MORGRIDGE CENTER FOR PUBLIC SERVICE
INTERIM YEAR END REPORT
2012-13

(This report details administrative and programmatic highlights for 2012-2013 through May 1, 2013. A final Year End Report will be completed upon the close of the 2013 Academic Year. This report is presented to Dean Julie Underwood, School of Education, as part of the Morgridge Center Director’s position renewal process.)
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A. Summary of 201-2013 Gifts and Grants to Date
Section I. Executive Summary

In less than three years, the Morgridge Center has undergone an extraordinary transformation in every dimension and is held in high regard among research-intensive universities. Following strategic planning in 2011, we developed new mission and vision statements, articulated core values, and completely re-branded the center (even including a new logo and tag line). By establishing new business practices, we streamlined operations, saved money, improved personnel management practices through accountability, and grew the student involvement by 1,000 percent. Our transition into new administrative quarters in the School of Education invigorated connections with faculty and enhanced our ability to support key high-impact practices in a more strategic manner. The Center has become a vital link to the community through its volunteer and service-learning programs. We now support more than 1,200 students each year who volunteer 17,000 hours on a regular basis in the community by assisting the elderly, the disabled, and vulnerable students, a financial value of $316,700.

Perhaps the most dramatic change that the Center has undergone is the initiation of a marketing and development program. Last year I retained an executive marketing consultant and an executive development consultant. With their assistance, the Center now has a rapidly expanding development program that has had gratifying success. Following the creation and utilization of a superb collection of marketing materials, we have grown the Center’s endowment by more than $1,200,000 through the Morgridge challenge match program and brought in over $156,000 in new gifts and grants.

The Center’s most significant challenge during the past three years has been the sustaining the Volunteer Transportation Program. Working with Vice Chancellor Darrell Bazzell and Provost Paul DeLuca, we created support for transportation for service-learning and PEOPLE Program students, costing nearly $48,000 per year. Last spring, we created a corporate sponsorship program for Badger Volunteer™ student transportation, while last fall we initiated an annual campaign directed at our alumni. These combined initiatives increased the number of individual and corporate donors to the Center fivefold. Our corporate donors include the United Way of Dane County, Findorff & Son, First Business Bank, Union Cab, American Family Insurance and the UW Credit Union.

The Center’s newest programs are making a significant impact on campus and the community. The Community University Exchange is a place-based, engaged learning program that brings faculty, students and community partners together to work on a suite of community issues. Through an innovative partnership with the WE CONSERVE program in the Office of Facilities Management and Planning, we initiated the WE Badger Volunteer program to place more than 250 students into non-profits that focus on environmental sustainability. Last, through my own personal focus, I created a research collaboration with five UW System schools that
will assess the strengths and impacts of service-learning courses on the non-profits they serve. The AAC&U Summer High Impact Practice Institute will serve as the kick-off for our team to generate model service-learning assessment practices to gauge the impact of service learning on both students and community partners. We fully intend to scale this initiative to UW System.

The Morgridge Center has enormous potential and opportunity, on campus and off, to expand its impact. Our challenge during the next three to five years will be to harness the energy that surrounds the rapid growth in the use of high impact practices and to ensure the highest quality of implementation. Moving forward it will be imperative that the Center continually assesses its programs and their impact on students and the community. The Center will need to recalibrate to continually improve. As higher education transitions to non-traditional delivery of programs, experiential education will remain the one constant. The Center and its staff now have a track record of excelling at creating those experiences.

We only need to look to the Center’s major donors, John and Tashia Morgridge, for a sustained look into the Center’s future. At the recent Morgridge Engaged Scholarship Summit, Tashia Morgridge ended the day by saying she and her husband had begun their philanthropy in the hope of changing the world. They had chartered the Morgridge Center for Public Service in a quest to preserve democracy. After sharing in the scholarship on that day in March, Tashia Morgridge concluded in a speech before more than 50 guests that she and her husband had accomplished their goal. The world had changed.

