\$342,469	\$351,135	\$361,792	\$372,808
Wrestling	\$317,718	\$321,700	\$331,243	\$341,134	\$352,518	\$364,312
Tennis	\$159,556	\$163,503	\$168,217	\$173,102	\$178,784	\$184,669
Golf	\$134,363	\$137,553	\$141,417	\$145,419	\$150,122	\$154,990
Soccer	\$277,796	\$283,338	\$290,494	\$297,894	\$308,969	\$316,350
Total Men's Sports	\$7,950,465	\$8,697,373	\$9,197,277	\$9,053,856	\$9,012,247	\$9,229,179
<u>Women's Sports</u>						
Basketball	\$945,709	\$974,501	\$997,281	\$1,020,810	\$1,050,625	\$1,081,413
Hockey	\$851,094	\$857,501	\$874,541	\$892,091	\$916,037	\$940,706
Track	\$387,765	\$383,580	\$393,512	\$403,787	\$416,258	\$429,155
Cross Country	\$85,320	\$86,910	\$89,020	\$91,200	\$93,919	\$96,727
Softball	\$378,231	\$384,113	\$392,542	\$401,239	\$412,573	\$424,265
Crew	\$479,077	\$434,926	\$443,763	\$452,868	\$465,161	\$477,830
Lightweight Crew	\$309,584	\$275,425	\$281,023	\$286,790	\$294,576	\$302,600
Swimming/Divng	\$342,233	\$348,755	\$357,282	\$366,097	\$377,054	\$388,375
Tennis	\$247,445	\$251,764	\$257,651	\$263,732	\$271,436	\$279,391
Volleyball	\$417,327	\$434,917	\$445,519	\$456,477	\$470,116	\$484,207
Golf	\$133,227	\$136,417	\$140,270	\$144,261	\$148,941	\$153,786
Soccer	\$344,913	\$351,103	\$359,443	\$368,059	\$378,902	\$390,100
Total Women's Sports	\$4,921,925	\$4,919,912	\$5,031,847	\$5,147,411	\$5,295,598	\$5,448,555
<u>Internal Operations</u>						
Administration	\$1,765,671	\$1,537,614	\$1,590,680	\$1,645,784	\$1,705,876	\$1,768,257
Budget & Finance	\$742,178	\$767,076	\$795,914	\$825,887	\$857,668	\$890,695
Kohl Center	n/a	\$717,000	\$741,330	\$766,590	\$794,295	\$823,049
Compliance	\$220,376	\$226,587	\$234,063	\$241,822	\$250,415	\$259,330
Computer Services	\$703,500	\$738,190	\$755,367	\$775,209	\$799,233	\$824,078
Mailroom	\$117,742	\$119,960	\$123,187	\$126,529	\$130,522	\$134,653
Other	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500
Total Internal Operations	\$3,614,967	\$4,169,927	\$4,306,041	\$4,447,321	\$4,603,509	\$4,765,562
<u>External Operations</u>						
Ticket Office	\$1,116,584	\$1,240,829	\$1,271,712	\$1,303,643	\$1,343,037	\$1,383,752
Annual Fund Office	n/a	\$400,000	\$650,000	\$669,250	\$691,475	\$714,498
Marketing & Promotions	\$461,586	\$647,766	\$660,927	\$674,487	\$692,796	\$711,663
Sports Information	\$763,239	\$831,178	\$851,675	\$872,865	\$899,109	\$926,229
Special Events Office	\$412,830	\$419,829	n/a	n/a	n/a	n/a
Total External Operations	\$2,754,239	\$3,539,602	\$3,434,314	\$3,520,245	\$3,626,417	\$3,736,142

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

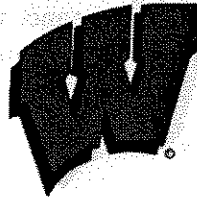
CAPITAL/MAINTENANCE PROJECTS

In addition to the operating costs summarized previously, the department projects that it will spend approximately \$5 million on capital/maintenance expenditures over the next five years. These annual expenditures will be funded from operations or accumulated reserves. The most significant expenditures relate to the electrical and restroom upgrades that are planned for the football stadium in 2000-01. Although the total cost of these projects is estimated to be \$2.9 million, the amount charged to the department will be \$600,000 for the restroom upgrades and \$225,000 for the electrical upgrades because these projects are covered under the State's maintenance agreement with the University. However, these maintenance projects may be combined with the Camp Randall project and completed at a later date. Other significant expenditures during the next five years include building a locker room, training facility and offices for the hockey teams at the Dane County coliseum, the replacement of the indoor track and the replacement of the turf in the football stadium.

