FINANCIAL MANAGERS’ MEETING
December 10, 2019
Financial Managers’ Meeting

Agenda

Welcome/Introductions
Dan Langer
5 minutes

Accounts Receivable & Billing Updates
Tricia Johnson
Shauna Schwantes
15 minutes

Affiliated Organization Reporting Updates
April Cook
15 minutes

FY19 Capital Equipment Inventories
Cindy Gillis
Amy Rognsvoog
20 minutes

Website Search Improvements for Department, Org Edit, and Account Code
John Jameson
5 minutes

Expense Reimbursement Updates
Graig Brooks
5 minutes

Shop@UW Continuous Audit Results
Dan Purcell
15 minutes

Financial Internal Controls
Liv Goff
Imad Mouchayleh
15 minutes
Accounts Receivable & Billing

Tricia Johnson / Shauna Schwantes
Financial Information Management: Accounts Receivable & Billing
Division of Business Services
AR/BI Updates

Current Departments using AR/BI
  • Medical Physics/Radiation Calibration Lab
  • School of Pharmacy
  • Extension departments (WPM, COOP, Mail, Conference Centers)
  • Athletics
AR/BI Updates

Aging Summary as of November 2019

<table>
<thead>
<tr>
<th>Aging Period</th>
<th>Dollar Value</th>
<th>Number of invoices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not yet due</td>
<td>2,488,104</td>
<td>386</td>
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<tr>
<td>Current</td>
<td>1,728,385</td>
<td>293</td>
</tr>
<tr>
<td>1 – 30 Days Past Due</td>
<td>71,736</td>
<td>40</td>
</tr>
<tr>
<td>31 – 60 Days Past Due</td>
<td>92,703</td>
<td>75</td>
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<tr>
<td>61 – 90 Days Past Due</td>
<td>261,317</td>
<td>170</td>
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<tr>
<td>91 – 180 Days Past Due</td>
<td>167,019</td>
<td>277</td>
</tr>
<tr>
<td>TOTALS</td>
<td>4,809,264</td>
<td>1,241</td>
</tr>
</tbody>
</table>
AR/BI Updates

Policies

- Policies and Procedures have been drafted
  - One overall AR policy
  - Four procedures providing more detail
    - Requesting a customer (shared customer file)
    - Creating a bill
    - Canceling or adjusting an existing invoice
    - Write off and collection

- Tentative policy review plan
  1. Currently with small committee made up of existing users
  3. Administrative Council – Feb/Mar 2020
  4. FMM – April 2020
  5. Final policies in place for FY21
Intra & Inter-Unit Billing

WHAT ARE THESE ‘BIN’ JOURNALS?????

<table>
<thead>
<tr>
<th>Jrnl Date</th>
<th>Source</th>
<th>GL Jrnl ID</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/12/2019</td>
<td>BIN</td>
<td>BIN0533228</td>
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<table>
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<th>Descr</th>
<th>Acct Descr</th>
</tr>
</thead>
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<td>AR0008398</td>
<td>Services - Miscellaneous</td>
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<tr>
<td>283.97</td>
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</tr>
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</table>

<table>
<thead>
<tr>
<th>Monetary Amt</th>
<th>Descr</th>
<th>Acct Descr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.71</td>
<td>YAR00000314</td>
<td>Services - Internal</td>
</tr>
</tbody>
</table>
Intra & Inter-Unit Billing

- Inter-Unit Billings
  - Campus to campus billing
  - Currently coming from ICS for Wisline Services at UW System to Madison departments
  - This may grow as more and more campuses begin using AR/BI
- Intra-Unit Billings
  - Madison campus department to department billing
  - Largely coming from Extension departments
  - This will grow as we add more Madison departments
- How they function:
  - Revenue & Expenses recorded at the time of the invoice.
  - Intra-unit journals will begin with BIN, rather than IUJ.
  - Shared Customer File
  - Departments create bills in SFS
  - Daily invoicing
  - Central AR generates and e-mails invoices
UW Extension Transition for Accounts Receivable & Billing (AR/BI)

Example E-mail Sent with Intra-Unit Invoice
(E-mail comes from an Accounting Services shared e-mail address)

Attached is an invoice from UW-Madison, Lowell Center.

