



University of Wisconsin System Overview

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University of Wisconsin System Overview

This paper provides an overview of the University of Wisconsin System including a description of the System's history, governance, missions, enrollment, budget, and personnel.

History

Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System consisting of the Eau Claire, La Crosse, River Falls, Stout, Whitewater, Oshkosh, Platteville, Stevens Point, and Superior campuses plus four freshman-sophomore centers. Chapter 100, Laws of 1971, merged the two university systems under a single Board of Regents. The 1971 legislation did not create a single, consolidated statutory chapter to govern the system but, rather, provided for a study committee to develop such a chapter for the merged university system. Legislation passed in 1974 completed the merger process by establishing Chapter 36 of the statutes as the statutory foundation of the University of Wisconsin System consisting now of: 13 universities, a unified, two-year college system with 13 campuses, and a statewide extension. The UW system is one of the largest merged systems in the country, enrolling approximately 160,700 students.

The pre-merger University of Wisconsin was created by the State Constitution and implemented by state law in 1848. At the time of merger in 1971, it consisted of the original land-grant university at

Madison (1849); as well as four-year campuses at Milwaukee (created by a merger of extension facilities and a state teacher's college in 1956), Green Bay (1968), and Parkside (1968), plus 10 freshman-sophomore centers (separated from the statewide extension facilities in 1964) and statewide extension. Total 1971 enrollment was 69,554. Governance was by the Regents of the University of Wisconsin, a board of 10 members, nine appointed by the Governor and confirmed by the Senate for nine-year terms, the tenth being the State Superintendent of Public Instruction who served on both the UW and Wisconsin State Universities boards.

The Wisconsin State Universities (WSU) System had its origins in an 1857 state law creating the Board of Regents of Normal Schools. The first of nine such institutions (including Milwaukee) was opened at Platteville in 1866 and the last at Eau Claire in 1916. The normal schools operated as two-year institutions until 1927, when they received authority to grant baccalaureate degrees in education and were renamed State Teachers Colleges. With the addition of liberal arts programs in 1951, they became Wisconsin State Colleges and in 1964 were designated Wisconsin State Universities. Stout, an independent home economics college, became part of the Wisconsin State Colleges in 1955. At the time of merger in 1971, the Board had 14 members, including the State Superintendent of Public Instruction and 13 citizens appointed by the Governor and confirmed by the Senate for five-year terms. The WSU System consisted of the nine universities and four freshman-sophomore branch campuses with a total enrollment of 64,148.

The current UW System (see Figure I) consists of two doctoral campuses (Madison, Milwaukee),

eleven comprehensive campuses (Eau Claire, Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater), thirteen two-year campuses, called UW Colleges (Baraboo, Barron, Fond du Lac, Fox Valley, Manitowoc, Marathon, Marinette, Marshfield, Richland, Rock, Sheboygan, Washington and Waukesha) and a statewide Extension with offices in every county.

Board of Regents

The Board of Regents of the University of Wisconsin System consists of 17 members: 14 are appointed by the Governor and confirmed by the Senate for seven-year, staggered terms; one is a student appointee with a two-year term, also appointed by the Governor; and two ex-officio members, the State Superintendent of Public Instruction and the President or a designee of the Wisconsin Technical College System Board.

The Regents typically meet monthly, except in January and one summer month, and serve without pay. The Board President, Vice President and a full-time secretary are elected in June for one-year terms starting July 1. The President appoints members of the Regents' committees and external bodies. The executive committee consists of the President, Vice President, the chairpersons of the Regents' standing committees, the immediate past President and one other member appointed by the President.

Chapter 36 of the statutes is the legal basis of the Regents' powers of governance. That chapter defines the responsibilities of the Board including: (1) governance of the system; (2) mission determination for UW institutions; (3) determination of educational programs to be offered; (4) ensuring that programs are consistent with institutional missions; (5) appointment of a system president, chancellors, deans of the Colleges, the directors of the Laboratory of Hygiene and the Psychiatric Institute, the State Cartographer, the State Geologist, and the other

employees of the University; (6) allocation of funds and adoption of budgets for UW institutions; and (7) establishment of salaries for unclassified UW personnel.

The chapter also enumerates specific Board powers in addition to a general grant of "all powers necessary or convenient for the operation of the system..." Among the specific powers enumerated are those related to: (1) the management of University property; (2) police authority on University property; (3) admission policies; (4) the granting of degrees; (5) parking rules; (6) condemnation of property for the use of the University; (7) the granting of sabbatical leaves to faculty; and (8) the management of endowment and auxiliary funds.

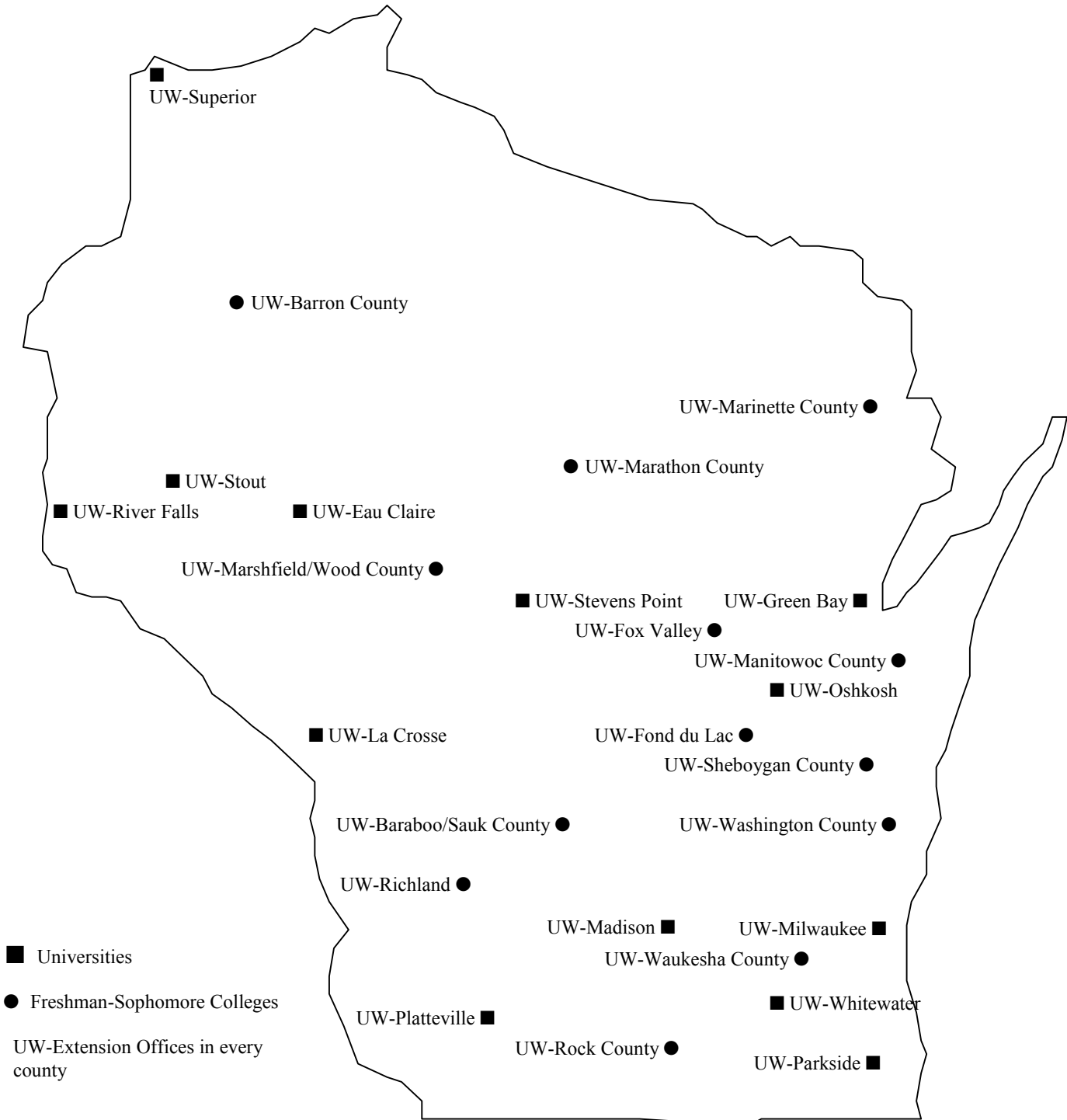
The Board is empowered to appoint the President of the University System; the chancellors and vice chancellors of the 13 universities, UW-Extension, and the 13 UW Colleges; and the deans who head each of the Colleges. All serve at the pleasure of the Board. While the President of the University System has the power to appoint and dismiss each System senior vice president, vice president, associate vice president and assistant vice president, the Board sets the salaries and duties of these administrators.

Administration

The President and chancellors of the University of Wisconsin System are charged with implementing Regent policies and with administration of the institutions. The President, by statute, directs UW System administration, located in Madison, which was established to assist the Board of Regents in: establishing policies; reviewing the administration of such policies; planning the programmatic, financial and physical development of the system; maintaining fiscal control; and compiling and recommending educational programs, operating budgets and building programs for the Board.

FIGURE I

Campuses of the University of Wisconsin System



In addition to a President, there are two senior vice presidents of academic affairs and administration, and two vice presidents of finance and university relations within System administration. System administration is organized to serve the Regents' committees. For 2004-05, System administration has a total budget of \$15.1 million and approximately 145.64 positions.

As executive heads of their respective faculties and institutions, the chancellors are responsible for the administration of their units, subject to Board policy and consultation with their faculties, including curriculum design; degree requirements; academic standards; grading systems; defining and administering institutional standards for faculty appointments, evaluation, promotion, and recommendations for tenure; recommending individual merit increases; and auxiliary services and budget management. The chancellors serve at the pleasure of the Board of Regents.

Governance

Faculty. By statute, the faculty of each institution, subject to the responsibilities and powers of the Board, the President, and the chancellor of such institution, have responsibility for the immediate governance of the institution and have the right to actively participate in institutional policy development. As such, the faculty have the primary responsibility for academic and educational activities and faculty personnel matters. They have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.

Academic Staff. By statute, the academic staff members of each institution, subject to the responsibilities and powers of the Board, the President, and the chancellor and faculty of the institution, have the right to be active participants in the immediate governance of and policy development for the institution. They have

primary responsibility for the formulation and review of all policies and procedures concerning academic staff including personnel matters. They have the right to organize themselves in a manner they determine and to select representatives to participate in institutional governance.

Students. By statute, the students of each institution have primary responsibility for the formulation and review of policies concerning student life, services, and interests and may actively participate in the immediate governance of and policy development for the institution, subject to the responsibilities and powers of the Board, the President, the chancellors, and the faculty. In consultation with the chancellor, subject to final confirmation of the Board, students are responsible for disposition of those student fees which constitute substantial support for campus student activities. They have the right to organize themselves in a manner they determine and to select their representatives to participate in institutional governance.

Relationships With Other Agencies and Programs

Coordination with the Wisconsin Technical College System. Coordination of UW and Technical College programs is provided for by having the president of each governing board serve as an ex-officio member of the other board. In addition, the two boards have established four joint administrative committees on continuing education, baccalaureate expansion, academic programs, and physical facilities.