CAPITAL PROJECT SCHEDULE					
	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>	<u>2003-04</u>	<u>2004-05</u>
<u>Camp Randall Stadium</u>					
Restrooms (*)	\$600,000	n/a	n/a	n/a	n/a
Practice Field - Fence Replacement	\$250,000	n/a	n/a	n/a	n/a
Stadium Electric Upgrade (*)	\$225,000	n/a	n/a	n/a	n/a
Student Section Aisle	\$50,000	n/a	n/a	n/a	n/a
Masonry	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Vomitory Doors	\$15,000	\$15,000	\$15,000	n/a	n/a
Turf Replacement (*)	n/a	n/a	n/a	n/a	\$540,000
Gate 12 Repair	\$35,000	n/a	n/a	n/a	n/a
Total Camp Randall Stadium	\$1,200,000	\$40,000	\$40,000	\$25,000	\$565,000
<u>Camp Randall Offices</u>					
General Repairs	\$50,000	\$50,000	\$50,000	n/a	n/a
Sports Information Consolidation	\$100,000	\$200,000	n/a	n/a	n/a
Football Offices in Atrium	\$100,000	n/a	n/a	n/a	n/a
Total Camp Randall Offices	\$250,000	\$250,000	\$50,000	\$0	\$0
<u>McClain Center</u>					
Security Card System	n/a	\$15,000	n/a	n/a	n/a
Carpeting	\$25,000	n/a	n/a	n/a	n/a
Total McClain Center	\$25,000	\$15,000	\$0	\$0	\$0
<u>Other Projects</u>					
McClimon - Lights for Band	\$7,000	n/a	n/a	n/a	n/a
Kohl Center - Land transfer	\$221,000	\$221,000	\$221,000	n/a	n/a
Office upgrades for Sports	\$200,000	n/a	n/a	n/a	n/a
Hockey - Coliseum	\$500,000	\$300,000	n/a	n/a	n/a
Shell - Track	n/a	n/a	n/a	\$675,000	n/a
Total Other Projects	\$928,000	\$521,000	\$221,000	\$675,000	\$0
TOTAL CAPITAL EXPENSES	\$2,378,000	\$811,000	\$311,000	\$700,000	\$565,000

(*) This reflects the athletic department's share (30% of the total cost) of these maintenance projects. The State funds the remaining 70%.

CONCLUSION



**“Keeping Big Red in the Black”
Five-Year Strategic Financial Plan
University of Wisconsin
Division of Intercollegiate Athletics**

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

CONCLUSION

After a decade of successful growth, the athletic department now faces a new set of financial challenges. In order for the department to overcome these financial challenges, significant changes will need to be implemented; namely cost containment, revenue enhancements and facility improvements.

The athletic department has developed a five year strategic financial plan that 1) contains costs; 2) ensures the department will generate surpluses in each of the next five years; 3) builds the overall athletic department operating reserve to over \$10 million by June 30, 2005; 4) enables the athletic program’s student athletes to continue to excel both academically and athletically; 5) addresses the department’s facility needs.

The implementation of the actions outlined in this plan will enable the department to maintain successful academic, athletic and financial performance well into the 21st century without assistance from student fees or additional support from the state and/or university.



APPENDIX



“Keeping Big Red in the Black” Five-Year Strategic Financial Plan University of Wisconsin Division of Intercollegiate Athletics

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Appendix (Expenditure detail)

The following five pages provide additional detail for each expenditure component previously shown in this report. The detail includes the salaries/fringe benefits and the operating expenses for each unit in the athletic department.