Invoice #: AR0000095
Invoice Date: 2019-04-03
Amount Paid: $926.00

This invoice was paid via Intra-Unit Billing. No further action is needed.

Thank you,
UW-Madison Accounting Services
Intra & Inter-Unit Billing

Example Intra-Unit Invoice

This invoice has been paid via intra-unit billing. No action on your part needed.

For billing questions, please call 608/265-3858
# Intra & Inter-Unit Billing

Instructions will be sent to FMM email list when functionality is available.

## Financial Managers’ Meeting

### Billing WorkCenter

<table>
<thead>
<tr>
<th>Header Documentation</th>
<th>Line Documentation</th>
</tr>
</thead>
</table>

### Invoice Documents

<table>
<thead>
<tr>
<th>Document Description</th>
<th>Attached File</th>
<th>Internal Only</th>
<th>View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoice Image</td>
<td>ARMSNAR00077540.pdf</td>
<td></td>
<td>View</td>
</tr>
<tr>
<td></td>
<td>509319_Clarios-Branson_IL_(2).pdf</td>
<td></td>
<td>View</td>
</tr>
</tbody>
</table>

**COMING SOON!**
The ability to look up invoices in SFS
Foundation Portion of Conference Center Events

High-level process for routing of invoices when funding is split between the department and Foundation

- Department contact books event with Lowell/Pyle Center indicating split funding
- Lowell/Pyle Center issues 2 invoices to department contact via email
- Department contact receives 2 separate emails with invoices attached (one invoice is for expenses paid by department; the other invoice is for expenses paid by Foundation)
  - **NO ACTION REQUIRED FOR EXPENSES PAID BY DEPARTMENT:** Expenses are paid via intra-unit billing
  - **ACTION REQUIRED BY UNIT FOR EXPENSES PAID BY FOUNDATION:** Department contact submits invoice with check request form to Foundation
  - Foundation pays invoice directly to Central Accounts Receivable
UW-Madison Non-Sponsored Accounts Receivable & Billing (AR/BI)

Future Plans

We are aware that additional UW-Madison departments are interested in exploring intra-unit and external billings through AR/BI. We are planning to work with other departments on this functionality in the coming months/years. Anticipate updates at future Financial Managers’ Meetings.
Affiliated Organization Reporting Updates

April Cook
Financial Information Management: Gift Management
Division of Business Services
UW System Admin Policy 362 issued January 2019 requiring financial reporting on Affiliated Organizations that receive administrative support from UW System or UW Institution

- **Administrative Support:** Personnel, facilities, or other monetary or material resources that UW System or UW Institution provides to an Affiliated Org without direct and full reimbursement.

- **Affiliated Organization:** Entity that is legally distinct from the University but is organized and operated for the benefit and in support of the University, and/or conducts activities that advance the mission of the University. Specifically excludes certain orgs, such as:
  - University recognized student, faculty, or staff groups/orgs
  - Other state agencies or statutorily-created entities
  - Research sponsors
FY2018 Results:

- **51** organizations originally identified
- **2** newly identified organizations
- **20** organizations no longer active or not deemed affiliates
- **33** organizations identified as affiliates to UW-Madison

3 organizations received administrative support valued at $100,000 or greater
Accounting Services will send out electronic surveys to all Division Business Officers to:

- Identify what Affiliated Orgs exist for each Division
- Determine whether administrative support was provided by UW Madison to an Affiliated Org valued at $100,000 or greater during FY2019

UW System Cost-Benefit Report required for all Affiliated Orgs that receive administrative support valued at $100,000 or greater.
FY19 PHYSICAL INVENTORY UPDATE

Amy Rognsvoog & Cindy Gillis
Financial Information Management: Property Control
Division of Business Services
## Count of Assets