City and County Relationship with the UW Colleges. The counties, and in some cases the cities, in which the two-year UW Colleges are situated own and maintain the campuses, buildings and facilities. Educational programs and

services are provided by the UW System.

Special Programs. A number of special programs are affiliated with the UW System by statute. Among these programs are: (1) Agricultural Demonstration Stations--established by the Board of Regents through the College of Agricultural and Life Sciences at Madison for the purpose of aiding in agricultural development; (2) Geological and Natural History Survey--this office is operated by the Board to study the geology, water, soils, plants, fish and animal life of the state; (3) State Laboratory of Hygiene--attached to the UW-Madison and governed by its own board; (4) Veterinary Diagnostic Lab--attached to the UW-Madison and governed by its own board; and (5) State Cartographer--in charge of all mapping, and map distribution functions for the state.

Educational Communications Board (ECB). This agency has responsibility for public broadcasting and distance education. One UW Regent and one UW System designee are ECB board members. The broadcasting station WHA-TV, located in Madison, is managed by the Board of Regents, as licensee. Both the UW Regents and the ECB operate radio stations that are part of Wisconsin Public Radio. The Regents are directed by statute to enter into an affiliation agreement with the ECB for shared responsibilities and facilities regarding the operation of Wisconsin public television and radio stations.

Department of Public Instruction. This agency is responsible for providing direction and supervision of public elementary and secondary education. The Superintendent of Public Instruction is a member of the Board of Regents.

Higher Educational Aids Board (HEAB). This agency has primary responsibility for the state's student financial aid system. The 11 HEAB Board members include a member of the Board of Regents, a financial aid administrator from an institution in the UW System and a UW student.

Missions of UW System Institutions

All thirteen universities award bachelor's and master's degrees. Madison and Milwaukee also confer doctoral degrees. For adults unable to attend classes at a campus, extended degree programs are offered through Green Bay, Platteville, River Falls and Superior. The thirteen two-year colleges provide the freshman and sophomore years of baccalaureate programs and award associate degrees.

The purpose and goals of the UW System and its institutions are defined in three sets of mission statements: a system mission, core missions, and a select mission statement unique to each institution. The core and select mission statements for each institution were originally developed after public hearings and approved by the Board of Regents in 1974. The mission statements are the foundation planning documents which chart the growth and development of the individual institutions. However, a mission statement does not in and of itself provide any particular program entitlement not specifically authorized on its own merits by the Board of Regents. The Board has the authority to consider and approve proposed changes in mission statements as appropriate and has done so on a number of occasions. Each of the types of mission statements is summarized below.

System Mission

The UW System mission is set forth in Chapter 36 of the statutes. It is a broad mission to teach, conduct research, provide extended education beyond the boundaries of the campuses and engage in public service.

Core Missions

Doctoral Campuses (Madison and Milwaukee). To offer baccalaureate, master's, doctoral and

advanced professional degrees; conduct organized programs of research; integrate extension's function; provide educational and research resources unique to doctoral campuses to other campuses and government agencies; and support activities designed to promote the economic development of the state.

Comprehensive Campuses (11 four-year institutions). To offer associate, baccalaureate and selected graduate programs (nondoctoral); emphasize teaching excellence; provide a base of liberal studies as a foundation for its degrees; offer programs of preprofessional curricular offerings; engage in outreach and continuing education for citizens in each service region; engage in scholarly activity integral to, and supportive of, instructional programs and teaching excellence; and support activities designed to promote the economic development of the state.

Select Missions

The select missions of each institution define the particular purposes and focus of each campus. These statements are different in format as well as in content for each institution: some are defined in terms of specific client populations to be served, some by specific subject matter to be taught, and still others in terms of educational approach.

The mission of Green Bay to foster an academic plan characterized by interdisciplinary, problem-focused liberal education exemplifies missions defined by educational approach. The select mission of Milwaukee reflects its status as a major urban doctoral university designed to meet the diverse needs of Wisconsin's largest metropolitan area.

The missions of several of the comprehensive campuses are based on areas of emphasis in certain academic fields including: middle school education, engineering, technology management, agriculture and criminal justice at Platteville;

communicative disorders, teacher education, paper science, natural resources, and visual and performing arts at Stevens Point; and agricultural sciences, agribusiness, and agricultural teacher education at River Falls.

The select mission statements of UW-Extension and the UW Colleges exemplify missions defined by client groups:

UW-Extension. UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish mutually beneficial connections with all its stakeholders. Its activities include formal and informal learning; applying relevant university research throughout the state through outreach and applied research; providing access to educational, cultural, and civic resources through the use of technologies, and public broadcasting; and providing statewide program leadership, coordination, and accountability. In addition, Extension supports the UW System mission by providing leadership for the university's statewide public service mission; integrating scholarly approaches to outreach for many academic disciplines; and addressing the specific educational needs of under-served, disadvantaged, and non-traditional students.

UW Colleges (13 two-year institutions). To offer general education associate degrees and serve primarily as freshman-sophomore liberal arts transfer institutions. Colleges emphasize teaching, excellence and support the development, testing and use of effective teaching methods. Colleges prepare students for lifelong learning, leadership, service, and responsible citizenship and promote outreach and continuing education in Wisconsin communities. In addition, Colleges participate in collaborative relationships with other UW institutions, Technical Colleges, private colleges, and public schools to maximize educational opportunity and resources for the people of Wisconsin.

Enrollment

Table 1 indicates headcount enrollments for the 2003 fall semester at each of the campuses. Enrollments ranged from 2,832 students at Superior to 40,769 students at Madison. The undergraduate focus of the nondoctoral campuses is reflected in the relatively small ratio of graduate students to undergraduates. In general, there is a higher percentage of nonresident graduate students than nonresident undergraduates.

In addition, the largest percentage of nonresident undergraduates is found at Madison and the campuses where tuition reciprocity agreements with Minnesota attract a large number of students (River Falls, Superior, Stout, Eau Claire and La Crosse). The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education institutions in either state without paying nonresident tuition. In the fall of 2003,

10,315 undergraduate and 699 graduate Wisconsin residents attended Minnesota institutions and 12,455 undergraduate and 822 graduate Minnesota residents attended college in Wisconsin under this agreement.

Table 2 contains headcount enrollment changes at each campus for the fall semester from 1993 to 2003. For much of this period, most campuses experienced decreasing enrollments. However, higher enrollments in the last six years have offset enrollment declines during the first half of the period. Overall, enrollment increased by 6,083 students (3.9%) during the period. The experience of individual campuses during this period has varied; for example, UW-Platteville increased enrollment by 19.5% and the UW Colleges have increased enrollments by 14.4%, while Madison, La Crosse, and Parkside experienced low growth. Whitewater's enrollment remained unchanged during the period and Green Bay was the only campus with less enrollment, experiencing a 1.4% decline.

Table 1: UW Enrollment (Headcount) -- 2003 Fall Semester

	Undergraduate			Graduate and Professional*			Total
	Resident	Non-Resident	% Non-Resident	Resident	Non-Resident	% Non-Resident	
Madison*	20,482	9,017	30.6%	4,878	6,392	56.7%	40,769
Milwaukee	20,153	635	3.1	3,289	798	19.5	24,875
Eau Claire	7,696	2,368	23.5	474	61	11.4	10,599
Green Bay	5,014	269	5.1	147	18	10.9	5,448
La Crosse	6,710	1,390	17.2	494	152	23.5	8,746
Oshkosh	9,532	246	2.5	1,207	28	2.3	11,013
Parkside	4,488	451	9.1	117	16	12.0	5,072
Platteville	5,045	534	9.6	332	223	40.2	6,134
River Falls	2,839	2,571	47.5	194	195	50.1	5,799
Stevens Point	7,778	664	7.9	281	27	8.8	8,750
Stout	5,052	2,049	28.9	455	152	25.0	7,708
Superior	1,292	1,218	48.5	204	118	36.6	2,832
Whitewater	8,870	568	6.0	1,033	77	6.9	10,548
Colleges	<u>12,048</u>	<u>362</u>	2.9	-----	-----	-----	<u>12,410</u>
TOTAL	116,999	22,342	16.0%	13,105	8,257	38.7%	160,703

*Graduate figures include 1,895 resident and 526 nonresident professional students.

Table 2: Ten-Year Change in Enrollment (Headcount)

	Fall 1993	Fall 2003	Change	
			Number	Percent
Madison	40,412	40,769	357	0.9%
Milwaukee	23,794	24,875	1,081	4.5
Eau Claire	10,342	10,599	257	2.5
Green Bay	5,525	5,448	-77	-1.4
La Crosse	8,657	8,746	89	1.0
Oshkosh	10,742	11,013	271	2.5
Parkside	5,009	5,072	63	1.3
Platteville	5,134	6,134	1,000	19.5
River Falls	5,243	5,799	556	10.6
Stevens Point	8,615	8,750	135	1.6
Stout	7,175	7,708	533	7.4
Superior	2,578	2,832	254	9.9
Whitewater	10,549	10,548	-1	0.0
Colleges	<u>10,845</u>	<u>12,410</u>	<u>1,565</u>	14.4
TOTAL	154,620	160,703	6,083	3.9%

Most of the changes in enrollment levels over the last seventeen years have been the result of four plans approved by the Board of Regents and known as Enrollment Management I, II, and III, and Enrollment Management 21 (EM 21). EM I, II, and III were intended to improve the quality of educational services offered at UW institutions by reducing enrollments systemwide and redistributing enrollments from overcrowded campuses to those which had excess capacity. During Enrollment Management I, which extended from the fall of 1987 to the fall of 1990, full-time equivalent (FTE) enrollments were reduced by approximately 4% with the purpose of increasing student access to courses. During Enrollment Management II (fall, 1991 to fall, 1994), enrollments dropped an additional 6%. Between 1986-87 and 1994-95, the number of FTE students decreased by approximately 10%, slightly more than the target of 9.1%. The primary goal of Enrollment Management III (fall, 1995 to fall, 2000) was to maintain high quality educational services while increasing enrollments to accommodate an expected increase in the number of high school graduates. Since fall, 2001, the UW System has managed enrollment through the EM 21 plan which is designed to

Table 3: Enrollment According to Attendance Status (Headcount)

	2003 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	35,149	5,620	13.8%
Milwaukee	16,585	8,290	33.3
Eau Claire	9,268	1,331	12.6
Green Bay	4,452	996	18.3
La Crosse	7,905	841	9.6
Oshkosh	8,630	2,383	21.6
Parkside	3,536	1,536	30.3
Platteville	5,104	1,030	16.8
River Falls	5,094	705	12.2
Stevens Point	7,772	978	11.2
Stout	6,699	1,009	13.1
Superior	2,105	727	25.7
Whitewater	8,894	1,654	15.7
Colleges	<u>8,227</u>	<u>4,183</u>	33.7
TOTAL	129,420	31,283	19.5%

maintain a high access rate for immediate high school graduates while expanding services to adult students. Additional information on the enrollment management plans is provided in the Appendix.