The Center moves forward as inspired by the Morgridges’ lives of commitment and change. It will continue to devote resources to the next generation of democracy-loving scholars and citizens who will --- in the spirit of the Morgridges --- make a palpable different in our lives in Wisconsin and in others throughout the world. This is truly the realization of the Wisconsin Idea. I am honored to be part of this process.

--- Nancy Mathews, director
Section II.  Budget, Operations and Strategic Planning  

Budget Status: The Morgridge Center’s income and expenditures are on target, with budgeted expenditures for 2012-2013 at $2,356,400. Actual expenditures through April and projected expenditure through June are projected to be slightly less than estimated, at $2,019,400. Cost savings were accrued through delays in hiring for the marketing specialist and lower expenditures in most programs. The Center will encumber the carryover for a new hire (Badger Volunteer Coordinator) during FY 13 for a two-year period and keep some as a buffer in the event of an endowment downturn.

Budgeting Processes: The Center has designed a completely new budgeting process since moving to the School of Education. With more transparency than in previous years, when associated with the School of Human Ecology, the School of Education assists with GPR 101 account management, planning, and requests. This process was initiated in March 2013, followed by internal MC budget review and planning sessions. The half-time financial assistant has increased efficiency and accuracy of tracking spending throughout the year. Due to the Center’s careful priority setting and reduced spending during 2012, the Center now has created a small buffer on its 233 account. All programs and personnel have secure funding through the next year.

Remodeling Expenditures: FY 2012-13 was punctuated with the remodeling effort that began in FY 2011. All work has now been completed. Staff have new offices, furniture, and in most cases computer equipment. The Center more than doubled its space, expanding from 1,352 sq ft to 2,855 sq ft. The addition of seven new offices has subsequently allowed the staffing to grow to better support our programs.

Strategic Planning: The Center undertook an intensive strategic planning process in the spring of 2011. In June 2012, the Center held a mini-retreat to revisit the mission, vision, and values, while also updating our indicators of success. The Center staff will continue to do this annually until the next strategic planning session targeted for 2015. This process has now become institutionalized and linked with year-end reporting, staff work plans for the upcoming year, and performance evaluations for the current year.

Section III. Financial Administration  

Financial oversight was provided by a half-time staff member, who serves the School of Educations (SoE) Administrative Office half time as well. New processes and procedures were implemented that greatly increased the efficiency and accuracy of the budgetary oversight. Close ties with the SoE office, and exceptional on-boarding of the staff member in 2012, ensured that the Center was compliant with SoE and University administrative guidelines.
A. Year-end highlights include:
1. Made many improvements to our budget tracking worksheet to allow for more efficient/accurate budget tracking as well as better reporting.
2. Reduced the number of open accounts owned by the Morgridge Center to improve accounting efficiency.
3. The Morgridge Center is anticipating staying significantly under budget for Fiscal Year 2013 (July 1, 2012 - June 30, 2013).
4. Oversaw significant portion of the remodeling process and helped to plan and implement new technology. This includes big screen displays in our conference rooms, a VISIX player to display upcoming events and messages, and several computer upgrades.
5. Oversaw the reorganization of the student staff to improve coordination and alignment with permanent staff. Program Assistants now serve each permanent staff to ensure that their daily and long term programs have adequate administrative support.

Section IV. Civic Engagement and Co-curricular Programs

The Morgridge Center’s co-curricular programs continued to grow throughout 2012-13, while maintaining a high level of excellence. The Center’s most popular programs continue to be co-curricular, which fit into our “continuum of service” model. In this model, students become involved in service through one of our structured volunteer program such as Badger Volunteers, Schools of Hope, and the new WE Badger Volunteers.