<table>
<thead>
<tr>
<th>College/School/Division</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>COLLEGE OF LETTERS &amp; SCIENCE</td>
<td>469</td>
<td>2,419</td>
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<tr>
<td>SCHOOL OF MEDICINE AND PUBLIC HEALTH</td>
<td>1,701</td>
<td>1,867</td>
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<tr>
<td>INFORMATION TECHNOLOGY</td>
<td>1,548</td>
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<tr>
<td>COLLEGE OF AGRICULTURE &amp; LIFE SCIENCES</td>
<td>848</td>
<td>1,405</td>
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<tr>
<td>COLLEGE OF ENGINEERING</td>
<td>925</td>
<td>1,040</td>
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<tr>
<td>VC FOR RESEARCH &amp; GRADUATE EDUCATION</td>
<td>1,653</td>
<td>1,032</td>
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<tr>
<td>SCHOOL OF VETERINARY MEDICINE</td>
<td>864</td>
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<tr>
<td>FACILITIES PLANNING &amp; MANAGEMENT</td>
<td>819</td>
<td></td>
</tr>
<tr>
<td>INTERCOLLEGIATE ATHLETICS</td>
<td>589</td>
<td></td>
</tr>
<tr>
<td>WI UNION</td>
<td>319</td>
<td></td>
</tr>
<tr>
<td>GENERAL LIBRARY</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>SCHOOL OF NURSING</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>SCHOOL OF PHARMACY</td>
<td>397</td>
<td></td>
</tr>
<tr>
<td>WIS STATE LAB OF HYGIENE</td>
<td>650</td>
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</tr>
<tr>
<td>UW CAMPUS TOTAL</td>
<td>6,643</td>
<td>12,016</td>
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## Dollar Values

<table>
<thead>
<tr>
<th>College/School/Division</th>
<th>FY18</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>COLLEGE OF LETTERS &amp; SCIENCE</td>
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<td>INFORMATION TECHNOLOGY</td>
<td>$59,810,573.87</td>
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<tr>
<td>COLLEGE OF AGRICULTURE &amp; LIFE SCIENCES</td>
<td>$14,564,750.50</td>
<td>$55,155,403.47</td>
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<tr>
<td>SCHOOL OF MEDICINE AND PUBLIC HEALTH</td>
<td>$45,211,821.63</td>
<td>$53,982,505.34</td>
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<td>COLLEGE OF ENGINEERING</td>
<td>$36,977,179.31</td>
<td>$42,970,298.33</td>
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<td>VC FOR RESEARCH &amp; GRADUATE EDUCATION</td>
<td>$102,762,575.94</td>
<td>$37,489,216.09</td>
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<td>FACILITIES PLANNING &amp; MANAGEMENT</td>
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<td>SCHOOL OF VETERINARY MEDICINE</td>
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<td>INTERCOLLEGIATE ATHLETICS</td>
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<td>WI UNION</td>
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<td>GENERAL LIBRARY</td>
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<td>WIS STATE LAB OF HYGIENE</td>
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<tr>
<td>UW CAMPUS TOTAL</td>
<td>$254,194,130.88</td>
<td>$466,849,579.98</td>
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FY19 UPDATES MADE TO ANALYTICS

- Increased involvement of financial contacts
- Pre-inventory snapshot of labor (Excel Document)
- Phase 1 scanner analytics (Excel insert to email)
- Formal extension request analytics for Phase 2
FY19: BENCHMARKS

Total assets inventoried
- Percentage of total campus assets held: by count
- Percentage of total campus assets held: by cost
- Federal titled equipment vs. University titled equipment

Assets found per phase of the inventory
- Federal vs. University title
- Duration of the inventory

Disposal of assets during inventory
- Percentage of departments total inventory
- Percentage of assets recorded as “lost”
Annual Comparison: Inventoried Asset Costs