To indicate student attendance patterns, Table 3 shows the numbers of students attending part-time and full-time at each campus. The relatively high proportion of part-time students at Milwaukee, Parkside, Superior, Oshkosh, and the Colleges reflect the commuter nature of these campuses.

When assessing the budgetary or space needs of a campus, the FTE enrollment is often a more relevant statistic than headcount. For undergraduates, FTE enrollment is determined by dividing the total number of credits taken by fifteen; for master's students, the divisor is twelve; and for doctoral students, the divisor is seven. Table 4 indicates FTE enrollments, by campus for the 2003 fall semester. Campuses with a large number of part-time students (Milwaukee, Parkside, Colleges) have a relatively lower FTE when compared to their headcount enrollment.

A total of 13,839 students of color were enrolled

Table 4: Enrollment (FTE) -- 2003 Fall Semester

	Undergraduate	Graduate & Professional	Total
Madison	26,155	10,178	36,333
Milwaukee	16,103	2,501	18,604
Eau Claire	9,211	231	9,442
Green Bay	4,566	80	4,646
La Crosse	7,670	469	8,139
Oshkosh	9,017	484	9,501
Parkside	3,650	61	3,711
Platteville	5,037	243	5,280
River Falls	5,002	227	5,229
Stevens Point	7,741	160	7,901
Stout	6,509	412	6,921
Superior	2,092	144	2,236
Whitewater	8,528	570	9,098
Colleges	<u>8,756</u>	<u>---</u>	<u>8,756</u>
TOTAL	120,037	15,760	135,797

in the UW System in the fall semester of 2003, comprising 8.6% of total enrollment. Of the 160,703 students enrolled in the System, 2.7% are African Americans, 3.1% are Asian Americans, 2.1% are Hispanic/Latino and 0.7% are American Indian. Table 5 contains enrollment statistics by race/ethnicity for each campus. About 58% of all

students of color enroll at either Madison or Milwaukee. Parkside (17.8%), Milwaukee (15.8%), and Madison (9.9%) have the highest proportion of these students, while Platteville (3.5%) and Stout (4.0%) have the lowest.

In 1987-88, the UW System developed a plan to increase diversity and to improve educational quality and access for all UW students. Called "Design for Diversity," the plan spanned 10 years from 1988 through 1997 and consisted of seven objectives including a goal to double the number of new freshmen and transfer students of color by 1998. In addition, the plan called for increasing the number of new faculty and academic staff of color by 75% over a five-year time period from 1988 to 1993. The University met a number of the goals included in Design for Diversity including the faculty and staff goal, increasing the number of new faculty and staff of color by 1,076 (76%) between 1988 and 1992. However, new undergraduate students of color increased by only 849 students (67%) from 1988 to 1997.

In May of 1998, the Board of Regents adopted

Table 5: Enrollment by Race/Ethnicity* (Headcount) -- 2003 Fall Semester

	African American	Hispanic/Latino	Asian American	American Indian	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	966	1,030	1,817	224	4,037	40,769	9.9%
Milwaukee	1,777	918	1,041	188	3,924	24,875	15.8
Eau Claire	53	106	284	64	507	10,599	4.8
Green Bay	43	44	133	83	303	5,448	5.6
La Crosse	73	135	217	61	486	8,746	5.6
Oshkosh	117	140	233	86	576	11,013	5.2
Parkside	426	319	131	26	902	5,072	17.8
Platteville	75	45	76	18	214	6,134	3.5
River Falls	74	81	161	27	343	5,799	5.9
Stevens Point	65	85	177	71	398	8,750	4.5
Stout	90	64	147	30	331	7,708	4.3
Superior	25	10	20	59	114	2,832	4.0
Whitewater	381	242	232	41	896	10,548	8.5
Colleges	<u>176</u>	<u>227</u>	<u>327</u>	<u>78</u>	<u>808</u>	<u>12,410</u>	6.5
TOTAL	4,341	3,446	4,996	1,056	13,839	160,703	8.6%

*Based on optional self-identification at registration.

"Plan 2008: Educational Quality Through Racial and Ethnic Diversity" for the succeeding 10-year period. Like its predecessor, Plan 2008 includes seven goals, although the new goals are somewhat less specific than those included in Design for Diversity. For example, the first goal is to increase the number of Wisconsin high school graduates of color who apply, are accepted, and who enroll at UW System institutions. Strategies for achieving this goal include: increasing and expanding precollege programs; developing recruitment programs targeted to adults of color; increasing recruitment efforts for traditional-age students of color; and increasing participation in precollege programs by American Indian students. Other goals of Plan 2008 are to increase retention and graduation rates for students of color to the level of the student body as a whole, increase financial aid for needy students, and increase the proportion of faculty and staff of color to equal the proportion of these individuals who are available in relevant job pools.

In April, 2004, the Regents reviewed the progress that has been made during Phase I of Plan 2008. Over the first five years of Plan 2008, 2,000 additional students of color enrolled in the UW System, which is equivalent to 25% of all enrollment growth for that time period. Despite the increased minority enrollment, the actual service rate, the percent of minority high school graduates

enrolled, fell from 23% to 20.4%, because the total number of minority students graduating from high school increased at a faster rate than the number of minority students enrolling in the UW System. Plan 2008 also sought to close the retention and graduation gap between minority students and the student body as a whole; while both the retention and graduation rates have increased, they both still remain below those of the student body as a whole.

The Plan 2008 Phase I assessment found positive progress toward four of the seven goals and mixed results for minority student aid. The report found successful progress toward the goals of increasing pre-college program enrollment, increasing minority faculty and staff, creating an environment that enhances learning and a respect for racial and ethnic diversity, and improving institutional accountability related to measuring and evaluating diversity programs and performance goals. Financial aid funding for minority students has struggled to keep pace with tuition increases and funding increases have largely come from private sources over the past five years.

Table 6 compares enrollment of students by race/ethnicity in the fall of 1993 to the fall of 2003. During this period, while total enrollment increased by 3.9%, the total number of students of color increased by 27.6%. However, the increase

Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 1993 to 2003

	Fall 1993		Fall 2003		% Change 1993 to 2003
	Number	% of Total	Number	% of Total	
Students of Color					
African American	3,968	2.6%	4,341	2.7%	9.4%
Hispanic/Latino	2,556	1.7	3,446	2.1	34.8
American Indian	1,001	0.6	1,056	0.7	5.5
Asian American	<u>3,318</u>	<u>2.1</u>	<u>4,996</u>	<u>3.1</u>	50.6
Subtotal	10,843	7.0%	13,839	8.6%	27.6%
International	5,751	3.7	5,490	3.4	-4.5
White	<u>138,026</u>	<u>89.3</u>	<u>141,374</u>	<u>88.0</u>	2.4
UW System Total	154,620	100.0%	160,703	100.0%	3.9%

was not consistent across all race/ethnic groups. For example, the number of Asian American students increased by 50.6% and the Hispanic/Latino Americans increased by 34.8% while the number of African Americans and American Indian students increased by only 9.4% and 5.5%, respectively.

Table 7 contains headcount enrollment, by sex, for the fall 2003 semester. Systemwide, approximately 55% of the students are women. This percentage has steadied after increasing steadily over the past ten years, reflecting a nationwide trend.

Platteville is the only campus where men comprise the majority of students and Stout is the only campus in which men and women have enrollment parity. Campuses that have larger education and liberal arts programs, such as Green Bay and Eau Claire, tend to have larger proportions of women.

Admission Requirements

Admission policies are developed by the individual campuses, taking into account their mission and resources, with guidance from the Board of Regents. In order to qualify for admission to a UW System institution as a freshman, the applicant must be a graduate of a recognized high school. Such a school is defined as a: (1) high school operated by a public school district; (2) private school accredited by an association that is certified by the U.S. Department of Education and is listed in the Federal Register as an approved accreditation association; or (3) private school not accredited as above that may be recognized by an institution in the UW System based upon the performance of previously-admitted graduates from that school.

If one is not a high school graduate, then

Table 7: Enrollment by Sex (Headcount) -- 2003 Fall Semester

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	13,858	15,641	53.0%	5,640	5,630	50.0%	19,498	21,271	52.2%
Milwaukee	9,348	11,440	55.0	1,640	2,447	59.9	10,988	13,887	55.8
Eau Claire	4,056	6,008	59.7	149	386	72.1	4,205	6,394	60.3
Green Bay	1,792	3,491	66.1	67	98	59.4	1,859	3,589	65.9
La Crosse	3,235	4,865	60.1	259	387	59.9	3,494	5,252	60.1
Oshkosh	3,942	5,836	59.7	417	818	66.2	4,359	6,654	60.4
Parkside	2,112	2,827	57.2	83	50	37.6	2,195	2,877	56.7
Platteville	3,433	2,146	38.5	264	291	52.4	3,697	2,437	39.7
River Falls	2,118	3,292	60.9	124	265	68.1	2,242	3,557	61.3
Stevens Point	3,755	4,687	55.5	86	222	72.1	3,841	4,909	56.1
Stout	3,647	3,454	48.6	203	404	66.6	3,850	3,858	50.1
Superior	1,017	1,493	59.5	115	207	64.3	1,132	1,700	60.0
Whitewater	4,430	5,008	53.1	357	753	67.8	4,787	5,761	54.6
Colleges	<u>5,521</u>	<u>6,889</u>	55.5	---	---	---	<u>5,521</u>	<u>6,889</u>	55.5
TOTAL	62,264	77,077	55.3%	9,404	11,958	56.0%	71,668	89,035	55.4%

evidence must be provided that the requirements for a high school equivalency certificate or diploma have been satisfied by either the GED examination, the Wisconsin High School Equivalency Program or other established criteria.

All UW System institutions require a minimum of 17 high school credits distributed as follows: Thirteen core college preparatory credits -- English (4), Mathematics (3), Social Science (3) and Natural Science (3), and four credits from elective courses. Elective credits may be chosen from the above core college preparatory areas, foreign language, fine arts, computer science and other academic areas. Madison and Eau Claire each require two credits in a single foreign language. Some campuses may also accept vocational courses for some of the elective credits.

For students who have not had a traditional high school experience, such as those who complete youth apprenticeship programs or graduate from alternative high schools, the UW System has developed a competency-based admission process. Students applying under this process must demonstrate academic preparation in English, mathematics, natural sciences, social science and, in some cases, foreign language at a level comparable to the traditional requirements. The competency-based admissions process was first piloted in a small number of high schools in the fall semesters of 1996 and 1997 and is now available statewide.

While all UW institutions accept scores from the American College Test (ACT) or the Scholastic Aptitude Test (SAT) to determine eligibility for admission, most campuses indicate that the ACT is preferred. However, students who choose to submit SAT scores are not advantaged or disadvantaged in the admission process. Some campuses waive the standardized test requirement for students above a certain age. The average ACT score for new freshmen has increased from 22.4 to 23.1 between Fall 1993 and Fall 2003.