EXPENDITURE DETAIL (Page 1 of 5)						
	1999-00					
	Budget	2000-01	2001-02	2002-03	2003-04	2004-05
SPORTS						
<u>Men's Sports</u>						
Football						
Salaries & Fringe Benefits	\$1,749,434	\$1,816,359	\$1,889,024	\$1,964,585	\$2,043,168	\$2,124,895
Operating Exp	\$1,836,327	\$2,500,000	\$2,821,000	\$2,492,210	\$2,235,054	\$2,228,755
Total	\$3,585,761	\$4,316,359	\$4,710,024	\$4,456,795	\$4,278,222	\$4,353,650
Basketball						
Salaries & Fringe Benefits	\$547,945	\$569,458	\$592,236	\$615,925	\$640,562	\$666,184
Operating Exp	\$691,289	\$691,289	\$698,202	\$705,184	\$719,288	\$733,674
Total	\$1,239,234	\$1,260,747	\$1,290,438	\$1,321,109	\$1,359,850	\$1,399,858
Hockey						
Salaries & Fringe Benefits	\$378,982	\$393,695	\$409,443	\$425,821	\$442,854	\$460,568
Operating Exp	\$554,670	\$554,670	\$580,217	\$565,819	\$577,135	\$588,678
Total	\$933,652	\$948,365	\$989,660	\$991,640	\$1,019,989	\$1,049,246
Track						
Salaries & Fringe Benefits	\$158,472	\$164,811	\$171,403	\$178,259	\$185,389	\$192,805
Operating Exp	\$236,168	\$231,168	\$233,480	\$235,815	\$240,531	\$245,342
Total	\$394,640	\$395,979	\$404,883	\$414,074	\$425,920	\$438,147
Cross Country						
Salaries & Fringe Benefits	\$80,359	\$83,573	\$86,916	\$90,393	\$94,009	\$97,769
Operating Exp	\$73,327	\$67,827	\$68,505	\$69,190	\$70,574	\$71,985
Total	\$153,686	\$151,400	\$155,421	\$159,583	\$164,583	\$169,754
Crew						
Salaries & Fringe Benefits	\$167,687	\$161,225	\$167,674	\$174,381	\$181,356	\$188,610
Operating Exp	\$238,826	\$223,106	\$225,337	\$227,590	\$232,142	\$236,785
Total	\$426,513	\$384,331	\$393,011	\$401,971	\$413,498	\$425,395
Swimming/Diving						
Salaries & Fringe Benefits	\$161,489	\$168,011	\$174,731	\$181,720	\$188,989	\$196,549
Operating Exp	\$166,077	\$166,077	\$167,738	\$169,415	\$172,803	\$176,259
Total	\$327,566	\$334,088	\$342,469	\$351,135	\$361,792	\$372,808
Wrestling						
Salaries & Fringe Benefits	\$206,885	\$210,867	\$219,302	\$228,074	\$237,197	\$246,685
Operating Exp	\$110,833	\$110,833	\$111,941	\$113,060	\$115,321	\$117,627
Total	\$317,718	\$321,700	\$331,243	\$341,134	\$352,518	\$364,312
Tennis						
Salaries & Fringe Benefits	\$98,686	\$102,633	\$106,738	\$111,008	\$115,448	\$120,066
Operating Exp	\$60,870	\$60,870	\$61,479	\$62,094	\$63,336	\$64,603
Total	\$159,556	\$163,503	\$168,217	\$173,102	\$178,784	\$184,669
Golf						
Salaries & Fringe Benefits	\$79,761	\$82,951	\$86,269	\$89,720	\$93,309	\$97,041
Operating Exp	\$54,602	\$54,602	\$55,148	\$55,699	\$56,813	\$57,949
Total	\$134,363	\$137,553	\$141,417	\$145,419	\$150,122	\$154,990
Soccer						
Salaries & Fringe Benefits	\$138,548	\$144,090	\$149,854	\$155,848	\$162,082	\$168,565
Operating Exp	\$139,248	\$139,248	\$140,640	\$142,046	\$144,887	\$147,785
Total	\$277,796	\$283,338	\$290,494	\$297,894	\$306,969	\$316,350
Total Men's Sports						
Salaries & Fringe Benefits	\$3,788,228	\$3,897,683	\$4,053,590	\$4,215,734	\$4,384,363	\$4,559,737
Operating Exp	\$4,162,237	\$4,799,690	\$5,143,687	\$4,838,122	\$4,627,884	\$4,669,442
Total	\$7,950,465	\$8,697,373	\$9,197,277	\$9,053,856	\$9,012,247	\$9,229,179

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Appendix (Expenditure detail)

