

Informational Paper 36

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University of Wisconsin System Overview

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Wisconsin Legislative Fiscal Bureau  
January, 2007



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Prepared by

Emily Pope

Wisconsin Legislative Fiscal Bureau  
One East Main, Suite 301  
Madison, WI 53703



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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.

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## History

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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 162,900 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, Platte-

ville, 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 18 members: 14 citizen members are appointed by the Governor and confirmed by the Senate for seven-year, staggered terms; two are student appointees with two-year terms, also appointed by the Governor; and two ex-officio members, the State Superintendent of Public Instruction and the President, or his or her designee from the members, 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 for one-year terms during the annual meeting in June. The President appoints members of the Regents' committees and external bodies. The executive committee consists of the President, Vice President, the chairpersons of certain Regents' standing committees, the immediate past President and three other members 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 and UW-Extension and 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.

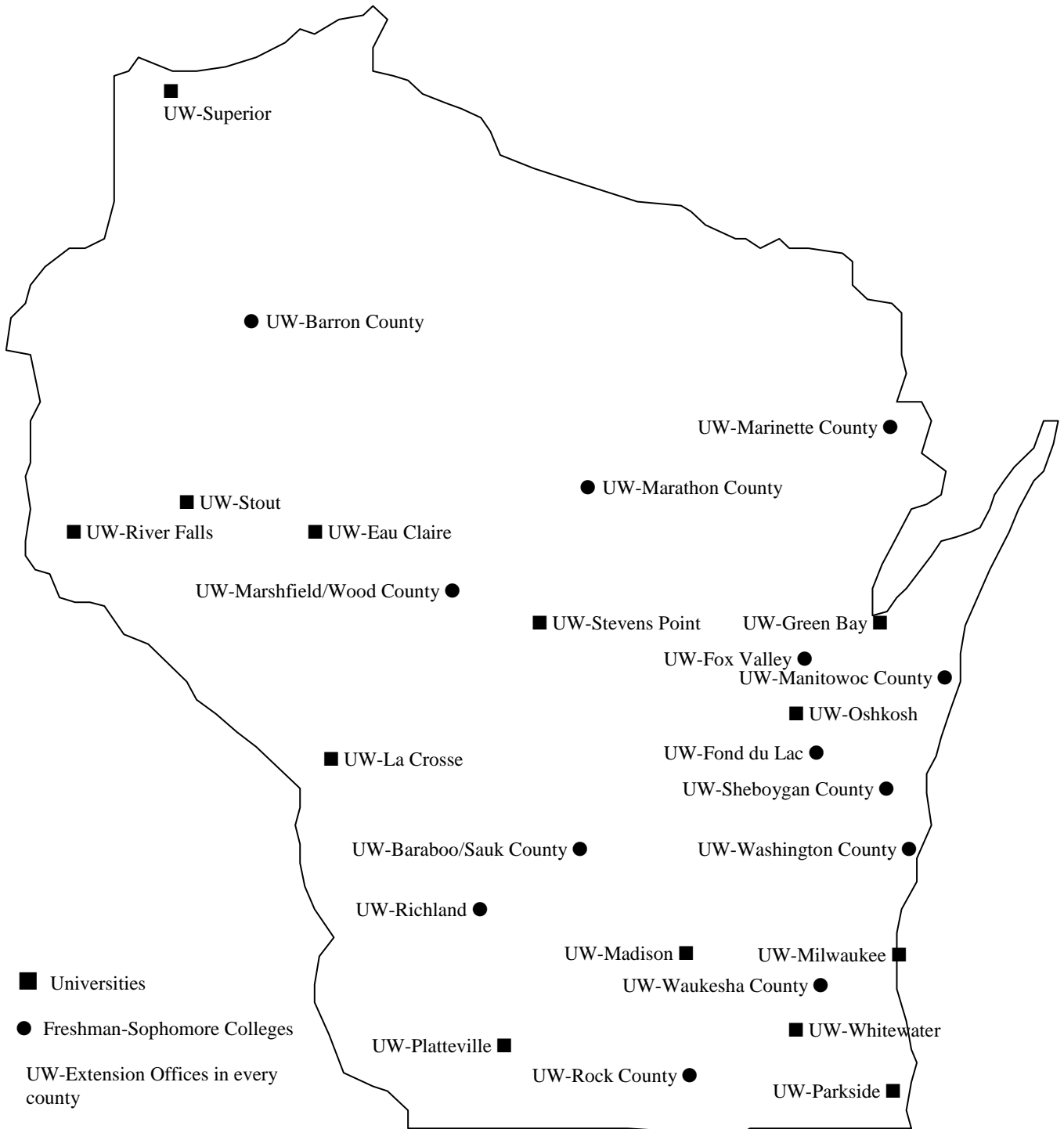
### **Administration**

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 is an executive senior vice president, who serves as the chief operating officer of the System; a senior vice president of academic affairs; and a vice president of finance within System administration. System administration is organized to serve the Regents' committees. For 2006-07, System administration has a total budget of \$14.7 million and approximately 143 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. In 2005, the Board of Regents acted to merge the positions of chancellor of the UW Colleges and chancellor of UW-Extension into one joint chancellorship. 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.

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## **Relationships With Other Agencies and Programs**

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**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 joint committee on baccalaureate expansion, known as COBE.

**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.

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## Missions of UW System Institutions