Class rank is the primary determinant for admission. According to Regent policy, the UW System will admit all immediate Wisconsin high school graduates who rank in the top quartile of their class, somewhere in the System. Most UW campuses establish "automatic" admissions based on class rank, or a combination of class rank and ACT/SAT scores if the applicant has satisfied the other basic requirements stated above and has applied before the priority date. Additional applicants may be admitted upon further scrutiny as space permits. In addition, an applicant may seek consideration for special admission on the basis of minority group status, physical or learning disability, veteran status, age group or economic or educational disadvantage. Systemwide, 45% of the new freshmen enrolling in Fall 2003 were in the top quartile of their high school class, and almost 80% were in the top half of their class. The average high school rank was around the 69th percentile, which has been stable for the last 10 years.

There is no official System or statewide policy relating to differential admission standards for nonresident or Minnesota reciprocity students. Therefore, each campus sets its own rules. Some campuses, notably Madison, have indicated that, in practice, criteria for admission of non-reciprocity nonresidents are higher than those for residents. In the fall of 2003, the systemwide admission rate for new freshman was 92% for Wisconsin residents, 78% for nonresidents and 72% for Minnesota reciprocity students.

Transfer students represent a significant portion of new enrollments. Approximately 7,500 undergraduates who enter the UW System each year are transfer students. Of these students, approximately 51% transfer from institutions in other states and U.S. territories. An additional 35% come from Wisconsin Technical Colleges, 11% from private colleges within Wisconsin and the remaining 3% from foreign countries. In addition to new transfer students, approximately 3,450 students transfer among the UW System four-year

and doctoral institutions, and 2,400 transfer from UW Colleges to UW System four-year and doctoral institutions. In the Fall of 2003, the Statewide admission rate for new transfer students was 88%.

In the fall of 2003, the UW Board of Regents endorsed a set of new transfer initiatives with the goal of improving credit transfer from the WTCS and enhancing student success in pursuit of baccalaureate degrees. The planned initiatives include: (1) establishment of a new policy that will enable UW institutions to transfer WTCS occupation/technical courses on a course-by-course basis; (2) establishment of a list of WTCS general education course courses that will transfer to all UW institutions; (3) continued development of "2+2" degree completion programs between WTCS and UW institutions; (4) development of a credit transfer contract for students to record how their courses will transfer; (5) full transfer of WTCS liberal arts degree graduates from college parallel programs at Madison, Milwaukee, and Nicolet technical colleges; and (6) exploration of additional options for expanding the number of baccalaureate degree holders in Wisconsin. Currently, more than 500 program-to-program articulation agreements are already in place between WTCS and UW campuses.

Campus Characteristics

Table 8 contains various statistics illustrating the unique nature of each of the four-year campuses. Madison, the "flagship" research university of the system, draws its student body from a wider geographic region than do the other campuses. Its freshmen class enters with a higher high school class rank and higher test scores, and statistics indicate that the class will be more likely to graduate and in a somewhat shorter time than do the incoming freshmen at the other UW campuses. On the other hand, Milwaukee, the

urban doctoral campus, shows characteristics reflecting the commuter nature of its student body: few out-of-state students and an older student body that attends part-time and graduates at a lower rate in a longer period of time.

At least one-fourth of the student body at Eau Claire, Stout, Superior and River Falls enter through the Minnesota-Wisconsin reciprocity agreement. Aside from Minnesota students, out-of-state undergraduates do not comprise a significant share of the student bodies at the comprehensive campuses. Of the comprehensive campuses, the student body at Eau Claire and La Crosse most closely resembles the student body of Madison with higher class rank and test scores than most other UW campuses.

The average number of credits taken by Bachelor's degree recipients ranged between 125 credits at UW-Madison to 148 credits at UW-Platteville. The System average credits-to-degree fell from 145 in 1993-94 to 136 in 2002-03. Several factors influence the number of credits that undergraduate students take while earning Bachelor's degrees, including student factors such as accumulating college credit for high school advanced placement courses, changing majors, transferring to other UW institutions, and taking extra electives. Institutional factors that may influence credits-to-degree include the number of credits required for degree completion, course availability, academic advising programs, and the number of credits accepted for transfer.

In addition to credits-to-degree, time to degree is another measure of efficiency. For full-time new freshmen entering in fall 1997 (the most recent year six-year graduation rates can be computed), 56% graduated from the same institution within six years of matriculation. An additional 6.1% of fall 1997 full-time new freshmen graduated at another UW institution for a systemwide six-year graduation rate of 62.1%. Madison, La Crosse, Eau Claire, Stevens Point and River Falls have the

highest six-year graduation rates, while Milwaukee, Parkside and Superior graduate the smallest percentage of entering freshmen within six years. Since 1998-99, all UW institutions have offered voluntary, four-year graduation contract programs under which the campus agrees to provide certain courses and programs and participating students commit to register for, and satisfactorily complete those courses to graduate within four years. Certain programs, which take longer to complete due to internships or specialized courses, are excluded from the contracts. University staff indicate that relatively few students have signed contracts since the program was implemented. Reasons cited for the lack of interest in the programs include the requirements that a student: (a) be willing to accept enrollment in any course section; (b) enroll for a minimum number of credits each year; and (c) choose a major by the end of the second year. In addition, students who participate in an internship or study abroad program typically cannot do so and graduate within four years. As the UW System increases the number of non-traditional students, time to degree measures will likely change since enrollment patterns of non-traditional students differ from those of traditional students. As a consequence, the UW System will need to develop a new method of assessing time to degree in the future.

The UW institutions with the highest percentage of contact hours taught solely or partially by faculty are Stevens Point (83%), River Falls (73%), and La Crosse (72%). Milwaukee, Oshkosh, and Parkside all have less than 60% of their contact hours taught solely or partially by faculty; these campuses rely most heavily on academic staff to perform undergraduate teaching. While Madison has only 31% of its contact hours taught solely by faculty, but 21% of the contact hours are taught by a combination of regular faculty, academic staff, and teaching assistants. The state's two doctoral campuses utilize a significant number of graduate students for undergraduate

teaching. Systemwide, 60% of undergraduate credit hours are taught by faculty, 34% by academic staff, and 6% by teaching assistants.

At the 13 UW campuses that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from approximately 25 to over 136 at Madison. Most campuses offer the traditional liberal arts degrees as well as undergraduate majors in business and education. However, only three undergraduate majors (art, mathematics, and psychology) are offered at all thirteen campuses. Four campuses (Madison, Milwaukee, Platteville, and Stout) offer undergraduate engineering programs, three (Madison, River Falls, and Platteville) offer undergraduate programs in agriculture. The one UW System school of architecture is at Milwaukee and the school of pharmacy is on the Madison campus. There are five schools of nursing (Eau Claire, Green Bay, Madison, Milwaukee, and Oshkosh). The most prevalent undergraduate degrees granted at UW institutions are in business, social sciences, and education.

The number of master's level programs ranges from three at Parkside, to 48 at Milwaukee and over 150 at Madison. The most common graduate programs are in education. The masters of business management degree is offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, Stout and Whitewater. Madison and Milwaukee are the only campuses that offer doctoral programs with 20 programs at Milwaukee and 113 at Madison. Finally, the professional schools of law, medicine and veterinary medicine are all located on the Madison campus.

In addition to directly offering degree programs, many UW System campuses have developed collaborative degree programs with other campuses. Initially there were just a few collaborative academic initiatives within the UW System including a nursing consortium and an MBA consortium. Collaborative degree programs

Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2003

Profile of New Freshmen	Madison	Milwaukee	Eau Claire	Green Bay	La Crosse	Oshkosh	Parkside	Platteville	River Falls	Stevens Point	Stout	Superior	Whitewater
% of Freshmen who are:													
Compact*	11.5%	1.3%	24.5%	1.5%	12.7%	1.0%	0.4%	2.8%	42.0%	4.8%	29.7%	38.6%	0.5%
Other Nonresident	25.2	1.3	1.3	2.4	3.4	1.8	4.5	3.9	4.0	3.1	1.8	5.5	5.0
In Top 10% of H.S.	55.0	7.0	22.0	15.0	32.0	11.0	7.0	12.0	14.0	14.0	7.0	10.0	8.0
Average H.S. Rank (Upper %)	11.4	40.0	23.2	27.7	17.7	30.6	47.7	33.8	31.5	27.4	34.4	33.0	34.7
Average ACT Score	27.5	22.1	24.5	22.7	24.8	22.2	19.9	22.5	22.1	22.8	21.5	22.0	21.9
Profile of Academics													
% Full-Time Undergraduates	87.2%	71.2%	91.0%	83.4%	93.7%	86.6%	71.1%	89.4%	91.2%	91.1%	90.0%	81.0%	90.9%
Avg. Attempted Credits to Degree	125	141	140	134	142	145	142	148	137	141	143	139	140
% of Freshmen who:													
Graduate from Same Campus**	76.0%	39.0%	56.0%	44.0%	60.0%	46.0%	31.0%	50.0%	54.0%	55.0%	46.0%	33.0%	52.0%
Graduate from Another													
UW Campus**	2.0	4.0	9.0	13.0	9.0	8.0	7.0	7.0	6.0	8.0	5.0	4.0	6.0
Graduate within Six Years**	78.0	43.0	65.0	57.0	69.0	54.0	38.0	57.0	60.0	63.0	51.0	37.0	58.0
Are Over 24 Years Old	5.0	17.0	7.0	19.0	5.0	13.0	22.0	9.0	7.0	11.0	10.0	25.0	8.0
% of Undergrad Contact Hrs. Taught by:													
Faculty***	62.0%	51.0%	69.0%	68.0%	72.0%	58.0%	53.0%	67.0%	73.0%	83.0%	69.0%	68.0%	60.0%
Academic Staff	29.0	41.0	31.0	31.0	28.0	42.0	47.0	33.0	27.0	18.0	31.0	32.0	40.0
Teaching Assistants	10.0	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Primary Undergraduate Degrees	Pol. Sci.	Comm.	Business	Business	Health & Phys. Ed.	Nursing	Criminal Justice	Business	Business	Biology	Business	Education	Education
	History	Education	Mktg	Biology	Marketing	Education	Business	Engineering	Education	Business	Education	Business	Mktg

*Compact includes Minnesota and Michigan reciprocity agreements.

**Includes only new freshmen who began full-time and graduated within six years.

***Includes sections taught solely and partially by faculty. Systemwide, the percentage of sections taught at least partially by faculty is 60%.

have expanded to include eleven degree completion programs for UW-Colleges, ten masters level collaborative programs, and additional nursing program participants. In addition, the UW System and the Wisconsin Technical College System have developed program-to-program articulation agreements between specific campuses.

Budget

The University's 2004-05 budget totals approximately \$3,882.8 million of which \$992.9 million or 25.6% is funded from state, general purpose revenues (GPR). The University's operating budget, by fund source, is shown in Table 9. Not all the funding listed in the table is available for discretionary use by the Regents to support University programs. Significant amounts are dedicated to specific purposes such as: (1) state funds--debt service payments and energy costs totaling \$146.0 million; (2) federal funds--contractual obligations of \$772.7 million; (3) auxiliary operations for activities such as dormitories, athletics, student centers (\$615.2 million); and (4) gifts and trust income (\$442.3 million). Apart from these examples, other funds provided for specific purposes by the Legislature must be used for those purposes; examples of this funding include monies provided for laboratory modernization, library acquisitions or increasing racial and ethnic diversity. Indirect cost reimbursements are federal monies for indirect costs of grants and contracts. Operational receipts are fees for services for other operations such as non-credit outreach programs.