### Total Costs Inventoried

- **FY17**: $5,798,136.53
- **FY18**: $17,257,094.32
- **FY19**: $44,017,889.95

### Total University Costs Inventoried

- **FY17**: $192,496,598.87
- **FY18**: $236,937,036.56
- **FY19**: $422,831,600.03

### Total Costs Inventoried

- **FY17**: $198,294,735.40
- **FY18**: $254,194,130.88
- **FY19**: $466,849,579.98
Phase 2: Reasoning for Delay

- Increased from average of 48 business days to 141 business days – 6-7 months
- DPAs retiring without training a new replacement
- Departments are waiting for inventory in order to consider their assets
- DPAs taking vacations during scheduled inventory
- DPAs attending conferences during inventory
- DPAs on FMLA without backup
FY19 NOTED TRENDS: CANNIBALIZED ASSETS

Cannibalized Assets

- Known way for departments to minimize labor
- Increased scrutiny now by Property Control
- Assets to remain inventories until the point they leave the university.

<table>
<thead>
<tr>
<th>CANNIBALIZE</th>
<th>COUNT</th>
<th>INITIAL VALUE</th>
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<tr>
<td>FY18</td>
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<td>$1,339,131.65</td>
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<tr>
<td>FY19</td>
<td>85</td>
<td>$1,362,762.57</td>
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</table>
NEXT STEPS

➢ What are your departments doing to support conversations regarding capital stewardship?

➢ If your department has assets and has not been formally selected by Property Control to date, has your Departmental Property Administrator (DPA) actively considered the details of your property report?

➢ Are your DPAs involved in the proper communications relative to asset disposals, purchases and changes?

➢ Property Control considering moving towards standard meeting wrap-up conversations with department
Website Search Improvements for Department, Org Edit & Account Code

John Jameson
Financial Information Management: Financial Reporting, Analysis & Systems
Division of Business Services
Department IDs

• List will show the fund and program combinations (org edits) that are currently valid
• List will be updated on Monday mornings
• When getting funding string errors check this list to see if the fund-program combination is valid with the department
  ▪ In the example below, 101-1 and 136-1 are the valid combos for dept 030502
  ▪ 233-R is valid for all departments (but transaction would still have to pass project edits).

<table>
<thead>
<tr>
<th>DIVISION</th>
<th>DIVISION NAME</th>
<th>DEPT. ID</th>
<th>DEPT. NAME</th>
<th>DEPT. LONG NAME</th>
<th>VALID FUND-PROGRAM COMBINATIONS</th>
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</thead>
<tbody>
<tr>
<td>03</td>
<td>BUSINESS SERVICES</td>
<td>030502</td>
<td>ACCOUNTING SVCS*FIN INFO MGMT</td>
<td>FINANCIAL INFORMATION MANAGEMENT</td>
<td>101-1</td>
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<tr>
<td>03</td>
<td>BUSINESS SERVICES</td>
<td>030502</td>
<td>ACCOUNTING SVCS*FIN INFO MGMT</td>
<td>FINANCIAL INFORMATION MANAGEMENT</td>
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<tr>
<td>03</td>
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<td>ACCOUNTING SVCS*FIN INFO MGMT</td>
<td>FINANCIAL INFORMATION MANAGEMENT</td>
<td>233-R</td>
</tr>
</tbody>
</table>
Account Codes

- Consolidated the info that used to be on several pages to one page
- Additional info can be seen by clicking the + next to the account code
- Now includes Budget Accounts
- Toggle to Show All entries to get a full list similar to what was on the former site
- “Download Full List” to export it to excel. This list will include the expanded long descriptions

https://businessservices.wisc.edu/accounting/using-funding-codes-and-strings/
Expense Reimbursement Updates

Graig Brooks
Disbursements: Travel & Cards
Division of Business Services
Driver Authorization Notification

• Bubble in e-Reimbursement notifies when traveler is not an authorized driver.
• Approvers/Auditors do not need to check Driver Auth database anymore.
• Not date-driven
  ▪ Still important for drivers to be authorized prior to travel!

