Agenda

01 | WELCOME AND OVERVIEW
02 | PROJECT TIMELINE
03 | EMPLOYEE CONVERSATIONS
04 | NOTIFICATION AND APPEALS
05 | SALARY STRUCTURE, PROMOTION, PROGRESSION
06 | BENEFITS ANALYSIS RESULTS
07 | LEARNING OPPORTUNITIES & RESOURCES
08 | QUESTIONS & ANSWERS
Our Shared Future

The University of Wisconsin–Madison occupies ancestral Ho-Chunk land, a place their nation has called Teejop (day-JOPE) since time immemorial.

In an 1832 treaty, the Ho-Chunk were forced to cede this territory.

Decades of ethnic cleansing followed when both the federal and state government repeatedly, but unsuccessfully, sought to forcibly remove the Ho-Chunk from Wisconsin.

This history of colonization informs our shared future of collaboration and innovation.

Today, UW–Madison respects the inherent sovereignty of the Ho-Chunk Nation, along with the eleven other First Nations of Wisconsin.
Key Project Goals

- **Establish Market-Informed Title, Compensation and Benefits Structures**
  Transition to more informed total reward decisions

- **Set a Strong Foundation**
  Establish a job framework

- **Create Shorter, Consistent Format for Job Descriptions**
  Reduce long, variable position descriptions

- **Create a Compensation Center of Excellence**
  Serve as a resource to schools, colleges and divisions

- **Respond to Employee Needs**
  Establish a long-term benefit and compensation strategy aimed at employee retention

- **Attract and Retain the Best People**
  Act as a resource to attract, recruit, engage and retain a high-quality and diverse workforce
Market-informed decisions include comparisons to competing labor markets and a **market study**
Market Study

• Compares UW’s pay and benefits to the pay and benefits of similar jobs at competing employers like universities, public and private sector organizations, and companies in the same market

• Determines whether we are paying below, at, or above market peers

• Determines whether our benefit offerings are below, at, or above market peers
<table>
<thead>
<tr>
<th>What Is Changing?</th>
<th>What Stays the Same?</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job framework</td>
<td>• Job duties</td>
</tr>
<tr>
<td>• Salary structure</td>
<td>• Job security</td>
</tr>
<tr>
<td>• Business titles (formerly called working titles)</td>
<td>• Base pay</td>
</tr>
<tr>
<td>• Position descriptions</td>
<td>• Reporting relationships</td>
</tr>
<tr>
<td>• Salary administration guidelines</td>
<td>• Performance and development goals</td>
</tr>
<tr>
<td>• Enhanced benefits (in the future)</td>
<td>• Employee category (e.g., US, AS, LI)</td>
</tr>
<tr>
<td></td>
<td>• Wisconsin state employee benefits (health, vision, dental, life insurance, retirement)</td>
</tr>
</tbody>
</table>
Overall Campus Engagement

8,326
Forum Attendance
(since 2018)

4,916
Employees involved in creating the title structure (since fall 2017)

3,937
Completed Pulse Surveys

30,889
TOTAL Campus Engagements
(Up 6,307 since the November Forums)

3,998
Attended TTC Outreach and Training Events

9,601
Employees completed Benefits Preferences Survey

111
Bi-weekly campus stakeholders from schools, colleges and division meetings

As of 2/26/2020
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TTC Project Timeline

Standardized Job Titling and Comp Structure
- Employee Mapping w/ Division HR
- TTC QA: SJD Consistency, Review mapping (Phases I & II)
- TTC QA: Ongoing (Phase III)
- Compensation/Title Structure Finalization
- Employee Communications & Training Offering
- Employee/Manager Engagement
- Campus Forums
- HR Training
- Manager Training
- OHR
- Title/SJD Appeals Process
- Salary Structure Training
- TTC QA: Ongoing (Phase III)
- Salary Structure Posted
- Letter Notification

Campus Partnership
- SJD Library Posted
- Salary Structure Posted
- Campus Forums
- Campus Forums
Key Dates – Timeline Shift

**February 2020**
- Quality assurance (QA) phases I & II will be complete

**April 2020**
- Employee conversations end

**May 2020**
- Salary structure published
- Notification letters sent to staff
- Appeals process begins

**July 1, 2020**
- New titles and salary structure go into effect
The New Timeline Shift Ensures…

• More thorough quality assurance (QA) review
• Title consistency across divisions
• More time for manager training (November 2019 – April 2020)
• More time for employee/manager engagement
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Employee Conversation Process

HR matches employees to new titles and Standard Job Descriptions (SJD)

Managers confirm titles or suggest changes

Managers create position descriptions (PD) customized to employees

Employees receive a letter with their new title

Managers resolve feedback from employees
Purpose of the Conversation

• Confirm that new title and position description accurately describe the work of each employee

• Provide each employee an opportunity to ask questions, be heard, and provide feedback

• Resolve concerns with job titles before implementation

• Answer questions
**Conversations Include**

- New official job title
- New Position Description (PD)
- New business title (working title)
- Next steps in TTC timeline

**Conversations Do Not Include**

- New title salary range
- Benefits

NOTE: Employees will still have the opportunity to appeal the title assignment after having the conversation.
Questions to Consider

• Does the title and PD reflect your essential role and responsibilities?