Most of the University's GPR budget is provided under three appropriations: general program operations (71.7%), debt service (11.3%) and energy costs (4.6%). The latter two represent items for which an agency normally receives sufficient funds to cover its needs. General

Table 9: UW System Operating Budget -- 2004-05 Fiscal Year

Source of Funds	Amount	Percent
State GPR	\$992,904,091	25.6%
Tuition	807,142,103	20.8
Federal	772,732,414	19.9
Auxiliary Operations	615,178,495	15.8
Gifts and Trust Income	442,285,635	11.4
Indirect Cost Reimbursement	121,626,240	3.1
Operational Receipts	94,976,467	2.4
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.9</u>
TOTAL	\$3,882,845,445	100.0%

program operations cover most instruction, research, student services, academic support and public service activities. The University has the ability to combine the GPR general program operations funds with money received from tuition and certain federal indirect cost reimbursements, creating an approximate \$1.5 billion pool of funds that it may use to run its operations.

In regard to federal funds and gifts and trust income, the bulk of these funds result from specific project proposals at individual campuses. Due to the manner in which these funds are generated, disproportionate amounts come to particular campuses such as Madison, which accounts for most of the System's federal funds (54%) and gift and trust fund income (84%).

Table 10 shows a history, by major funding source, of the UW budget, including budgeted enrollments, drawn from UW System internal budget allocation documents. Enrollment management targets are shown rather than actual FTE students, because these figures have been used for budgeting purposes since 1987-88. Over the 10-year period, total GPR funding increased at about one-fifth of the rate of increase in tuition revenue. The largest increase was seen in funding from gifts and trusts, which grew by more than 121%.

The University utilizes a national higher education accounting model developed by the

Table 10: Ten Year Change in UW Budget, by Funding Source (\$ in Millions)

	State GPR	Tuition	Federal	Gifts & Trust	Other*	TOTAL**	FTE Students	GPR/FTE Student
1994-95	\$857.0	\$371.2	\$374.8	\$199.8	\$477.8	\$2,280.6	126,025	\$6,800
1995-96	850.2	385.8	438.6	221.4	488.1	2,384.1	126,480	6,722
1996-97	844.4	400.0	436.5	267.9	531.3	2,480.1	126,605	6,670
1997-98	879.8	430.3	459.3	269.4	568.2	2,607.0	127,374	6,907
1998-99	910.6	451.4	479.1	267.3	613.4	2,721.8	127,768	7,127
1999-00	961.1	493.7	517.7	297.9	651.9	2,922.3	128,156	7,499
2000-01	1,034.9	522.2	554.3	320.4	691.9	3,123.7	130,986	7,901
2001-02	1,057.3	570.1	589.6	354.9	741.4	3,313.3	131,837	8,020
2002-03	1,080.5	625.0	624.7	387.0	779.4	3,496.7	133,211	8,111
2003-04	1,002.8	714.1	705.6	415.4	831.0	3,669.0	135,343	7,409
2004-05	992.9	807.1	772.7	442.3	867.8	3,882.8	134,885	7,361
Annualized Rate of Change 1994-95 to 2004-05	1.48%	8.08%	7.50%	8.27%	6.15%	5.47%	0.68%	0.80%

Source: UW System internal budget allocation documents.

*Auxiliaries and other program revenues.

**Total excludes UW Hospital which was separated from the UW System in 1996-97.

federal government for allocating activities into subprograms. The University budgets use the following 12 subprograms. The first three (instruction, research, and public service and extension) are considered the primary activities of the University with all other subprograms serving as supporting ones. However, as noted in a September, 2004, Legislative Audit Bureau report, not all administrative activities are included under the institutional support budget allocation; rather, administrative duties related to specific functions, like an academic department secretary or a research grant administrator, are included under the function area they support, such as instruction or research.

1. Instruction (26.0% of the total budget for 2004-05). All activities through which a student may earn credit toward a degree or certificate granted by a university. Also includes costs for curriculum planning and development, departmental research and public service not separately budgeted, and charges for supplies and services budgets, such as clerical, telephone, mailing and publications, used to support instructional activities. Instruction excludes

continuing education activities, which are nondegree credit programs, instructional computing costs, except those budgeted on a chargeback basis, and intercollegiate athletics.

2. Research (20.5%). All activities conducted under terms of a research contract or project funded by external agencies or from an institution's operating budget. Also includes data processing costs supporting such activities. It includes expenditures for individual and/or project research, as well as those of institutes and research centers. Research excludes such departmental activities as course preparation, curriculum development, and institutional studies projects.

3. Public Service and Extension (6.8%). Service activities that produce benefits for individuals or groups external to the institution. Includes continuing education, which are non-degree credit short courses, workshops, and seminars, all other noncredit instruction, cooperative extension services, community service, and broadcast radio and television; for example, WHA-TV.

4. Academic Support (8.4%). All activities related to the collection, cataloging and dissemination of published materials; all instructional computing activities except those budgeted in teaching departments on a chargeback basis; all media, audio-visual, and other academic activities that support other subprograms; services that directly assist the academic functions of the institution; and academic administration.

5. Hospitals (1.2%). This subprogram was removed from the UW budget in 1996-97 due to the transfer of the UW Hospital and Clinics to a separate hospital board and authority. The monies remaining in the budget represent funding for 33 FTE positions and other related activities still in the UW-Madison budget.

6. Farm Operations (0.3%). All activities that provide laboratory farm support including field stations.

7. Student Services (8.3%). All activities such as student health services, financial aids administration, student organizations, intramural athletics, intercollegiate athletics, cultural events, registration, and admissions established to provide for the student's social or cultural development, supplemental or remedial instruction, clinical counseling, career guidance, and placement. Student services excludes course bulletins, catalogs, and timetables.

8. Financial Aid (9.1%). All financial assistance to students such as scholarships, fellowships, and loans. Financial aid excludes student employment, which is budgeted among the various other subprograms where such employment is used, and financial aids administrative costs.

9. Auxiliary Enterprises (7.1%). Activities such as student food services, housing and parking that provide services to students, faculty and staff and are managed as essentially self-supporting activities. Auxiliary enterprises exclude power

plant overhead costs.

10. Physical Plant (5.3%). Facilities maintenance, operation and security activities. Excluded are space management, capital budget planning and construction liaison, special repair and maintenance projects for campus departments, which are budgeted under other subprograms, and custodial and maintenance services provided to auxiliary enterprises.

11. Institutional Support (4.6%). Executive management, planning and programming, campus and community relations, general administrative services and support services such as chancellors, academic planning, alumni relations, capital and operating budget planning, administrative data processing, and purchasing. Institutional support excludes proportionate salary amounts for those individuals also engaged in teaching activities and also instructional computing, research computing, and student services computing.

12. Debt Service on Academic Buildings (2.6%). Principal and interest payments on general obligation debt.

Table 11 provides details of 2004-05 budget allocations by campus as well as source of funds data for the 12 subprograms. Individual campus allocations are determined by System Administration according to past allocations, targeted budgeted initiatives, planned enrollment changes, and planned programmatic changes.

Since 1994, the portions of the University budget devoted to instruction, farm operations, institutional support, debt service on academic buildings, physical plant, and auxiliary enterprises have increased at slower rates than that devoted to research, student services, public service, academic support, and financial aid. Aside from academic support funding, most of the faster growing items are primarily supported by outside funds. In addition, student financial aid increased by 48% in 1995-96, reflecting the implementation of the

Table 11: University of Wisconsin System, 2004-05 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)

	2004-05										Debt Service on Academic Buildings		
	Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises		Physical Plant	Instit'l Support
Madison	\$1,897,889,118	\$398,277,128	\$733,338,025	\$74,126,678	\$133,185,517	\$45,076,248	\$9,907,302	\$128,274,438	\$90,366,201	\$94,996,400	\$94,261,837	\$53,722,271	\$42,357,073
Milwaukee	465,443,365	131,165,502	42,047,015	9,654,205	40,782,815			45,718,586	113,437,824	31,078,414	20,682,681	18,370,807	12,505,516
Subtotal	\$2,363,332,483	\$529,442,630	\$775,385,040	\$83,780,883	\$173,968,332	\$45,076,248	\$9,907,302	\$173,993,024	\$203,804,025	\$126,074,814	\$114,944,518	\$72,093,078	\$54,862,589
Eau Claire	\$144,319,415	\$46,189,887	\$823,722	\$1,756,889	\$13,069,531			\$15,400,590	\$31,833,126	\$14,955,984	\$7,719,027	\$7,540,507	\$5,030,152
Green Bay	73,175,606	21,355,631	957,426	8,052,479	6,694,598			9,736,062	4,476,250	8,468,673	4,476,291	5,634,703	3,323,493
La Crosse	124,815,411	43,225,906	7,861,155	4,235,338	12,746,763			14,719,598	6,885,437	14,589,416	9,223,100	6,538,077	4,790,621
Oshkosh	136,452,444	48,298,323	1,603,274	9,252,967	11,740,251			14,480,408	8,784,422	22,736,830	7,425,339	7,230,224	4,900,406
Parkside	57,561,691	18,166,095	900,413	910,664	5,695,125			8,901,538	5,569,143	4,830,050	4,662,838	4,512,508	3,413,317
Platteville	82,359,100	29,143,338	303,727	1,841,537	9,301,540			9,414,983	6,400,581	11,056,636	5,175,891	5,443,078	3,662,829
River Falls	76,289,104	26,530,934	394,902	1,397,335	8,392,688			10,293,960	5,447,731	9,803,286	4,754,677	5,031,176	3,513,122
Stevens Point	125,075,793	43,666,650	1,344,584	8,648,463	11,555,807			14,478,022	10,354,374	15,593,573	6,824,089	7,689,864	4,920,367
Stout	115,118,435	42,465,761	1,031,530	4,556,557	11,509,107			12,501,147	10,604,894	13,582,562	6,611,218	7,844,296	4,411,363
Superior	48,189,985	12,640,882	825,971	393,905	3,172,319			5,533,004	11,275,266	4,932,020	3,483,432	3,957,055	1,976,131
Whitewater	157,916,691	41,174,105	569,036	4,058,475	13,531,241			18,205,803	42,039,444	18,633,386	5,936,457	8,768,534	5,000,210
Subtotal	\$1,141,273,675	\$372,857,512	\$16,615,740	\$45,104,609	\$107,408,970	\$0	\$1,344,233	\$133,665,115	\$143,670,668	\$139,182,416	\$66,292,359	\$70,190,022	\$44,942,011
Colleges	\$79,363,131	\$33,815,651	\$786	\$299,949	\$9,752,917			\$10,196,273	\$7,277,098	\$3,113,196	\$7,168,427	\$7,738,834	\$5,173,039
Extension	182,677,680	24,189,418		131,394,611	19,831,174			1,001,000			1,088,438	15,045,507	
System Admin.	15,081,955		36,448										
Systemwide	101,116,521	48,835,468	3,372,599	1,907,054	14,819,548	50,093	148,141	3,948,907	86,793	6,481,721	14,284,330	7,181,867	
TOTAL	\$3,882,845,445	\$1,009,140,679	\$795,410,613	\$262,487,106	\$325,780,941	\$45,126,341	\$11,399,696	\$322,804,319	\$354,838,584	\$274,852,147	\$203,778,072	\$177,422,347	\$99,804,600
Source of Funds													
GPR	\$992,904,091	\$49,950,172	\$73,495,243	\$65,064,693	\$255,666,077	\$1,987,941	\$6,023,481	\$106,026,799	\$12,352,510	\$0	\$180,582,874	\$141,949,701	\$99,804,600
Tuition	807,142,103	803,664,141			2,376,517			1,101,445					
Other	2,082,799,251	155,526,366	721,915,370	197,422,413	67,738,347	43,138,400	5,376,215	215,676,075	342,486,074	274,852,147	23,195,198	35,472,646	0
TOTAL	\$3,882,845,445	\$1,009,140,679	\$795,410,613	\$262,487,106	\$325,780,941	\$45,126,341	\$11,399,696	\$322,804,319	\$354,838,584	\$274,852,147	\$203,778,072	\$177,422,347	\$99,804,600
% of Total	100.00%	25.99%	20.49%	6.76%	8.39%	1.16%	0.29%	8.31%	9.14%	7.08%	5.25%	4.57%	2.57%

Federal Direct Student Loan Program at Eau Claire, Milwaukee, and Superior.