EXPENDITURE DETAIL (Page 2 of 5)						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
Women's Sports						
Basketball						
Salaries & Fringe Benefits	\$405,698	\$434,490	\$451,870	\$469,945	\$488,743	\$508,293
Operating Exp	\$540,011	\$540,011	\$545,411	\$550,865	\$561,882	\$573,120
Total	\$945,709	\$974,501	\$997,281	\$1,020,810	\$1,050,625	\$1,081,413
Hockey						
Salaries & Fringe Benefits	\$275,771	\$282,178	\$293,465	\$305,204	\$317,412	\$330,108
Operating Exp	\$575,323	\$575,323	\$581,076	\$586,887	\$598,625	\$610,598
Total	\$851,094	\$857,501	\$874,541	\$892,091	\$916,037	\$940,706
Track						
Salaries & Fringe Benefits	\$195,378	\$203,193	\$211,321	\$219,774	\$228,565	\$237,708
Operating Exp	\$192,387	\$180,387	\$182,191	\$184,013	\$187,693	\$191,447
Total	\$387,765	\$383,580	\$393,512	\$403,787	\$416,258	\$429,155
Cross Country						
Salaries & Fringe Benefits	\$39,749	\$41,339	\$42,993	\$44,713	\$46,502	\$48,362
Operating Exp	\$45,571	\$45,571	\$46,027	\$46,487	\$47,417	\$48,365
Total	\$85,320	\$86,910	\$89,020	\$91,200	\$93,919	\$96,727
Softball						
Salaries & Fringe Benefits	\$147,053	\$152,935	\$159,052	\$165,414	\$172,031	\$178,912
Operating Exp	\$231,178	\$231,178	\$233,490	\$235,825	\$240,542	\$245,353
Total	\$378,231	\$384,113	\$392,542	\$401,239	\$412,573	\$424,265
Openweight Crew						
Salaries & Fringe Benefits	\$175,547	\$149,596	\$155,580	\$161,803	\$168,275	\$175,006
Operating Exp	\$303,530	\$285,330	\$288,183	\$291,065	\$296,896	\$302,824
Total	\$479,077	\$434,926	\$443,763	\$452,868	\$465,161	\$477,830
Lightweight Crew						
Salaries & Fringe Benefits	\$122,850	\$94,791	\$98,583	\$102,526	\$106,627	\$110,892
Operating Exp	\$186,734	\$180,634	\$182,440	\$184,264	\$187,949	\$191,708
Total	\$309,584	\$275,425	\$281,023	\$286,790	\$294,576	\$302,600
Swimming/Diving						
Salaries & Fringe Benefits	\$161,489	\$168,011	\$174,731	\$181,720	\$188,989	\$196,549
Operating Exp	\$180,744	\$180,744	\$182,551	\$184,377	\$188,065	\$191,826
Total	\$342,233	\$348,755	\$357,282	\$366,097	\$377,054	\$388,375
Tennis						
Salaries & Fringe Benefits	\$107,986	\$112,305	\$116,797	\$121,489	\$126,328	\$131,381
Operating Exp	\$139,459	\$139,459	\$140,854	\$142,263	\$145,108	\$148,010
Total	\$247,445	\$251,764	\$257,651	\$263,732	\$271,436	\$279,391
Volleyball						
Salaries & Fringe Benefits	\$190,846	\$208,436	\$216,773	\$225,444	\$234,462	\$243,840
Operating Exp	\$226,481	\$226,481	\$228,746	\$231,033	\$235,654	\$240,367
Total	\$417,327	\$434,917	\$445,519	\$456,477	\$470,116	\$484,207
Golf						
Salaries & Fringe Benefits	\$79,761	\$82,951	\$86,269	\$89,720	\$93,309	\$97,041
Operating Exp	\$53,466	\$53,466	\$54,001	\$54,541	\$55,632	\$56,745
Total	\$133,227	\$136,417	\$140,270	\$144,261	\$148,941	\$153,786
Soccer						
Salaries & Fringe Benefits	\$154,750	\$160,940	\$167,378	\$174,073	\$181,036	\$188,277
Operating Exp	\$190,163	\$190,163	\$192,065	\$193,986	\$197,866	\$201,823
Total	\$344,913	\$351,103	\$359,443	\$368,059	\$378,902	\$390,100
Total Women's Sports						
Salaries & Fringe Benefits	\$2,056,878	\$2,091,165	\$2,174,812	\$2,261,805	\$2,352,279	\$2,446,369
Operating Exp	\$2,865,047	\$2,828,747	\$2,857,035	\$2,885,806	\$2,943,319	\$3,002,186
Total	\$4,921,925	\$4,919,912	\$5,031,847	\$5,147,611	\$5,295,598	\$5,448,555

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Appendix (Expenditure detail)