• Blocking tax-reportable account codes in e-Reimbursement (e.g. 2620)
• Relocation expenses – adding a tax withholding expense type.
Shop@UW Continuous Audit

Dan Purcell
Purchasing Services: Verona Operations
Division of Business Services
Internal Audit issued a letter to the Chancellors regarding the internal audit of Shop@UW on September 17, 2019.

• Comment 1 - Best Practices
• Comment 2 - Additional Controls and Monitoring
• Attachment A – New Procurement Automation Initiative
Comment 1 – Best Practices

- Documented procedures for review and approval of Shop@UW transactions
- Documented approval of Shop@UW transactions including the following elements:
  - Separation of duties between purchaser and approver
  - Documented proof of review (physical signature, email approval, verifiable electronic workflow, etc.)
  - Timeliness: A standard should be adopted defining the expected timeframe for transaction review.
- Additional items to consider during review of Shop@UW transactions:
  - Business purpose
  - Physical location of the items purchased should be known or verified. This step is best reserved for unusual, non-routine items.
  - Ensure that purchases that may meet the criteria of a capital purchase are appropriately recorded and accounted for.
  - Approvers should have procedures or processes in place to handle exceptions noted during review. This includes a proper escalation path, how many exceptions are allowed before an account is revoked. When in doubt contact Shop@UW Financial Program Supervisor (Dan Purcell).
Comment 1 – Best Practices (Cont.)

• Save Supporting Documentation, including:
  ▪ Packing list with shipping info
  ▪ Receipt, invoice, or order confirmation
  ▪ Pre-approval documentation
  ▪ Vendor quote
  ▪ E-mail correspondence discussing transaction
  ▪ Budget information

  *not all of these may apply depending on the purchase.

• Ensure Completeness and Integrity of Transaction Reports
  ▪ Shop@UW Parent Account Access
  ▪ Compare detail reports provided by account holder to charges in WISDM/WISER
  ▪ Monthly detail report available on Business Services website (coming soon)
Comment 2 – Additional Controls and Monitoring

• Training, including:
  ▪ Review of any institutional procedures and internal controls
  ▪ Summary of procedures account holders must perform when reconciling their statements
  ▪ Summary of procedures approvers must perform
• Employee turnover & account deactivation
• Periodic monitoring of account usage
Attachment A – New Procurement Automation Initiative

- Documentation of new central policy and procedure
- Central documentation of business purpose, transaction review, and approval
- Standardization of controls and better control of the controls:
  - System maintained Separation of Duties
  - Standardized proof of review
  - Standardized timeliness of review. Possibility of system reminders.
  - Standardized process for escalating exceptions
  - More preventative controls
  - Integrity of data maintained by the system
  - Account access tied to Campus ID
Questions?

Dan Purcell
Shop@UW Financial Program Supervisor
dan.purcell@wisc.edu
608-497-4403
Financial Internal Controls

Imad Mouchayleh, Financial Internal Control Advisory Services
Liv Goff, Disbursements
Division of Business Services
Separation & Delegation of Duties

FINANCIAL INTERNAL CONTROL ADVISORY SERVICES/DISBURSEMENTS
DIVISION OF BUSINESS SERVICE
FINANCIAL MANAGERS MEETING – DECEMBER 10, 2019
Agenda

1. What is Delegation of Authority (DOA)?

2. What is Separation of Duties (SoD)?

3. DoA & SoD From a Disbursements lens.
Delegation of Authority (DoA)

• DoA (a.k.a Delegation of Duties) is a control that involves managers sharing downwards to subordinates some of their responsibilities and part of their authority that is necessary to perform these responsibilities.

• Objective: Get the work done.
With Great Power Comes Great Responsibility

<table>
<thead>
<tr>
<th>a. Spiderman</th>
<th>b. The Godfather</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1.png" alt="Spiderman" /></td>
<td><img src="image2.png" alt="The Godfather" /></td>
</tr>
<tr>
<td>c. Dan Langer</td>
<td>d. All the above.</td>
</tr>
<tr>
<td><img src="image3.png" alt="Dan Langer" /></td>
<td></td>
</tr>
</tbody>
</table>
What Should Managers Ask?