Tuition

The Board of Regents is delegated the authority to set tuition under s. 36.27 of the statutes, which permits the Regents to set separate rates for resident and nonresident students and also for different classes of students, extension courses, summer sessions and special programs. Since 1996-97, UW institutions have been permitted to charge differential tuition rates with the approval of the Board of Regents. Differential tuition rates may be proposed for an entire institution, or more often, for a program within an institution for which there is strong demand or particularly high operating costs. The details of the tuition-setting process and a discussion of the differential tuition rates that have been approved are included in the Legislative Fiscal Bureau's informational paper entitled, "University of Wisconsin Tuition."

Table 12 indicates the annual levels of resident tuition which students have been charged at UW institutions since 1994-95. The table also shows the changes in the percent of instructional costs covered by tuition. Instructional costs include the

portion of faculty salaries, fringe benefits, supplies and services, administration, libraries and student services and support costs that are directly related to student instruction. In addition to tuition charges, all students are assessed a segregated fee to finance a wide variety of student activities including parking and transportation services, student activities, student union/center, intramural, and intercollegiate athletics. Unlike tuition rates, segregated fees are determined on a campus basis according to institutional needs. In 2004-05, segregated fees at the four-year campuses range from \$502 at Oshkosh to \$1,154 at Green Bay, while fees at the Colleges range from \$168 to \$281. Total tuition and fees by campus are shown in Table 13.

UW Personnel

In 2003-04, there were approximately 31,350 full-time equivalent (FTE) positions authorized for the University of Wisconsin. This total includes approximately 28,600 faculty and staff and 2,750 student assistants. University personnel consist of two general categories of employees: classified and unclassified personnel. Those employed in the classified service, such as nurses and clerical staff, are governed by statute and administrative rules

Table 12: Annual Resident Undergraduate Tuition - 1994-95 through 2004-05

Year	Madison		Milwaukee		Comprehensives		Colleges		% of Instructional Cost			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
1994-95	\$2,415	8.4%	\$2,359	6.9%	\$1,916	6.9%	\$1,568	6.9%	31.4%	33.3%	31.3%	30.3%
1995-96	2,549	5.5	2,513	6.5	2,041	6.5	1,670	6.5	33.8	35.0	33.1	31.8
1996-97	2,651	4.0	2,639	5.0	2,143	5.0	1,779	6.5	33.8	36.2	34.5	34.0
1997-98	2,860	7.9	2,847	7.9	2,312	7.9	1,956	9.9	34.2	38.3	35.8	35.8
1998-99	3,001	4.9	2,987	4.9	2,426	4.9	2,097	7.2	35.0	38.1	36.1	37.8
1999-00	3,290	9.6	3,194	6.9	2,594	6.9	2,264	8.0	37.6	38.6	36.7	39.0
2000-01	3,290	0.0	3,194	0.0	2,594	0.0	2,264	0.0	38.3	37.0	35.1	34.4
2001-02	3,568	8.4	3,462	8.4	2,776	7.0	2,422	7.0	39.7	40.9	36.8	38.3
2002-03	3,854	8.0	3,738	8.0	3,000	8.1	2,700	11.5	44.9	40.7	38.1	40.4
2003-04	4,554	18.2	4,438	18.7	3,500	16.7	3,200	18.5	47.6	49.8	45.9	49.6
2004-05	5,254	15.4	5,138	15.8	4,000	14.3	3,700	15.6	52.3	58.5	49.5	57.3

Table 13: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2004-05

	<u>Tuition</u>		Segregated Fees Paid by all Students **	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
DOCTORAL CLUSTER					
Undergraduate					
Madison	\$5,254	\$19,254	\$608	\$5,862	\$19,862
Milwaukee	5,138	17,890	693	5,831	18,583
Graduate					
Madison	\$7,708	\$22,978	\$608	\$8,316	\$23,586
Milwaukee	7,434	21,800	693	8,127	22,493
Law	10,122	26,340	608	10,730	26,948
Medicine	21,152	32,276	608	21,760	32,884
Veterinary Medicine	15,270	23,304	608	15,878	23,912
COMPREHENSIVE CLUSTER					
Undergraduate					
Eau Claire	\$4,130	\$14,177	\$576*	\$4,706	\$14,753
Green Bay	4,000	14,046	1,154	5,154	15,200
La Crosse	4,040	14,086	706*	4,746	14,792
Oshkosh	4,110	14,156	502	4,612	14,658
Parkside	4,000	14,046	648	4,648	14,694
Platteville	4,000	14,046	672*	4,672	14,718
River Falls	4,000	14,046	630*	4,630	14,676
Stevens Point	4,000	14,046	569*	4,569	14,615
Stout	4,200	14,246	528*	4,728	14,774
Superior	4,150	14,196	652	4,802	14,848
Whitewater	4,140	14,186	556*	4,696	14,742
Graduate					
Eau Claire	\$5,342	\$15,952	\$576	\$5,918	\$16,528
Green Bay	5,342	15,952	1,154	6,496	17,106
La Crosse	5,382	15,992	706	6,088	16,698
Oshkosh	5,342	15,952	502	5,844	16,454
Parkside	5,342	15,952	648	5,990	16,600
Platteville	5,342	15,952	672	6,014	16,624
River Falls	5,342	15,952	630	5,972	16,582
Stevens Point	5,342	15,952	569	5,911	16,521
Stout	5,609	16,219	528	6,137	16,747
Superior	5,342	15,952	652	5,994	16,604
Whitewater	5,342	15,952	556	5,898	16,508
Colleges	\$3,700	\$12,400	\$168-281*	\$3,868-3,981	\$12,568-12,681

* There is an additional charge of \$118-\$154 for textbook rental on these campuses; on all other campuses, books are purchased by students directly.

** Excludes United Council of UW Student Government's Non-Mandatory Fee Assessment of \$4.00.

established by the Office of State Employment Relations. There are over 10,000 UW classified employees. Most classified staff are eligible to participate in collective bargaining, and therefore, have not been the subject of recent legislative discussions regarding compensation.

Unclassified staff are governed by statute, administrative rules, and UW Board of Regents policy. There are five groups of unclassified personnel within the UW System: faculty, academic staff, other staff (student assistants and employees-in-training), limited staff and student hourly help.

There are 6,622 FTE faculty positions at UW campuses. By statute, faculty are defined as individuals holding a specific rank within an academic department or its functional equivalent. Their duties include teaching, research and public service. There are four ranks of faculty: instructor, assistant professor, associate professor, and full professor. Systemwide, 42.0% of UW faculty are full professors, 26.4% are associate professors, 30.9% are assistant professors and 0.7% are instructors or other unranked faculty. However, the percentage of full professors at the four-year campuses ranges from 25.5% (Green Bay) to 60.6% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 10,769 FTE academic staff. Academic staff are professional and administrative personnel, other than faculty and classified staff, with duties primarily associated with UW institutions or their administration. Their duties often involve teaching, research or public service, but not all three concurrently. Most academic staff are assigned to one of three compensation categories based on the nature of the work performed:

- Category A includes directors, managers and other professionals who work in administrative support, student services, business services,

academic support, and the support aspects of research and instruction. Examples are librarians, counselors and academic planners.

- Category B includes individuals who are not faculty but who engage in instruction or primary research. Examples are lecturers and research scientists.

- Category C includes titles for limited, specially defined or mandated positions such as coaches.

The Madison campus accounts for 59% of all academic staff. Systemwide, approximately 56% of the System's academic staff are Category A, 33% are Category B, 5% are Category C, and approximately 6% are not assigned to one specific category. Each Category A title is assigned to one of thirteen salary grades with a specified salary minimum and maximum. The Category B salaries only have a salary minimum, which is linked on a percentage basis with the systemwide minimum for ranked faculty. More than half of the academic staff are funded from sources other than state tax revenues or academic student fees.

Table 14 shows budgeted, full-time equivalent faculty and staff by campus for 2003-04 for all funding sources, excluding student assistants. Including student assistants, the UW System employs about 44% of all budgeted state employees in 2004-05. Approximately 18,300 of the University's positions in 2004-05 are supported by general fund revenues (GPR), which represents about 52% of the state's total number of authorized GPR positions. Most of the University's GPR positions are primarily funded through a combination of GPR and tuition and fees. The approximately 13,200 remaining authorized positions are primarily funded through gift and grant funds, auxiliary operations receipts, federal contracts, trust funds, and segregated funds.

Table 15 shows the UW authorized position counts for October of each fiscal year from 1993-94

Table 14: 2003-04 Budgeted Faculty and Staff Positions* (Full-Time Equivalent)

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instruct.	Total Faculty	Academic Staff	Total Unclass.	Classif.	Total Staff
Eau Claire	158	130	135	3	426	251	677	420	1,096
Green Bay	42	62	60	2	166	225	391	202	593
La Crosse	100	106	122	0	328	295	623	315	938
Madison	1,313	352	503	0	2,168	6,905	9,073	5,160	14,233
Milwaukee	263	268	284	0	815	1,208	2,023	1,089	3,112
Oshkosh	96	134	143	1	374	393	767	418	1,185
Parkside	41	52	45	0	138	175	313	191	505
Platteville	83	73	69	1	226	179	405	241	646
River Falls	120	47	66	1	234	139	374	227	601
Stevens Point	161	81	115	11	368	282	650	375	1,025
Stout	107	69	111	0	287	274	560	389	950
Superior	40	32	31	2	105	135	240	155	395
Whitewater	93	131	124	0	348	308	656	373	1,029
Subtotal	2,618	1,536	1,808	21	5,983	10,769	16,753	9,554	26,306
Colleges	84	95	173	0	352	305	657	237	894
Extension	75	118	64	30	287	580	867	252	1,119
System Admin	0	0	0	0	0	62	62	90	152
Systemwide	0	0	0	0	0	72	72	38	111
TOTAL	2,777	1,749	2,045	51	6,622	11,788	18,411	10,171	28,582

*Includes vacant positions. Does not include 2,745 student assistants in the UW System.