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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, distance learning degree programs are offered by all UW comprehensive campuses with the exception of La Crosse and River Falls. 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.

For example, Green Bay's mission 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.

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## Enrollment

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Table 1 shows headcount enrollments for the 2005 fall semester at each of the campuses. Enrollments ranged from 2,826 students at Superior to 40,606 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 percentages of nonresident undergraduates are 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 2005, 10,699 undergradu-

ate and 719 graduate Wisconsin residents attended Minnesota institutions and 12,850 undergraduate and 735 graduate Minnesota residents attended college in Wisconsin under this agreement.

Table 2 contains fall semester headcount enrollment changes by campus from 1995 to 2005. Systemwide, this period was one of slow and sustained growth. With the exception of UW-Green Bay, all campuses and the UW Colleges experienced at least three consecutive years of growth from 1995 to 2005. In addition, both UW-Milwaukee and the system as a whole have been growing continuously since 1997-98. In contrast, only UW-La Crosse experienced more than two consecutive years of decreasing enrollments. Overall, system enrollment increased by 13,128 students (8.8%) during the period.

The experience of individual campuses during this period has varied; for example, UW-Platteville and the UW Colleges increased enrollments by 28.3% and 33.3%, respectively, while La Crosse, Parkside, and Whitewater all experienced growth

**Table 1: UW Enrollment (Headcount) -- 2005 Fall Semester**

	Undergraduate			Graduate and Professional			Total
	Resident	Non-Resident	% Non-Resident	Resident	Non-Resident	% Non-Resident	
Madison*	19,904	9,475	32.3%	4,855	6,372	56.8%	40,606
Milwaukee	21,976	667	2.9	3,285	841	20.4	26,769
Eau Claire	7,760	2,306	22.9	404	99	19.7	10,569
Green Bay	4,978	234	4.5	124	12	8.8	5,348
La Crosse	6,746	1,383	17.0	499	181	26.6	8,809
Oshkosh	9,560	253	2.6	1,225	32	2.5	11,070
Parkside	4,453	400	8.2	83	8	8.8	4,944
Platteville	5,165	644	11.1	384	294	43.4	6,487
River Falls	2,960	2,693	47.6	185	152	45.1	5,990
Stevens Point	7,797	618	7.3	198	29	12.8	8,642
Stout	5,065	2,276	31.0	405	149	26.9	7,895
Superior	1,407	1,161	45.2	132	126	48.8	2,826
Whitewater	8,922	472	5.0	1,077	158	12.8	10,629
Colleges	<u>11,971</u>	<u>378</u>	3.1	---	---	---	<u>12,349</u>
Total	118,664	22,960	16.2%	12,856	8,453	39.7%	162,933