• If you were to summarize your job in one or two sentences, would your summary look similar to the job summary?

• Do you spend most of your time performing tasks associated with these responsibilities?

• If you saw this description as a job posting, would you equate the posting to your job?

Reminder: The PD will not include every task you perform but should reflect the primary core functions of your job.
## How Will the Position Description Change?

<table>
<thead>
<tr>
<th>Today</th>
<th>After July 1, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Job responsibilities are in a Position Description (PD) or Position Vacancy Listing, depending on employment category</td>
<td>• Job responsibilities will be in a Position Description (PD), regardless of employment category</td>
</tr>
<tr>
<td>• Format varies widely</td>
<td>• Consistent format</td>
</tr>
<tr>
<td>• Typically long and detailed</td>
<td>• Concise and focused on primary core responsibilities</td>
</tr>
<tr>
<td>• Similar roles are described differently</td>
<td>• Similar roles are described in the same way</td>
</tr>
</tbody>
</table>
Parts of the Position Description

Populated from the SJD:
- Job title
- Job summary
- Essential responsibilities

<table>
<thead>
<tr>
<th>Position Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Name:</strong></td>
</tr>
<tr>
<td><strong>Job Title:</strong></td>
</tr>
<tr>
<td><strong>Business Title:</strong></td>
</tr>
<tr>
<td><strong>School/Division:</strong></td>
</tr>
<tr>
<td><strong>DepID:</strong></td>
</tr>
<tr>
<td><strong>Reports To:</strong></td>
</tr>
<tr>
<td><strong>Effective Date:</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Job Summary</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Essential Responsibilities</strong></td>
</tr>
<tr>
<td></td>
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<tr>
<td><strong>Unique Responsibilities</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Qualifications</strong></th>
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<table>
<thead>
<tr>
<th><strong>Physical Demands and Work Environment</strong></th>
</tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Tasks</strong></th>
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</tbody>
</table>
### Parts of the Position Description

Entered by managers or HR (optional):
- Unique responsibilities
- License/certification
- Job category
- Physical demands
- Tasks
What Is a Business Title (Working Title)?

• Provides more description to an official job title (title of record)

• Gives more details about a position or the work performed

• Replaces working titles
Where Can I Use a Business Title?

- UW Directory
- Department website
- Name badge
- Business cards
- Email signature

- Internal and external communications
- Office signage
- Vacancy announcement

Business titles do not change an employee’s title of record or assigned salary range
Business Title Examples

Recreation Program Coordinator

Possible Title: Adopts the business title of Coordinator of Competitive Sports to specify their program area

Not Acceptable Title: A business title of Director of Recreation would not work because the title misrepresents their level of authority

Lecturer

Possible Title: Adopts the business title of Lecturer of Economics to specify their area of expertise

Not Acceptable Title: A business title of Professor would not work because that title is an existing title of record

Outreach Specialist

Possible Title: A business title of Outreach Specialist-Senior would work because it is not a current title and reflects the employee’s experience

Not Acceptable Title: A business title of Outreach Associate would not work because that is an existing title of record
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Employees Will Receive a Notification Letter

Letters Include:

• New title of record
• Current hourly wage/annual salary
• Business Title
• Salary grade
• FLSA exemption status (hourly versus salaried)
• Title Appeal information

Reminder: Human Resources will never ask for personal information via email (e.g. Social Security Number, Birth Date)
Title Appeals Process

An employee who believes their title of record is incorrect can request a title review after receiving the notification letter. **This is not a grievance process.**

**Step 1: Informal resolution**
- Employee discusses concerns with manager or department/division HR before initiating the formal written review process

**Step 2: Employee submits written appeal to manager and division HR**
- Employee informs school/college/division of the employee’s disagreement with the job title assignment

**Step 3: Employee requests review of Step 2 decision by Compensation and Titling Team/OHR**
- Employee notifies division HR in writing of disagreement with the Step 2 decision and wish to appeal

**Step 4: Job Classification Appeals Panel reviews title appeal materials**
- Provides a third-party review and a written decision
- Panel members are UW–Madison employees: a shared governance representative familiar with the area of appeal, a division HR representative, and an OHR Compensation and Titling expert