<table>
<thead>
<tr>
<th></th>
<th>Badger Volunteers</th>
<th>Leaders</th>
<th>Community Partners</th>
<th>Hours Served</th>
</tr>
</thead>
<tbody>
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<td>4</td>
<td>400</td>
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<td>86</td>
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</tr>
<tr>
<td>Spring 2013</td>
<td>412</td>
<td>82</td>
<td>52</td>
<td>8580</td>
</tr>
</tbody>
</table>

Events

- **Morgridge Center Open House**: 100+ guests (students, faculty, staff, and community partners) attended a grand re-opening of our space after the renovation and had the opportunity to learn more about our programs, events, and services.
- **Red and White Hunger Fight**: 4,500 pounds of food collected for the Community Action Coalition. This event is organized in partnership with the Athletic Department.
• **Wisconsin Without Borders Big10Network LiveBIG Event:** 200 students learned about international field course opportunities through Wisconsin Without Borders
• **Walk the Walk:** 40 students, faculty, and staff toured 4-8 social justice organizations. This event is organized in partnership with the CRC, Community Shares Wisconsin, and UHS
• **Fall Volunteer Fair:** 400 students had the opportunity to meet with 72 community partners and organizations.
• **MLK Day of Service:** Hosted at the Institutes of Discovery
• **Spring Public Service Fair:** 400 students had the opportunity to volunteer, internship, and employment opportunities with 80 organizations. This event is organized in partnership with L&S Career Services and CALS Career Services.
• **Sickle Cell Blood Drives:** Two blood drives focused on raising sickle cell awareness. This event is organized in partnership with the Urban League of Greater Madison.
• **Bucky’s Cleanup:** 45 students volunteered 90 hours and collected 50+ lbs of trash/recycling. This event is organized in partnership with WE Conserve.
• **Outreach Presentations on campus:** 44
• **Advising Appointments:** 154
• **Awards Ceremony & WIF Presentations:**
  o Jewelryana Rose: Outstanding Badger Volunteer
  o Allison Gundlach: Excellence in Civic Engagement
  o Catholic Charities Adult Day Center: Outstanding Community Partner
  o Ashleigh Ross: Excellence in Engaged Scholarship Graduate Student

**Section V. Badger Volunteers**

Badger Volunteers is designed to provide meaningful and consistent service to the communities surrounding UW-Madison and to support students in service. Badger Volunteers is a student led program that engages University of Wisconsin-Madison student volunteers, develops student leaders and builds community partnerships. Through a train-the-trainer model, the staff teaches leadership skills to student issue team leaders who then recruit, train, place and manage the weekly service of UW student volunteers. Teams of Badger Volunteers serve our community partners on a regularly scheduled weekly basis.

**A. Year-end highlights include:**

1. Engaged approximately 450 students in the fall session of Badger Volunteers, totaling 740 hours of service to the community each week. Over the course of the fall semester, this resulted in approximately 8,140 hours of volunteerism from program participants.
2. Engaged approximately 500 students in the spring session of Badger Volunteers, totaling 780 hours of service to the community each week. By
the end of the spring semester, this will have resulted in approximately 8,580 hours of volunteerism from program participants.

3. Collaborated with the Division of Information Technology (DoIT) to create a new, streamlined registration software for Badger Volunteers. This has dramatically reduced the potential for human error on the part of the program coordinator during the registration period. It has also significantly reduced the amount of time needed to ensure that recruitment and registration are successful. This software was utilized during the spring session of Badger Volunteers and, while largely complete, still has a few things that need to be adjusted in order for the project to be finished.

4. Expanded the Badger Volunteer program to include three new community agencies. These new community partners include International Outreach – Christ Presbyterian Church, St. Vincent de Paul’s Food Pantry, and Centro Hispano of Dane County.

5. Worked with Senior Leader Committee (SLC) to reform education sessions. Rather than solely focusing on community issues such as homelessness and the achievement gap, a number of education sessions now also discuss topics more readily applicable to college students. Such topics include how to mention volunteering on a resume so that it is effective, a community/team building workshop, and a panel on how to get more involved with both other campus organizations focused on service as well as non UW affiliated programs (Peace Corps, Teach for America, etc.).

6. Increased campus awareness of Badger Volunteers by getting publicity posted in The Weekly, a University Communications publication sent each week to all 42,000 students at UW-Madison.

Section VI. WE Badger Volunteers

The WE Badger Volunteer program was initiated in October 2012 with the addition of Karen Crossley, a new staff member hired at 75 percent time. The program is fully funded through a grant from Facilities Planning and Management. Annual costs for the program are expected to run approximately $65,000. The Center anticipates the WE BV coordinators position to transfer to a new hire in Summer of 2014 and that this position will be an entry level position.