EXPENDITURE DETAIL (Page 3 of 5)						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
<u>NCAA Post Season Play</u>						
Football	\$1,800,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Basketball-M	\$214,500	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Hockey-M	\$33,800	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Track-M	\$15,870	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Cross Country-M	\$8,630	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Crew-M	n/a	n/a	n/a	n/a	n/a	n/a
Swimming/Div-ing-M	\$11,620	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Wrestling	\$6,175	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Tennis-M	\$2,050	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Golf -M	\$8,920	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Soccer-M	\$24,960	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Basketball-W	\$108,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Hockey-W	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Track-W	\$11,052	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Cross Country-W	\$3,165	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Softball	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Crew-W	\$0	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Lightweight Crew-W	\$0	\$8,000	\$8,000	\$8,000	\$8,000	\$8,000
Swimming/Div-ing-W	\$12,280	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Tennis -W	\$11,500	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Volley ball	\$10,620	\$13,000	\$13,000	\$13,000	\$13,000	\$13,000
Golf-W	\$6,896	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000
Soccer-W	\$15,828	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<i>Total Post Season Play</i>	\$2,338,466	\$1,971,000	\$1,971,000	\$1,971,000	\$1,971,000	\$1,971,000
Shoe/Apparel Contract Factor	n/a	n/a	\$665,000	\$681,625	\$698,665	\$716,132
Total Sports	\$15,210,856	\$15,588,285	\$16,865,124	\$16,853,892	\$16,977,510	\$17,364,866
ATHLETIC SCHOLARSHIPS						
Gross Scholarships	\$4,300,982	\$4,900,770	\$5,145,809	\$5,403,099	\$5,673,254	\$5,956,917
Less: Tuition Waivers	(\$2,371,080)	(\$2,670,150)	(\$2,803,658)	(\$2,943,841)	(\$3,091,033)	(\$3,245,585)
Net Athletic Scholarships	\$1,929,902	\$2,230,620	\$2,342,151	\$2,459,258	\$2,582,221	\$2,711,332
ADMINISTRATION						
<u>Internal Operations</u>						
Administration						
Salaries & Fringe Benefits	\$1,484,371	\$1,256,314	\$1,306,567	\$1,358,830	\$1,413,183	\$1,469,710
Operating Exp	\$281,300	\$281,300	\$284,113	\$286,954	\$292,693	\$298,547
Total	\$1,765,671	\$1,537,614	\$1,590,680	\$1,645,784	\$1,705,876	\$1,768,257
Budget & Finance						
Salaries & Fringe Benefits	\$680,678	\$705,576	\$733,799	\$763,151	\$793,677	\$825,424
Operating Exp	\$61,500	\$61,500	\$62,115	\$62,736	\$63,991	\$65,271
Total	\$742,178	\$767,076	\$795,914	\$825,887	\$857,668	\$890,695
Kohl Center						
Salaries & Fringe Benefits	n/a	\$572,000	\$594,880	\$618,675	\$643,422	\$669,159
Operating Exp	n/a	\$145,000	\$146,450	\$147,915	\$150,873	\$153,890
Total	n/a	\$717,000	\$741,330	\$766,590	\$794,295	\$823,049
Compliance						
Salaries & Fringe Benefits	\$167,453	\$173,664	\$180,611	\$187,835	\$195,348	\$203,162
Operating Exp	\$52,923	\$52,923	\$53,452	\$53,987	\$55,067	\$56,168
Total	\$220,376	\$226,587	\$234,063	\$241,822	\$250,415	\$259,330
Computer Services						
Salaries & Fringe Benefits	\$361,163	\$393,853	\$409,607	\$425,991	\$443,031	\$460,752
Operating Exp	\$342,337	\$342,337	\$345,760	\$349,218	\$356,202	\$363,326
Total	\$703,500	\$736,190	\$755,367	\$775,209	\$799,233	\$824,078
Mailroom						
Salaries & Fringe Benefits	\$65,394	\$67,612	\$70,316	\$73,129	\$76,054	\$79,096
Operating Exp	\$52,348	\$52,348	\$52,871	\$53,400	\$54,466	\$55,557
Total	\$117,742	\$119,960	\$123,187	\$126,529	\$130,522	\$134,653
Other						
Payplan Retention	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500
Other S&E	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500	\$65,500
Total Internal Operations						
Salaries & Fringe Benefits	\$2,824,559	\$3,234,519	\$3,361,280	\$3,493,111	\$3,630,215	\$3,772,803
Operating Exp	\$790,408	\$935,408	\$944,761	\$954,210	\$973,294	\$992,759
Total	\$3,614,967	\$4,169,927	\$4,306,041	\$4,447,321	\$4,603,509	\$4,765,562

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Appendix (Expenditure detail)