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

	Fall 1995	Fall 2005	Change	
			Number	Percent
Madison	39,535	40,606	1,071	2.7%
Milwaukee	22,342	26,769	4,427	19.8
Eau Claire	10,315	10,569	254	2.5
Green Bay	5,438	5,348	-90	-1.7
La Crosse	8,787	8,809	22	0.3
Oshkosh	10,481	11,070	589	5.6
Parkside	4,851	4,944	93	1.9
Platteville	5,056	6,487	1,431	28.3
River Falls	5,233	5,990	757	14.5
Stevens Point	8,412	8,642	230	2.7
Stout	7,072	7,895	823	11.6
Superior	2,584	2,826	242	9.4
Whitewater	10,432	10,629	197	1.9
Colleges	<u>9,267</u>	<u>12,349</u>	<u>3,082</u>	33.3
Total	149,805	162,933	13,128	8.8%

**Table 3: Enrollment According to Attendance Status (Headcount)**

	2005 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	34,862	5,744	14.1%
Milwaukee	15,503	11,266	42.1
Eau Claire	9,413	1,156	10.9
Green Bay	4,469	879	16.4
La Crosse	8,095	714	8.1
Oshkosh	8,766	2,304	20.8
Parkside	3,561	1,383	28.0
Platteville	5,283	1,204	18.6
River Falls	5,345	645	10.8
Stevens Point	7,836	806	9.3
Stout	6,861	1,034	13.1
Superior	2,141	685	24.2
Whitewater	8,849	1,780	16.7
Colleges	<u>8,191</u>	<u>4,158</u>	33.7
Total	129,175	33,758	20.7%

of less than 2%. Green Bay was the only campus to experience a decrease in enrollment, with a 1.7% decline.

**Enrollment Management Plans**

Most of the changes in enrollment levels over the last twenty years have been the result of four plans approved by the Board of Regents and known as Enrollment Management (EM) I, II, and III, and Enrollment Management 21. These enrollment plans were designed to increase, decrease, or maintain enrollment levels with particular objectives in mind. EM I and II were intended to improve the quality of educational services offered at UW institutions by reducing enrollments system-wide and redistributing enrollments from overcrowded campuses to those which had excess capacity. During EM 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 EM II (fall, 1991 to fall, 1994), enrollments dropped an additional 6%. Under these first two EM plans, the number of FTE students decreased by approximately 10%, slightly more

than the target of 9.1%.

The primary goal of EM 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. Under this plan, total system enrollment increased by approximately 6,300, or 5.0%. At the same time, the average class rank of incoming freshman decreased slightly but was still above the pre-EM planning levels. In addition, ACT scores of new freshman, another common measure of student quality, increased.

From fall of 2001 to spring of 2005, the UW System managed enrollment through EM 21, which was designed to maintain a high access rate for immediate high school graduates while expanding services to adult students. Although EM 21 was to extend through the 2006-07 academic year, it was terminated at the end of the 2004-05 academic year.

Beginning in 2005-06, the UW System has projected enrollments on a biennial basis instead of using a longer-term enrollment management plan such as EM I, II, III, or 21. Overall enrollment tar-

gets for the UW System increased from 136,319 in 2006 to 137,206 in 2007 and 138,567 in 2008.

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 2005 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.

### Students of Color and Diversity Planning

A total of 14,931 students of color were enrolled

**Table 4: Enrollment (FTE) -- 2005 Fall Semester**

	Undergraduate	Graduate & Professional	Total
Madison	26,102	9,992	36,094
Milwaukee	16,516	2,520	19,036
Eau Claire	9,273	236	9,509
Green Bay	4,546	73	4,619
La Crosse	7,827	522	8,349
Oshkosh	9,078	502	9,580
Parkside	3,655	40	3,695
Platteville	5,314	262	5,576
River Falls	5,253	184	5,437
Stevens Point	7,726	138	7,864
Stout	6,666	381	7,047
Superior	2,118	139	2,257
Whitewater	8,486	644	9,130
Colleges	<u>8,693</u>	<u>---</u>	<u>8,693</u>
Total	121,253	15,633	136,886