A. Year-end highlights include:

1. Reviewed structure of Badger Volunteer Program and helped redesign recruiting, and sign up processes to improve the efficiency of both programs.
2. Identified and created partnerships with nearly 50 community, environmental non-profits to serve as volunteer sites for WE Badger Volunteers.
3. Launched program with Spring 2013 pilot: 50 students participating, 16 teams, 12 community partners
4. Program will grow in Summer & Fall 2013 (and beyond)
   - Summer 2013: 232 student slots (including leaders), 50 teams, 27 community partners
   - Fall 2013: 198 student slots (including leaders), 45 teams, 22 community partners
5. Established a partnership with Forward Community Investments to create a program evaluation plan and system to begin to more fully evaluation partnership outcomes.

Section VII. Community Liaison

A part-time community relations staff member oversees special events, community relations with prominent members of the Madison community, and maintains contacts with friends of the Center.

A. Year-end highlights include:
   1. Secured a corporate sponsorship from UW Credit Union, Jaimes Johnson, Community Relations Director of the UW Credit Union to request multiple year sponsorship of the VTP—outcome was a $2,500 contribution for calendar year 2013
   2. Organized and coordinated two daylong tours for all MC staff of six nonprofit agencies with which we have substantial contacts or partnerships (12/17/12 & 5/20/13).
   3. Conducted second year of Sickle Cell Blood Drives in partnership with the Urban League of Greater Madison and the Badger Hawkeye Red Cross.

Section VIII. Community-Based Learning

The community-based learning program includes several key Center initiatives: Community University Exchange, Service-Learning Course Support, and Wisconsin Without Borders.

A. Year-end highlights include:
   1. The Community University Exchange (CUE) model was further institutionalized with local, national and international communities, increasing community access to the University. The CUE program has successfully established three place-based initiatives in Dane County, each integrating more than fifteen faculty, ten community partners, and over a dozen graduate students. The Morgridge Center CUE program was presented at three international meetings and has been recognized as a leading example in the U.S. of a European Science Shop.
2. Service learning and community-based research were well-supported through the establishment of new faculty-initiated courses, MC staff-initiated courses, and instructional round tables. New service-learning courses approved by the Morgridge Center Service Learning Course Approval Committee:

**2012**
- ENVIR ST 600 capstone in Community Gardens
- C&E S 590
- URPL 790
- GHI Field course “Green Freiburg in Madison.”
- INTER-HE linked courses

**2013:**
- GWS Summer SL Internship
- C & I 375; new section of Engaged Children in Science
- WWB, Green Summer in Freiburg
- COMM DIS 375 Guatemala
- HR&M 401 School of Business
- ENVIR 600 in Environmental Justice
- INTER-HE 799

3. DELTA course was instructed for grad students/Jr Faculty in CBR pedagogy (designed curriculum 2011; institutionalized as CP620, Principles of Community-Based Learning and Research, Fall 2012). Expanding this course in Fall 2013 to a 3cr. Course and planning to create permanent course within School of Human Ecology.

4. CUE evaluation underway with Victoria Faust, Graduate student in Program Evaluation, Civil Society Community Research, SoHE. Documentation of all projects; focus groups and interviews; article published in JHEOE.

5. WWB created new achievement awards in Globally-Engaged Scholarship. Gifts from the Global Health Institute and Division of International Studies were received totaling $5,000 for four Faculty and eleven Graduate Students awards.

**Publications:**
- Tryon, E. and Steinhaus, N. (In Press), “Rewards and Challenges in Globally-Engaged Research” chapter in *Teaching and Guiding CBR with Community Outcomes in Mind*; M. Beckman & J. Long, Eds., Stylus Publications. IS IT IN PRESS OR IN PREP?
Tryon, E., M. Slaughter, J.A. Ross, (In Press), “Paradigm Shifts in Community-Based Learning for better Community Outcomes,” chapter in: Service Learning and Civic Engagement: A Sourcebook, Delano-Oriaran, O., Sage Publications. IS IT IN PRESS OR IN PREP?