Table 15: UW Authorized FTE Positions 1993-94 to 2004-05

Year	GPR Positions	Total Positions
1993-94	18,918.4	30,876.4
1994-95	18,919.4	31,215.9
1995-96	18,548.6	30,993.5
1996-97*	18,392.7	27,825.8
1997-98	18,385.2	27,819.3
1998-99	18,250.9	28,189.2
1999-00	18,250.9	28,547.7
2000-01	18,650.4	29,405.6
2001-02	18,717.4	30,032.3
2002-03	18,977.6	30,973.9
2003-04	18,652.6	31,127.9
2004-05	18,315.1	31,496.4

*Reduction of 1,868.61 PR positions that transferred to UW Hospital and Clinics Authority.

to 2004-05. Since 1993-94, the number of GPR-funded FTE positions has declined by approximately 600 FTE, a 3.2% decline, while total positions have increased by 620 FTE, a 2% increase. The growth in total University position

authorization has occurred as a result of additional federally-funded positions, gift and grants funded positions, other program revenue positions. GPR positions in the UW System are funded through a combination of GPR and tuition and fees. GPR-funded positions are most commonly found in instruction, student services, academic support, institutional support, and physical plant activities. Non-GPR positions are primarily funded through gift and grant funds, auxiliary operations receipts, federal contracts, trust funds, and segregated funds. Non-GPR positions are most common in research, public service, and auxiliary activities.

Compensation

Adjustments to UW faculty and academic staff compensation are determined according to the same pay plan process in which compensation levels for all other non-represented state employees are established. Funding for all pay plan increases, both salary and fringe benefit adjustments, is not

contained in agency budgets; instead, it is provided in separate compensation reserves for later allocation to agencies' appropriations. The state's non-represented pay plan is usually approved at approximately the same time as the biennial budget, but follows a separate process.

Unlike other state agencies, the Board of Regents submits a pay plan request for UW unclassified employees to the Office of State Employee Relations (OSER). The OSER Director then submits a separate recommendation for UW unclassified staff pay increases to the Joint Committee on Employment Relations (JCOER) which can approve, modify or reject the OSER recommendation. Any modification by JCOER of OSER's recommendation is subject to gubernatorial veto.

In addition to regular pay plan increases, UW faculty received additional compensation increases through the biennial budgets in 1985-87 and 1989-91, and through internal reallocations. Provisions in 1997 Act 27, 1999 Act 9, and 2001 Act 16 allowed the University to use tuition revenues to support the unfunded portion of the 1997-99, 1999-01, and 2001-03 compensation plans for faculty and academic staff.

Table 16 shows the average salary increase for continuing faculty members (those faculty members present in consecutive years), by campus, for the past six years, along with pay increases for classified state employees and consumer price index changes. The increase in average salary for continuing faculty rather than for all faculty members is used because these figures represent the change in the average salary of the same group of individuals from one year to next and therefore, provide a more accurate reflection of the increases realized by individual faculty members.

For much of the period since 1998-99, salary increases for continuing faculty at the doctoral

campuses, the comprehensive campuses, and the colleges met or exceeded the average increases of similar institutions nationwide. However, in 2003-04 increases provided to faculty members fell below those of their peer institutions. The year-to-year salary increase for continuing faculty differs from the approved faculty pay plan on account of adjustments to reflect competitive factors, and a reallocation of the funds within the UW System's salary base to provide additional pay increases for continuing faculty. The JOCER approved UW faculty salary increases systemwide have exceeded the classified state pay increases in each year shown except 2000-01 and 2002-03, and outpaced the consumer price index in each year illustrated except 2003-04.

Table 17 shows average faculty salaries, by campus and rank, for 2003-04.

Under 2001 Act 16, the UW System's senior executive positions were removed from the state's salary plan, and the Board of Regents were given the authority to set the salary ranges and salaries for these positions. The positions affected by this provision include the UW System President and senior vice presidents, chancellors of UW institutions, the chancellor of the UW Colleges, the chancellor of UW-Extension, and the vice chancellors serving as deputy at the Madison and Milwaukee campuses. Under the provision, the Board of Regents is required to base any changes to salary level on an analysis of salaries paid for similar positions at comparable universities in other states. The Board uses the peer group salaries to determine a salary range for each position with a midpoint equal to 95% of the median of the peer group salaries. By statute, the salary range is set between 90% and 110% of the midpoint established by the Board. The Board may pay a salary that exceeds 110% of the midpoint of any pay range if approved by the Joint Committee on Employment Relations.

Table 16: Salary Increases for Continuing Faculty Members

Campus	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Madison	5.4%	9.7%	7.9%	4.5%	4.7%	1.4
Milwaukee	5.0	5.9	5.7	4.1	4.7	0.3
Eau Claire	4.9	6.2	5.9	3.7	5.2	1.0
Green Bay	4.7	5.3	5.1	3.8	4.4	0.4
La Crosse	4.8	5.8	6.7	4.5	5.6	0.6
Oshkosh	4.8	5.5	5.8	3.8	4.8	0.5
Parkside	4.4	5.8	5.5	3.8	4.5	0.1
Platteville	5.1	6.8	6.0	4.7	4.5	0.4
River Falls	4.9	5.9	5.6	4.2	4.7	0.5
Stevens Point	5.1	5.8	6.0	3.9	4.8	0.8
Stout	4.9	6.0	6.5	3.9	4.8	0.5
Superior	5.0	6.9	5.3	4.5	5.0	0.1
Whitewater	5.0	5.7	5.2	3.9	4.7	0.5
Colleges	<u>4.9</u>	<u>5.4</u>	<u>5.7</u>	<u>5.3</u>	<u>4.8</u>	<u>4.8</u>
Systemwide Average	5.1	6.9	6.4	4.2	4.8	1.0
Approved Faculty & Academic Pay Plan	4.5%	5.2%	5.2%	3.2%	4.2%	0.0%
State Average Classified Pay Increase						
Non-Represented Employees	3.7%	2.0%	6.6%	1.0%	5.8%	0.0%
Represented Employees	3.7%	4.3%	6.6%	0.9%	6.8%	0.0%*
CPI (1998 thru 2003)	1.6%	2.2%	3.4%	2.8%	1.6%	2.3%
National Avg Public Doctoral	4.9	4.9	5.2	4.7	2.9	2.2
National Avg Public Comprehensive	4.6	4.6	5.2	4.9	2.8	0.4
National Avg Public 2-year	4.3	4.0	5.8	4.5	3.7	0.1

* Negotiations for the 2003-05 general wage adjustment provision are in progress and have yet to be recommended for approval to the Joint Committee on Employment Relations.

Sources: American Association of University Professors Annual Report on the Economic Status of the Profession
Wisconsin Office of State Employee Relations

Table 17: Average Salaries of Full-Time, Nine Month Faculty -- 2003-04

Campus	Professor	Assoc. Prof.	Asst. Prof.	Average
Madison	\$96,200	\$73,300	\$63,600	\$83,600
Milwaukee	83,400	64,600	56,600	66,400
Eau Claire	66,300	54,400	47,300	57,100
Green Bay	63,700	53,200	46,200	52,400
La Crosse	72,000	55,700	48,300	57,500
Oshkosh	67,800	56,700	48,400	56,400
Parkside	68,700	58,600	49,100	54,500
Platteville	66,500	51,600	47,500	56,200
River Falls	62,400	54,200	47,400	56,800
Stevens Point	66,500	54,000	44,200	56,800
Stout	66,000	53,700	45,800	55,000
Superior	62,900	51,500	48,100	54,400
Whitewater	71,100	55,800	50,600	55,800
Colleges	62,100	51,100	39,600	50,500

Table 18 shows approved salary ranges for UW System senior executives for 2003-04 and 2004-05. After approving salary ranges for FY 2003-04, the Board of Regents rescinded its approval following an agreement with the Attorney General to resolve potential open meetings law violations. The Board subsequently decided not to establish new ranges for 2003-04 or provide related pay increases for senior executives. As a result, salaries for six chancellors fell below the 90% to 110% peer salary range approved by the Board. At its November, 2004, meeting, the Board approved new salary ranges for senior executives. As a result of this action, seven chancellors received pay increases to the new minimum salary range approved for 2004-05.

Table 18: Salary Ranges for UW System Senior Executives

	<u>2003-04 Approved Range*</u>		<u>2004-05 Approved Range</u>	
	Minimum	Maximum	Minimum	Maximum
President	\$275,608	\$336,854	\$277,541	\$339,217
Chancellor, UW-Madison	274,327	335,288	297,968	364,183
Chancellor, UW-Milwaukee	205,232	250,839	232,767	284,492
Vice Chancellor, UW-Madison	201,243	245,963	198,148	242,181
Senior Vice Presidents	203,278	248,151	195,166	238,536
Vice Chancellor, UW-Milwaukee	185,353	226,542	179,128	218,934
Other Chancellors	164,686	201,283	168,622	206,093

* Same salary range as 2002-03.

APPENDIX

Enrollment Management

Since 1987, the Board of Regents has attempted to control enrollments in the UW System through a series of plans known as Enrollment Management I, II and III, and a fourth plan known as Enrollment Management 21.

The impetus for the Enrollment Management (EM) plans was the unchecked enrollment growth that occurred in the first half of the 1980s. In the late 1970s, the number of Wisconsin high school graduates peaked at 79,100 per year; about 19,500 of these graduates entered the UW System within a year of graduation, resulting in an access rate, defined as the percentage of high school graduates enrolling, of approximately 24.5%. To a great extent, funding for the System, as well as allocations to the campuses, was enrollment driven; that is, the more students who were enrolled on a particular campus, the more money, both from the state and from tuition, was available to that campus.

Between 1980 and 1985, while the number of high school graduates decreased by approximately 15%, admissions did not decrease by the same margin, causing the access rate to increase to 31%. During this period, total headcount enrollment in the UW System increased from 155,500 to 164,500 students. During the same period, however, funding for UW programs was no longer determined by student enrollments.

Enrollment Management I and II

In 1987, a Legislative Audit Bureau study found that the University's enrollment had been growing at a far greater rate than its resources and that many students did not meet the stated admission standards established by the campuses. From 1979

though 1986, actual student enrollments exceeded budgeted enrollments by almost 16,000, or slightly more than 2,000 per year. In response to this audit, as well as to concerns expressed by legislators, several measures were adopted by the Board of Regents and the institutions to enhance the quality of undergraduate education. Admission requirements and high school credit requirements were raised at most campuses and in 1986, the Board adopted Enrollment Management I, the goal of which was to reduce enrollments by 7,000 full-time equivalent (FTE) students (5.0%) over a four-year period from 1986 to 1990. These reductions, along with the addition of over 300 new faculty positions provided in the 1987-89 biennial budget, were intended to increase student access to courses and lower the student-faculty ratio. In addition, enrollments were to be increased at Green Bay, Parkside, Superior and the two-year Colleges, which were considered to be under-utilized. Statutory language was approved to ensure that funding for a campus would be based on the enrollment target, rather than the actual enrollment. If a campus exceeded its agreed upon target, as many did, it would have to fund the additional students from its own existing resources. During the period of Enrollment Management I, systemwide, FTE enrollment decreased by 5,709 FTE, or 4.1%. However, headcount enrollment decreased by only 2.8%, maintaining the 31.5% access rate.