- What should they delegate?
- What is it that they cannot delegate?
- Would a task be more time and cost effective if delegated?
- What’s in it for them?
What Should Managers Not Do?

- Delegate tasks they are not comfortable doing themselves.

- Surrender their authority completely.

- Lose confidence and trust in their subordinates.
What Should Managers Do?

- Delegate tasks people aspire to handle.
- Share their visions before they share the task. Clarity brings the best of a team.
- State the desired outcome and results of the outset.
- Delegate tasks to people who are capable of doing them.
- Have enough time to review the delegated work, and address any gaps.
- Allow subordinates to use their own methods and processes.
- Absorb the consequences of failures.
- Reinforce their believes in their subordinates.
DoA - Disbursements

Chancellor → VCFA → Controller → Disbursements
Separation of Duties (SOD)

SOD (a.k.a. Segregation of Duties) is a control that involves breaking down financial tasks that might reasonably be completed by a single individual.

Objectives:

1. No one person is solely in control.
2. Mitigate the risks of errors and fraud.
SoD – Financial Internal Control

For any given transaction, the following three functions preferably should be performed by separate individuals in different part of a division:

- Authorization of a transaction.
- Recording of a transaction.
- Custody of the assets associated with a transaction.
SoD - Disbursements

Vendor Management

Voucher Management

Payment Management
## Case Study—Requests to Pay

<table>
<thead>
<tr>
<th>Task</th>
<th>Control</th>
<th>Executor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initiate a request to pay</td>
<td>Divisions initiate, complete, attach support documents and submits a request to pay to direct supervisor for approval.</td>
<td>An employee at the division or Department level</td>
</tr>
<tr>
<td>Approve a request to pay</td>
<td>Supervisors review submitted requests, validate how payments relate to University business, validate sources and availability of funds, validate accuracy of accounting coding and records, and either approve, return, or deny requests to pay.</td>
<td>Dean or delegate</td>
</tr>
<tr>
<td>Receiving</td>
<td>Designated employees validate if the received requests to pay enclose accurate information and are properly approved by an authorized officer.</td>
<td>An employee at the division or Department level</td>
</tr>
<tr>
<td></td>
<td>Validate receipt of products and/or services. E.g., Positive Approval asserts that the division or the department received the goods and/or services.</td>
<td></td>
</tr>
<tr>
<td>Vendor Management</td>
<td>Validate/create/maintain vendors’ records in SFS</td>
<td>Disbursements Vendor Team</td>
</tr>
<tr>
<td>Vouchers Management</td>
<td>Audit payment requests</td>
<td>Disbursements Audit Team</td>
</tr>
<tr>
<td></td>
<td>Create payment vouchers in SFS</td>
<td></td>
</tr>
<tr>
<td>Payments Management</td>
<td>Issue and safeguard Payments in SFS (e.g., Checks, ACH, CC)</td>
<td>Disbursements Payment Team</td>
</tr>
</tbody>
</table>
Questions

Liv Goff
Director of Disbursements
21 N. Park Street # 5354
Madison WI. 53715
Livvia.goff@wisc.edu
+1 (608) 890-3120

Imad Mouchayleh
Director of Financial Internal Control Advisory Services
21 N. Park Street # 6134
Madison WI. 53715
Mouchayleh@wisc.edu
+1 (608) 890-3764
Thank you for attending.

Future Financial Managers’ Meetings*

Rooms 1106 & 1108, 21 N Park Street
9:30 a.m.

Monday, February 10, 2020
Tuesday, April 14, 2020
Tuesday, June 9, 2020
Tuesday, August 11, 2020
Tuesday, October 13, 2020
Tuesday, December 15, 2020

*Dates are subject to change