Grants and Gifts for Community Engaged Learning:

- American Family “Year of Innovation” funding for Wisconsin Idea Undergraduate Fellowships (2012, 2013). $10,000
- American Association of Colleges and Universities, Bringing Theory to Practice to develop graduate curriculum on community-based research and learning pedagogies (2012). $13,000
- Global Health Institute, UW-Madison; “Green Summer in Freiburg”; a repeated summer program with undergraduates in Freiburg, Germany to study sustainability issues. $20,000
- Northport-Packer Community Learning Centers, contribution to fund CUE work in North Madison. $7,500

Section IX. Engaged Scholarship and Academic Instruction

During FY 2012-13, the Center focused on enhancing the visibility and support for engaged scholarship both within the center and across campus.

A. Year-end highlights include:

1. Staff membership on key campus advisory and teaching initiatives
   - Madison Teaching and Learning Excellence (MTLE) Committee
   - MTLE Advisory board
   - Institute for Biology Education Steering Committee
   - Faculty Institute on Teaching (FIT) Committee
2. Enhanced efforts to support engaged teaching and research on campus

- Developed an innovative campus/community partnership model to teach an academically-based service learning course in the School of Human Ecology, HE-350, Sec 2: Community Issues and Service Learning; Co-instructor Crystal Anders, Executive Director of Community Shares of Wisconsin
- Hosted two Faculty and Staff Round Tables in spring 2012 - Best Practices in Community-Engaged Learning - Tenure and Promotion Considerations for Engaged Scholarships

3. Hosted the first Engaged Scholarship Summit to honor the recipients of the Morgridge Match grant program and the Morgridges for their generous support of the program.

4. Conducted the 2013 Morgridge Match engaged scholarship competition that ultimately funded eight new projects on campus, with $301,737.

Section X. Morgridge Match Grant Program

The Morgridge Match Grant program is currently finishing the third of the five-year program. The granting program is part of the larger initiative of matching all incoming gifts and grants up to $1 million for five years. This year the Morgridge Match program approved eight engaged scholarship initiatives, distributing nearly $318k and matching over $700k brought in the principle investigators.

In 2012-13, a total of 8 proposals were approved, with a distribution of $301,737 to faculty or staff principle investigators. Review process is closely tied with the Provost’s office’s Ira and Ineva Reilly Baldwin Wisconsin Idea Endowment competition.

A. Approved Grants for the 2013-14 year:
1. **Science is Elementary**, funded at $47,000 for two years, Dolly Ledin Outreach Coordinator, Institute for Biology Education
2. **Healthy Activities Partnership Program for Youth (Happy II)**, funded at $42,450 for 2 years, Samuel Dennis, Associate Professor, Department of Landscape Architecture, College of Agricultural and Life Sciences
3. **Madison Commons**: funded at $14,500 for two years, Lew Friedland, Professor, School of Journalism and Mass Communications, College of Letters and Sciences
4. **Engaging to Close the Gap: Community, School District, University**; funded at $23,116 for two years, Gloria Ladson-Billings, Professor, Department of Curriculum and Instruction, School of Education

5. **Immigrant Justice Clinic: Humanitarian Track**, funded up to $50,000 for two years, Marsha Mansfield, Clinical Professor, Economic Justice Institute Law School

6. **Engaging Students with Community Food Production and Distribution through Urban Farming**; funded at $44,735 for two years, Erin Silva, Associate Scientist, Department of Agronomy, College of Agricultural and Life Sciences

7. **Service Learning in Art Program Development**, funded up to $31,736 for two years, Gail Simpson, Professor, Art Department, School of Education

8. **Improving Food Security in Southern Ethiopia: An integrated and Culturally-Adapted Agriculture, Health and Nutrition Program**; funded at $48,200 for two years, Girma Tefera, Associate Professor, Department of Surgery, School of Medicine and Public Health, U W-Madison

**Section XI. Marketing and Events**

A new marketing coordinator was hired at 50 percent time in January 2013. The marketing coordinator worked closely with the director, financial specialist, senior marketing consultant, and other staff to quickly come up to speed and then lead several major special events.