EM II, which was approved by the Board for the succeeding four-year period, from the fall of 1990 to the fall of 1994, was intended to further reduce enrollments by 5,685 FTE beyond the EM I target, or an additional 4.3%. These reductions were selected to be less than the projected decrease in the state pool of high school graduates. The

second phase of enrollment reductions were, therefore, accomplished without increasing admission standards or excluding those students who met existing admission standards. The fall, 1994 freshman class of 22,650 was the smallest since 1972. Total FTE enrollments were 928 FTE, or 0.7%, below the final EM II target. Over the eight-year period of 1986 through 1994, enrollments decreased by 13,613 FTE (9.8%).

One of the results of EM I and EM II was that academic qualifications of new freshmen increased. The percentage of freshmen in the top half of their high school graduating class increased from 74.5% to 82.1% and average class rank of incoming freshmen increased from 64.7% to 69.1%. Despite the increase in average qualifications, access to the UW System remained at historically high levels (31.3% in 1994).

By reducing enrollments, the University was able to hold 269 FTE positions vacant as faculty and staff retired, without increasing the student faculty ratio. The money saved by holding these positions vacant was reallocated over a three-year period for purposes which the University considered its highest priorities. This was the basis for the University's Quality Reinvestment Plan, under which a total of \$26.6 million was reallocated for compensation, supplies and expenses, computers and labs, libraries, assessment, and professional development and outreach. No provisions were made in the UW's QRP allocation plan that would enable the funds to be used at a later date to assist in accommodating the enrollment increases that were anticipated during EM III (1995-2001).

Enrollment Management III

Enrollment Management III was developed to maintain educational quality while continuing to enroll the same proportion of students. The Board of Regents developed EM III in response to an anticipated increase in the number of Wisconsin

high school graduates by over 11,000 students between 1993-94 and 2000-01. Unlike previous plans that were developed at the system level, each UW System campus produced an EM III plan based on its mission, educational objectives and responsibility to its region. The campus plans identified enrollment changes in three categories: (a) growth that could be accomplished within current base resources (2,454 FTE students); (b) additional growth that would require internal reallocations plus some level of additional state resources (2,914 students); and (c) further enrollment growth that institutions could accommodate only with new state support (3,142 students).

In addition to the above growth of 8,510 students, the EM III plan indicated that an additional 1,500 students could be accommodated without cost through reduction of excess credits taken by students, thus reducing the FTE produced by current students by 1,500 FTE. (FTE for undergraduates is calculated by dividing the number of credits taken by 15.) In order to reduce the average number of credits taken by Bachelor's degree recipients, all UW institutions, with the exception of certain professional degree programs, reduced the total number of credits required for graduation to 120-128. In addition, all UW institutions implemented four-year graduation contracts, increased availability of required courses, improved advising and transfer processes, and encouraged students to earn college credit in high school. As a result of institutional efforts to reduce the number of credits taken, the average number of attempted credits fell from 145 in 1993-94 to 137 in 2000-01.

Table 19 compares target and actual enrollments, by campus, for the fall 1994 semester, which is the base year for EM III, and for the fall of 2000, the final semester of EM III. Overall, the UW System institutions exceeded the EM III target by 398 FTE, or within 0.3% of the target. Eight institutions met within 1.0% their FTE enrollment

Table 19: Summary of FTE Enrollment Change Under EM III

Campus	Base		2000			
	1994 Target	1994 Actual	Target	Actual	Actual Less Target FTE	Target %
Madison	34,500	34,552	35,499	35,837	338	1.0%
Milwaukee	16,087	15,455	16,720	16,676	-44	-0.3
Eau Claire	9,193	9,241	9,349	9,511	162	1.7
Green Bay	4,210	4,307	4,357	4,430	73	1.7
La Crosse	7,888	7,902	8,399	8,483	84	1.0
Oshkosh	9,007	9,035	9,168	8,934	-234	-2.6
Parkside	3,387	3,376	3,579	3,560	-19	-0.5
Platteville	4,630	4,663	4,887	4,885	-2	0.0
River Falls	4,675	4,814	5,243	5,240	-3	-0.1
Stevens Point	7,637	7,658	7,769	7,785	16	0.2
Stout	6,709	6,675	6,941	6,967	26	0.4
Superior	2,000	2,041	2,200	2,232	32	1.5
Whitewater	8,564	8,650	9,040	8,850	-190	-2.1
Colleges	<u>7,538</u>	<u>6,728</u>	<u>7,835</u>	<u>7,994</u>	<u>159</u>	2.0
System Total	126,025	125,097	130,986	131,384	398	0.3%

targets. UW-Eau Claire, UW-Green Bay, UW-Superior, and UW Colleges exceeded their FTE enrollment targets by more than 1.0%, while UW-Oshkosh and UW-Whitewater fell more than 1.0% below their fall of 2000, FTE enrollment targets.

Enrollment Management-21

The fourth enrollment management plan, EM-21, began with the fall semester of 2001 and is scheduled to conclude in the spring semester of 2007. The goal of this plan, which was approved by the Board of Regents in May, 2000, is to maintain a high access rate for immediate high school graduates while expanding services to adult students. The goals of EM-21 are focused on the following elements:

- Ensure that the UW System maintains an access rate of at least 30% for resident new freshmen.
- Expand education services to adult/non-traditional students.

- Expand professional, graduate and continuing education to meet the state's needs for nurses, teachers, allied health and other public service workers, as well as the needs of private sector for continuing education.

- Increase opportunities for Wisconsin students to study abroad.

- Maintain credits-to-degree at or below the systemwide average of 137 credits.

Overall, the total number of new Wisconsin high school graduates is projected to be relatively stable over the next six years at slightly more than 64,000 students. As a result, most of the planned enrollment growth is focused on expanding enrollment of adult/nontraditional students while maintaining access rates of at least 30% for Wisconsin high school graduates.

The EM 21 guidelines indicate that institutions may renegotiate targets based on recent enrollment history and long-term planning goals. Since its implementation in June 2000, targets have been

renegotiated for UW-Whitewater (-415 FTE) and UW Colleges (+170 FTE). In addition, the original plan was revised to incorporate budgeted enrollment increases that were part of the 2001-03 budget. Systemwide, additional GPR and tuition funding provided during the 2001-03 biennial budget increased the 2006 enrollment target by 398 FTE; enrollment targets were increased at Milwaukee, Eau Claire, La Crosse, Platteville, Stevens Point, Stout, Superior, and Whitewater.

Under the revised EM-21 plan, total enrollment in the System would increase by 3,485 students from the 2000-01 target of 130,986 to 134,471 students, with enrollment increases at all but three UW institutions. Table 20 compares the base year target in fall 2000 to the final fall 2006 target, as well as EM-21 targets and actual fall semester enrollments in 2002 and 2003.

The plan calls for Green Bay to maintain enrollment at the 2000-01 target levels, while La Crosse would reduce enrollment by 324 FTE students, and Whitewater would reduce

enrollment by 190 FTE students. The largest enrollment increase would occur at Milwaukee, which would enroll an additional 2,203 FTE students.

The UW System has met or exceeded the goals for four of the five enrollment goals for EM-21 during the first few years of its implementation. The four areas of success include the following: maintaining an access rate of 32% for resident new freshmen; expanded enrollment in distance education courses by 39% and an increase in the number of distance education course offerings of 28%; increasing the number and proportion of bachelor's degree recipients who study abroad; and maintaining a systemwide average credits-to-degree below 137 credits, currently the systemwide average is 136. However, the UW System has not been able to meet its goal of expanding enrollment services to adult/non-traditional students. During the first two years of EM-21, enrollment of non-traditional students fell from approximately 31,000 to 30,260.

Table 20: Target FTE Enrollment Under EM-21 (Fall Semester)

Campus	2000 Base	2006 Target*	EM-21 Change		2002				2003			
					Target	Actual	Actual Less Target	%	Target	Actual	Actual Less Target	%
Madison	35,499	35,615	116	0.3%	35,529	36,328	799	2.2%	35,955	36,334	379	1.1%
Milwaukee	16,720	18,923	2,203	13.2	18,242	18,141	-101	-0.6	18,696	18,604	-92	-0.5
Eau Claire	9,349	9,429	80	0.9	9,429	9,745	316	3.4	9,429	9,442	13	0.1
Green Bay	4,357	4,357	0	0.0	4,357	4,474	117	2.7	4,384	4,646	262	6.0
La Crosse	8,399	8,075	-324	-3.9	8,336	8,243	-93	-1.1	8,243	8,138	-105	-1.3
Oshkosh	9,168	9,185	17	0.2	9,185	9,570	385	4.2	9,422	9,501	79	0.8
Parkside	3,579	3,664	85	2.4	3,605	3,658	53	1.5	3,716	3,712	-4	-0.1
Platteville	4,887	5,350	463	9.5	5,065	5,256	191	3.8	5,350	5,280	-70	-1.3
River Falls	5,243	5,500	257	4.9	5,276	5,148	-128	-2.4	5,382	5,229	-153	-2.8
Stevens Point	7,769	7,825	56	0.7	7,825	7,851	26	0.3	7,825	7,901	76	1.0
Stout	6,941	6,991	50	0.7	6,991	7,042	51	0.7	6,991	6,922	-69	-1.0
Superior	2,200	2,235	35	1.6	2,235	2,235	0	0.0	2,285	2,236	-49	-2.1
Whitewater	9,040	8,911	-129	-1.4	8,911	9,180	269	3.0	8,933	9,097	164	1.8
Colleges	<u>7,835</u>	<u>8,411</u>	<u>576</u>	<u>7.4</u>	<u>8,225</u>	<u>8,781</u>	<u>556</u>	<u>6.8</u>	<u>8,732</u>	<u>8,756</u>	<u>24</u>	<u>0.3</u>
System Total	130,986	134,471	3,485	2.7%	133,211	135,652	2,441	1.8%	135,343	135,798	455	0.3%

*2006 EM 21 Target adjusted from original target to reflect renegotiated enrollment targets for Whitewater and Colleges and 2001-03 biennial budget funding for expanded enrollment in high tech and high demand fields of study.

The EM-21 plan assumes that state support for the System will be increased and that individual campuses will generate higher revenues through customized programs to nontraditional students. However, the Board did not reduce the targets as a result of the 2003-05 biennial budget reduction of

\$250 million GPR that was offset in part with \$150 PR million in additional tuition revenue authority. The Board of Regents will continue to review the targets every two years and may adjust them based on the institutions' progress and state funding levels.