EXPENDITURE DETAIL (Page 4 of 5)						
	1999-00 Budget	2000-01	2001-02	2002-03	2003-04	2004-05
External Operations						
Ticket Office						
Salaries & Fringe Benefits	\$628,527	\$615,829	\$640,462	\$666,080	\$692,723	\$720,432
Operating Exp	\$488,057	\$625,000	\$631,250	\$637,563	\$650,314	\$663,320
Total	\$1,116,584	\$1,240,829	\$1,271,712	\$1,303,643	\$1,343,037	\$1,383,752
Annual Fund Office:						
Salaries & Fringe Benefits	n/a	\$200,000	\$425,000	\$442,000	\$459,680	\$478,067
Operating Exp	n/a	\$200,000	\$225,000	\$227,250	\$231,795	\$236,431
Total	n/a	\$400,000	\$650,000	\$669,250	\$691,475	\$714,498
Marketing & Promotions						
Salaries & Fringe Benefits	\$211,912	\$222,766	\$231,677	\$240,944	\$250,582	\$260,605
Operating Exp	\$249,674	\$425,000	\$429,250	\$433,543	\$442,214	\$451,058
Total	\$461,586	\$647,766	\$660,927	\$674,487	\$692,796	\$711,663
Sports Information						
Salaries & Fringe Benefits	\$406,055	\$406,178	\$422,425	\$439,322	\$456,895	\$475,171
Operating Exp	\$357,184	\$425,000	\$429,250	\$433,543	\$442,214	\$451,058
Total	\$763,239	\$831,178	\$851,675	\$872,865	\$899,109	\$926,229
Special Events Office						
Salaries & Fringe Benefits	\$240,980	\$247,979	n/a	n/a	n/a	n/a
Operating Exp	\$171,850	\$171,850	n/a	n/a	n/a	n/a
Total	\$412,830	\$419,829	n/a	n/a	n/a	n/a
Total External Operations						
Salaries & Fringe Benefits	\$1,487,474	\$1,692,752	\$1,719,564	\$1,788,346	\$1,859,880	\$1,934,275
Operating Exp	\$1,266,765	\$1,846,850	\$1,714,750	\$1,731,899	\$1,766,537	\$1,801,867
Total	\$2,754,239	\$3,539,602	\$3,434,314	\$3,520,245	\$3,626,417	\$3,736,142
Total Administration	\$6,369,206	\$7,709,529	\$7,740,355	\$7,967,568	\$8,229,928	\$8,501,704
OTHER TEAM COSTS						
Academic Support						
Salaries & Fringe Benefits	\$746,191	\$790,846	\$822,479	\$855,378	\$889,593	\$925,177
Operating Exp	\$106,395	\$106,395	\$107,459	\$108,534	\$110,705	\$112,919
Total	\$852,586	\$897,240	\$929,938	\$963,912	\$1,000,298	\$1,038,096
Sports Medicine						
Salaries & Fringe Benefits	\$463,358	\$554,263	\$576,434	\$599,491	\$623,471	\$648,410
Operating Exp	\$244,441	\$244,441	\$246,885	\$249,354	\$254,341	\$259,428
Total	\$707,799	\$798,704	\$823,319	\$848,845	\$877,812	\$907,838
Medical Payments						
Salaries & Fringe Benefits	\$250,768	\$281,079	\$292,322	\$304,015	\$316,176	\$328,823
Operating Exp	\$225,000	\$300,000	\$307,500	\$315,188	\$323,068	\$331,145
Total	\$475,768	\$581,079	\$599,822	\$619,203	\$639,244	\$659,968
Strength & Conditioning						
Salaries & Fringe Benefits	\$315,290	\$326,035	\$339,076	\$352,639	\$366,745	\$381,415
Operating Exp	\$36,120	\$36,120	\$36,481	\$36,846	\$37,583	\$38,335
Total	\$351,410	\$362,155	\$375,557	\$389,485	\$404,328	\$419,750
Video Services						
Salaries & Fringe Benefits	\$228,495	\$231,664	\$240,931	\$250,568	\$260,591	\$271,015
Operating Exp	\$306,678	\$306,678	\$309,745	\$312,842	\$319,099	\$325,481
Total	\$535,173	\$538,342	\$550,676	\$563,410	\$579,690	\$596,496
Equipment Room						
Salaries & Fringe Benefits	\$361,585	\$374,542	\$389,524	\$405,105	\$421,309	\$438,161
Operating Exp	\$151,370	\$173,870	\$175,609	\$177,365	\$180,912	\$184,530
Total	\$512,955	\$548,412	\$565,133	\$582,470	\$602,221	\$622,691
Marching Band						
Salaries & Fringe Benefits	n/a	n/a	n/a	n/a	n/a	n/a
Operating Exp	\$40,000	\$40,000	\$40,400	\$40,804	\$41,620	\$42,452
Total	\$40,000	\$40,000	\$40,400	\$40,804	\$41,620	\$42,452
Spirit Squad						
Salaries & Fringe Benefits	\$49,444	\$51,422	\$53,479	\$55,618	\$57,843	\$60,157
Operating Exp	\$40,078	\$40,078	\$40,479	\$40,884	\$41,702	\$42,536
Total	\$89,522	\$91,500	\$93,958	\$96,502	\$99,545	\$102,693
Total Other Team Costs						
Salaries & Fringe Benefits	\$2,415,131	\$2,609,850	\$2,714,245	\$2,822,814	\$2,935,728	\$3,053,158
Operating Exp	\$1,150,982	\$1,247,582	\$1,264,588	\$1,281,817	\$1,309,030	\$1,336,826
Total	\$3,566,113	\$3,857,432	\$3,978,833	\$4,104,631	\$4,244,758	\$4,389,984