**Step 5: UW–Madison Chief HR Officer**
- Final administrative review (only if Step 4 overturns Step 3) with a written final decision
Title Appeals

What can be appealed?
- Employees can appeal their new official job title (title of record)

What cannot be appealed?
- Salary, salary grade, and/or salary range
- Language in a position description or SJD
- FLSA exemption status

When can an employee appeal?
- 12-Month Employees –
  - May 15 through June 15 (Step 2: Employee submits appeal)
  - June 15 through December (Steps 3-5: Appeal is decided)
- 9-Month Employees –
  - August 17 through September 17 (Step 2: Employee submits appeal)
  - September 17 through December (Steps 3-5: Appeal is decided)
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What Is a Salary Structure?

• Jobs in a salary structure are organized into salary grades based on their market midpoint values
• Reflects pay in the market
• Takes into account UW’s organizational structure
• Promotion = Change to a higher salary grade
• Progression = Movement across the grade

A benefit of the TTC Project is that we will have an updated and market-informed salary structure
Salary Grade

- Jobs in a salary structure are organized into salary ranges and salary grades
- Each salary grade includes job titles that have similar salary ranges
- Promotion = Change to a higher salary grade

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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<tbody>
<tr>
<td>15</td>
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</table>
Ways to Promote (Promotion)

Employees can move into a higher salary grade through:

- **Recruitment** – Apply and take on a new job
- **A change in responsibilities with a title change** – A change in responsibilities and title may be requested by a school/college/division when:
  - A filled position has changes in responsibilities due to organizational business needs, and
  - A different standard job description is more appropriate
### Salary Range

Each salary grade has a salary range that includes a:

- Minimum
- Midpoint
- Maximum

**Progression** = Movement across the grade

<table>
<thead>
<tr>
<th>Grade</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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Minimum $ $ $ Maximum
# Funding the New Salary Structure

## 2020

<table>
<thead>
<tr>
<th>January - March</th>
<th>February - May</th>
<th>May - December</th>
</tr>
</thead>
</table>

## 2020-2023

<table>
<thead>
<tr>
<th>July 2020 - June 2023</th>
<th>TBD by implementation strategy</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>TTC Project</th>
<th>TTC Project</th>
<th>Chancellor, Provost, VCFA</th>
<th>UW–Madison Leadership</th>
<th>UW–Madison Budget Office</th>
</tr>
</thead>
</table>

## TTC Project

- **Build the salary structure and apply the salary structure to the SJD library and employee mapping**
- **Determine cost implications**
- **Are there areas that need to be addressed?**
- **Determine future scenarios**

## Chancellor, Provost, VCFA

- **UW-Madison Leadership address immediate areas**
- **Determine the long-term compensation strategy**
- **Implement a multi-year plan to respond to keep pace with market**
- **Plan for possible impact of compression**

## UW–Madison Leadership

- **Implement the long-term strategy to “right the ship”**

## UW–Madison Budget Office

- **Integrate compensation into budget processes**
- **Develop policies to improve the performance assessment process**
- **Pay attention to equity and parity**
- **Plan for continuous market-informed salary updates**
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## TTC Project Benefits Timeline

<table>
<thead>
<tr>
<th>Benefits</th>
<th>Review and Evaluate Benefits Strategy</th>
<th>Develop Benefits Recommendations</th>
<th>Benefits Implementation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits</td>
<td>• Determine cost implications</td>
<td>• Determine future scenarios</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Are there areas that need to be addressed immediately?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- SEP
- OCT
- NOV
- DEC
- JAN
- FEB
- MAR
- APR
- MAY
- JUN
- JUL
- AUG
- SEP
Benefits Analysis Process

1. Benefits Preferences Survey
   • Evaluates how well UW benefits meet employees’ diverse needs
   • Shapes and enhances future benefits

2. Benefits Valuation Analysis
   • Quantifies the University of Wisconsin’s benefits compared to market peers

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Initial reporting at April Forums</td>
<td>Key findings discussed at July Forums</td>
<td>Benefits review discussed at November Forums and next steps: • July–Nov.: Trend analysis • Nov.–Jan.: Deeper analysis</td>
<td>Final report posted online in Dec. Benefits recommendations drafted</td>
<td>Determine long-term benefits strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Implement long-term benefits strategy</td>
</tr>
</tbody>
</table>
1. Benefits Preferences Survey

Determined what employees value most

18,634 UW–Madison and UW System responses

Nov. 16, 2018-Jan. 4, 2019
Survey administered

Participation
UW–Madison
(47% UW System)
What Matters Most (Benefits Survey)?