**A. Year-end highlights include:**

a. Coordinated event details and marketing efforts for the Center’s first Engaged Scholarship Summit and the Morgridge reception that followed.

b. Highlighted 38 Morgridge Match Grant funded projects 2010-12 to the campus community through the coordination of poster presentations, speaking presentations, the Morgridge Institute Media Wall, a published photo book, and supporting audience materials.

c. Coordinated the event publicity using social media, available DoIT resources, and print pieces. Worked closely with University Communications to create press releases informing the media about the event.

d. Used the event to inform attendees about how donations to MCPS benefit the community, and offered direct ways to give.

e. Executed our first WE Badger Volunteer community tabling event at the Isthmus Green Day that brought in more than 150 visitors. The highlights of the booth include plantable seed paper with the WE Badger Volunteer logos (paper will grow wildflowers), a 27-inch slideshow highlighting our community partners, a WE BV t-shirt raffle giveaway, green-colored candy to match the Green Day theme, and informational take-aways about WE BV and BV.
f. Provide administrative support to director and assistant director through scheduling; assisting with set up on Board of Advisors and Campus Advisory Council. Currently assisting director with the establishment of two advisory boards the Board of Visitors and the Campus Advisory Council; materials are in development for a joint meeting of both boards in July 2013.

Section XII. Development

The development program is now under the direction of a development committee that includes the director, community liaison, WE Badger Volunteer Coordinator and the Senior Marketing Consultant. The committee chose to focus development efforts on corporate sponsorships and individual giving in FY 2013. During December 2012, a mailing was distributed to over 5,000 “friends” of the Morgridge Center via email. Follow-up letters and notes were sent out in March. Direct gifts through the UW Foundation more than doubled, with a total of 31 gifts or sponsorships received to date, exceeding $112,000. In celebration of the Year of Innovation, a gift was received from American Family Insurance to support the Wisconsin Idea Undergraduate Fellows program in the amount of $10,000. The Division of International Studies and the Global Health Initiative each contributed $2,500 to support Wisconsin Without Borders scholarships. Gifts are continuing to be received, in some cases unsolicited, as the visibility of the Center continues to increase. (Appendix A contains a listing of all gifts received to date for FY 2012-13).

Section XIII. Consultants

In October 2012, the Center selected Foley Media, Inc. to provide executive level marketing advice to help the Center advance its marketing and development programs. In March 2013, Boris Frank Associates was retained for a second year to assist with development and board management.

A. Year-end highlights include:

1. Marketing: Foley Media Inc., (Ellen Foley) was selected as the Center’s marketing consultant following a rigorous Request for Proposal (RFP) competition, led by Purchasing. A total of six proposals were reviewed and Foley Media was deemed the most experienced and familiar with the Morgridge Center and UW Madison. The marketing work plan developed by Foley Media is on file, plans are on target and work is continuing on a regular and as-needed basis.

2. Development: Boris Frank Associates was retained in March 2013 to continue to assist the director with the establishment of the Center boards. Development focus will prioritize corporate sponsorships for the transportation program.
APPENDIX A

Summary of 2012-2013 Gifts and Grants to Date
<table>
<thead>
<tr>
<th>Date of Award</th>
<th>Name of Project</th>
<th>Sponsor</th>
<th>Matchable Program Amount</th>
<th>Match to Morgridge Center</th>
<th>Total Match from Morgridges</th>
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<td>Aug-12</td>
<td>VTP</td>
<td>First Business Bank</td>
<td>$1,000.00</td>
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<td>Aug-12</td>
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<td>Mar-13</td>
<td>Service Learning portion of Messimer salary</td>
<td>Packer Apartments Corp. - Carmen Porco</td>
<td>$7,500.00</td>
<td>$7,500.00</td>
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<td>FY13</td>
<td>Celebrating Women in Science and Engineering Grant Program</td>
<td>WISELI</td>
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<td><strong>TOTAL 100% GIFTS AND GRANTS RECEIVED</strong></td>
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