“KEEPING BIG RED IN THE BLACK”
University of Wisconsin – Division of Intercollegiate Athletics

Appendix (Expenditure detail)

EXPENDITURE DETAIL (Page 5 of 5)						
	1999-00					
	Budget	2000-01	2001-02	2002-03	2003-04	2004-05
FACILITIES/OPERATIONS						
Facilities/Maintenance						
<u>Stadium</u>						
Salaries & Fringe Benefits	\$962,189	\$970,698	\$1,009,526	\$1,049,907	\$1,091,903	\$1,135,579
Operating Exp	\$479,360	\$600,000	\$606,000	\$612,060	\$624,301	\$636,787
Total	\$1,441,549	\$1,570,698	\$1,615,526	\$1,661,967	\$1,716,204	\$1,772,366
<u>Kohl Center</u>						
Salaries & Fringe Benefits	\$1,503,504	\$546,000	\$567,840	\$590,554	\$614,176	\$638,743
Operating Exp	\$748,085	\$575,000	\$580,750	\$586,558	\$598,289	\$610,255
Total	\$2,251,589	\$1,121,000	\$1,148,590	\$1,177,112	\$1,212,465	\$1,248,998
<u>Boathouse</u>						
Salaries & Fringe Benefits	n/a	\$99,913	\$103,910	\$108,066	\$112,389	\$116,885
Operating Exp	n/a	\$40,020	\$40,420	\$40,824	\$41,640	\$42,473
Total	n/a	\$139,933	\$144,330	\$148,890	\$154,029	\$159,358
Total Facilities/Maintenance	\$3,693,138	\$2,831,631	\$2,908,446	\$2,987,969	\$3,082,698	\$3,180,722
Insurance/Property Taxes	\$295,112	\$350,000	\$353,500	\$357,035	\$364,176	\$371,460
Event Management						
Salaries & Fringe Benefits	\$597,402	\$832,000	\$865,280	\$899,891	\$935,887	\$973,322
Operating Exp	\$1,381,406	\$1,381,406	\$1,395,220	\$1,409,172	\$1,437,355	\$1,466,102
Total	\$1,978,808	\$2,213,406	\$2,260,500	\$2,309,063	\$2,373,242	\$2,439,424
Concessions/Catering						
Salaries & Fringe Benefits	n/a	\$208,000	\$216,320	\$224,973	\$233,972	\$243,331
Operating Exp	\$2,106,536	\$2,150,000	\$2,171,500	\$2,193,215	\$2,237,079	\$2,281,821
Total	\$2,106,536	\$2,358,000	\$2,387,820	\$2,418,188	\$2,471,051	\$2,525,152
Parking	\$250,000	\$325,000	\$328,250	\$331,533	\$338,164	\$344,927
Total Facilities/Operations	\$8,323,594	\$8,078,037	\$8,238,516	\$8,403,788	\$8,629,331	\$8,861,685
DEBT SERVICE						
Debt Service						
McClain	\$381,817	\$397,101	\$431,686	\$431,421	\$431,207	\$430,306
McClimon	\$76,172	\$75,801	\$75,721	\$75,670	\$75,797	\$74,463
Camp Randall Electric	\$4,100	\$4,023	\$4,028	\$4,031	\$4,005	\$4,010
Goodman Softball Diamond	\$55,557	\$55,545	\$55,496	\$55,517	\$55,551	\$55,529
Coliseum Bond Pymt Charges	\$244,600	\$244,639	\$244,611	\$244,583	\$244,604	\$244,555
Kohl Center	\$2,585,205	\$2,568,177	\$2,560,810	\$2,556,608	\$2,555,225	\$2,547,077
Kohl Center Adj Seating Lease-Purch	\$263,566	\$263,566	\$263,566	\$263,566	\$263,566	n/a
Crew House	n/a	n/a	\$250,000	\$250,000	\$250,000	\$250,000
Camp Randall-End Zone	n/a	n/a	n/a	\$1,650,000	\$3,300,000	\$3,300,000
McClimon-Phase II	n/a	n/a	n/a	n/a	n/a	\$412,500
Natatorium	n/a	n/a	n/a	n/a	n/a	\$667,000
	\$3,611,017	\$3,608,652	\$3,885,918	\$5,531,396	\$7,179,955	\$7,985,440
Coliseum Annual Payment-Buyout	\$600,000	\$602,480	\$616,287	\$630,425	\$644,902	\$659,727
Total Debt Service	\$4,211,017	\$4,211,332	\$4,502,205	\$6,161,821	\$7,824,857	\$8,645,167
TOTAL OPERATING EXPENDITURES	\$39,609,788	\$41,675,235	\$43,667,154	\$45,950,956	\$48,488,603	\$50,474,738