Pay ranked as the most important element followed by:

- Healthcare
- Stable employment
- Retirement savings plans
- Parental Leave
# 2. Benefits Valuation Analysis

Ranks the University of Wisconsin’s benefits compared to peers

## UNIVERSITY PEER GROUPS

**Peer Group 1: Large Public Universities** (e.g., Big 10, UCLA, UC Berkeley, University of Texas System)

**Peer Group 2: Public and Private Universities** (e.g., Marquette University, University of North Carolina, SUNY Buffalo, Cleveland State University)

**Peer Group 3: Large Private Universities** (e.g., Boston University, Cornell University, Duke University, Harvard University)

## WISCONSIN PEER GROUPS

**Peer Group 1: Large Private Corporations and Public Municipalities** (e.g., City of Madison, CUNA Mutual, Kohler, Madison Metro School District, TDS Telecom)

**Peer Group 2: Milwaukee-Based Organizations** (e.g., Kohl’s, Lands’ End, Northwestern Mutual)
## How We Rank (Benefits Valuation)?

<table>
<thead>
<tr>
<th>University Peer Groups</th>
<th>Wisconsin Peer Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead in:</td>
<td>Lead in:</td>
</tr>
<tr>
<td>• Group Health</td>
<td>• Retirement</td>
</tr>
<tr>
<td>• Dental</td>
<td>• Group Health</td>
</tr>
<tr>
<td>• Life Insurance</td>
<td>• Post-Retirement Medical</td>
</tr>
<tr>
<td>Can Improve in:</td>
<td>Can Improve in:</td>
</tr>
<tr>
<td>• Retirement</td>
<td>• Dental</td>
</tr>
<tr>
<td>• Post-Retirement Medical</td>
<td>• Life Insurance</td>
</tr>
<tr>
<td>• Paid Leave</td>
<td></td>
</tr>
</tbody>
</table>
Benefits Reports Online

Find at: go.wisc.edu/ttcproject in the “Resource Library”

Or: https://hr.wisc.edu/title-and-total-compensation-study/resources/
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Learning Opportunities & Resources

- TTC Project website
- Fact sheets
- Learning series
- Videos
- FAQ
- Online modules

Find at: https://hr.wisc.edu/title-and-total-compensation-study/resources/
Where To Turn?

An online confidential tool:

• Connects you with campus offices and employee resources
• Addresses issues or concerns you may have related to the TTC Project
• Provides support and information

Find under the “Resource Library” at go.wisc.edu/ttcproject
Where to View UW Job Titles?

All UW titles are published on the TTC Project website
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<table>
<thead>
<tr>
<th>Dates</th>
<th>Location</th>
<th>Event Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>5/13/2020</td>
<td>Health Sciences Learning Center (English Only)</td>
<td>1 – 2:30 p.m.</td>
</tr>
<tr>
<td></td>
<td>Daytime</td>
<td></td>
</tr>
<tr>
<td>5/13-14/2020</td>
<td>Health Sciences Learning Center (Multilingual)</td>
<td>11 p.m. – 12:30 a.m.</td>
</tr>
<tr>
<td></td>
<td>Late Night</td>
<td></td>
</tr>
<tr>
<td>5/18/2020</td>
<td>Health Sciences Learning Center (English Only)</td>
<td>9:30 – 11 a.m.</td>
</tr>
<tr>
<td></td>
<td>Daytime</td>
<td></td>
</tr>
<tr>
<td>5/20/2020</td>
<td>Live Online Forum</td>
<td>11 a.m. – 12:30 p.m.</td>
</tr>
<tr>
<td>5/21/2020</td>
<td>Gordon Dining &amp; Event Center (English Only)</td>
<td>9:30 – 11 a.m.</td>
</tr>
<tr>
<td></td>
<td>Daytime</td>
<td></td>
</tr>
<tr>
<td>Dates</td>
<td>Location</td>
<td>Event Time</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>5/21/2020</td>
<td>Gordon Dining &amp; Event Center (English Only)</td>
<td>1– 2:30 p.m.</td>
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<tr>
<td></td>
<td>(Daytime)</td>
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<td>5/28/2020</td>
<td>Gordon Dining &amp; Event Center</td>
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<td>(Multilingual)</td>
<td></td>
</tr>
<tr>
<td>6/9/2020</td>
<td>Gordon Dining &amp; Event Center</td>
<td>9:30 – 11 a.m.</td>
</tr>
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<td>(English Only)</td>
<td></td>
</tr>
<tr>
<td>6/11/2020</td>
<td>Live Online Forum</td>
<td>11 a.m. – 12:30 p.m.</td>
</tr>
</tbody>
</table>

*Forum dates and times are subject to change*
Questions

Website: go.wisc.edu/ttcproject
Email: ttcstudy@ohr.wisc.edu