University of Wisconsin System
 Gifts & Grants Expenditures Report
 Fiscal Year 1998-1999

MADISON

Fund	Total	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	167,557,632	44,862	2,868,594	1,279,587	38,509,541	(0)	104,270,217	5,428,197	5,037,347	2,134,860	167,118	7,817,289
134	2,551,134	-	-	6,942	-	-	-	-	-	-	-	2,544,191
135	31,375,386	-	198,346	-	153,866	-	22,957,977	62,435	1,197,522	498,000	-	6,307,240
161	12,087,088	706	163,443	146,594	754,625	(0)	5,746,553	129,341	1,103,431	10,326	726,082	3,305,988
182	141,845	-	-	-	-	-	141,845	-	-	-	-	-
184	66,096	-	-	-	-	-	-	-	-	-	-	66,096
533	3,958,822	-	2,266,865	-	-	-	-	(0)	-	-	-	1,691,957
Total	217,738,004	45,568	5,497,248	1,433,124	39,418,032	-	133,116,592	5,619,973	7,338,300	2,643,206	893,199	21,732,761

MILWAUKEE

Fund	Totals	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	7,786,934	-	136,870	151,272	1,838,810	-	3,574,940	1,350,107	165,248	-	-	569,686
134	31,334	-	-	734	-	-	-	-	-	-	-	30,600
135	(0)	-	-	-	-	-	(0)	-	-	-	-	-
161	26,109	-	631	-	3,973	-	1,325	-	(0)	-	-	20,181
182	173,557	-	-	-	(0)	-	173,557	-	-	-	-	-
186	7,010	-	-	-	-	-	-	-	-	-	-	7,010
Total	8,024,944	-	137,500	152,006	1,842,783	-	3,749,823	1,350,107	165,248	-	-	627,477

EAU CLAIRE

Fund	Total	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	1,358,090	-	153,838	122,490	603,393	-	135,139	208,191	22,805	(0)	(0)	112,235
134	224,715	-	-	165	-	-	-	-	-	-	-	224,550
135	-	-	-	-	-	-	-	-	-	-	-	-
161	10,034	-	-	9,022	(0)	-	1,012	-	-	-	-	(0)
182	(0)	-	-	-	-	-	(0)	-	-	-	-	-
184	-	-	-	-	-	-	-	-	-	-	-	-
Total	1,592,839	-	153,838	131,678	603,393	-	136,150	208,191	22,805	-	-	336,784

University of Wisconsin System
 Gifts & Grants Expenditures Report
 Fiscal Year 1998-1999

GREEN BAY

Fund	Total	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	1,314,503	-	81,889	2,603	77,354	-	105,258	848,312	43,109	28,682	-	127,297
134	31,012	-	-	-	-	-	-	-	-	-	-	31,012
135	-	-	-	-	-	-	-	-	-	-	-	-
161	56,014	-	-	-	-	-	-	-	33,954	-	-	22,060
182	-	-	-	-	-	-	-	-	-	-	-	-
184	3,910	-	-	-	-	-	-	-	-	-	-	3,910
Total	1,405,439	-	81,889	2,603	77,354	-	105,258	848,312	77,063	28,682	-	184,279

LACROSSE

Fund	Total	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	984,504	-	78,787	43,522	127,555	-	323,866	231,145	179,267	-	-	362
134	-	-	-	-	-	-	-	-	-	-	-	-
135	-	-	-	-	-	-	-	-	-	-	-	-
161	19,485	-	-	-	(0)	-	-	-	355	-	-	19,130
182	-	-	-	-	-	-	-	-	-	-	-	-
184	7,855	-	-	-	-	-	-	-	-	-	-	7,855
Total	1,011,844	-	78,787	43,522	127,555	-	323,866	231,145	179,621	-	-	27,348

OSHKOSH

Fund	Total	Farm Operations	Student Services	Institutional Support	Instruction	Hospital	Research	Public Service	Academic Support	Physical Plant	Auxiliary Enterprises	Financial Aid
133	1,479,076	-	170,196	38,932	715,147	-	245,980	120,931	11,015	2,600	-	174,275
134	16,815	-	-	-	-	-	-	-	-	-	-	16,815
135	-	-	-	-	-	-	-	-	-	-	-	-
161	26,174	-	-	-	16,344	-	-	-	1,377	1,427	(0)	7,026
182	(0)	-	-	-	-	-	(0)	-	-	-	-	-
184	-	-	-	-	-	-	-	-	-	-	-	-
Total	1,522,066	-	170,196	38,932	731,491	-	245,980	120,931	12,392	4,027	-	198,116