in the UW System in the fall semester of 2005, comprising 9.2% of total enrollment. Of the 162,933 students enrolled in the System, 2.8% are African Americans, 3.4% are Asian Americans, 2.2% are Hispanic/Latino and 0.7% are American Indian. Table 5 contains enrollment statistics by race/ethnicity for each campus. About 57% of all students of color enroll at either Madison or Milwaukee. Parkside (20.0%), Milwaukee (15.4%), and

**Table 5: Enrollment by Race/Ethnicity\* (Headcount) -- 2005 Fall Semester**

	African American	Hispanic/Latino	Asian American	American Indian	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	1,018	1,151	1,996	237	4,402	40,606	10.8%
Milwaukee	1,808	984	1,127	214	4,133	26,769	15.4
Eau Claire	55	86	278	59	478	10,569	4.5
Green Bay	48	66	143	84	341	5,348	6.4
La Crosse	72	125	232	60	489	8,809	5.6
Oshkosh	111	135	294	117	657	11,070	5.9
Parkside	488	314	155	34	991	4,944	20.0
Platteville	96	50	72	26	244	6,487	3.8
River Falls	77	65	193	29	364	5,990	6.1
Stevens Point	85	87	190	68	430	8,642	5.0
Stout	99	62	162	45	368	7,895	4.7
Superior	27	20	33	85	165	2,826	5.8
Whitewater	450	263	252	54	1,019	10,629	9.6
Colleges	<u>153</u>	<u>255</u>	<u>344</u>	<u>98</u>	<u>850</u>	<u>12,349</u>	<u>6.9</u>
Total	4,587	3,663	5,471	1,210	14,931	162,933	9.2%

\*Based on optional self-identification at registration.

Madison (10.8%) have the highest proportion of these students, while Platteville (3.8%), Eau Claire (4.5%), and Stout (4.7%) 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 "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, equal to 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 in terms of 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.

In February, 2005, the Regents set forth their objectives for Phase II of Plan 2008. At that time, the Regents recommended the adoption of a systemwide diversity accountability report card, the institution of a systemwide Diversity Award, and that Phase II campus plans include incentives and penalties for success or failure to close the achievement gap.

Table 6 compares enrollment of students by



race/ethnicity in the fall of 1995 to the fall of 2005. During this period, total enrollment increased by 8.8% while the total number of students of color increased by 31.7%. However, the increase was not consistent across all race/ethnic groups. For example, the number of Asian American students increased by 53.0% and the Hispanic/Latino Americans increased by 33.0% while the number of African Americans and American Indian students increased by 15.3% and 17.7%, respectively.

### Enrollment by Sex

Table 7 contains headcount enrollment by sex, for the fall 2005 semester. Systemwide, 55.0% of students are women. Female enrollment peaked at 55.5% of total enrollment in the fall of 2002. Prior to that time, female enrollment within the UW had been increasing steadily for more than a decade, reflecting a nationwide trend.

**Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 1995 to 2005**

	Fall 1995		Fall 2005		% Change 1995 to 2005
	Number	% of Total	Number	% of Total	
Students of Color					
African American	3,977	2.7%	4,587	2.8%	15.3%
Hispanic/Latino	2,754	1.8	3,663	2.2	33.0
American Indian	1,028	0.7	1,210	0.7	17.7
Asian American	<u>3,576</u>	<u>2.4</u>	<u>5,471</u>	<u>3.4</u>	53.0
Subtotal	11,335	7.6	14,931	9.2	31.7
International	5,496	3.7	5,202	3.2	-5.3
White	<u>132,974</u>	<u>88.8</u>	<u>142,800</u>	<u>87.6</u>	7.4
UW System Total	149,805	100.0	162,933	100.0	8.8

**Table 7: Enrollment by Sex (Headcount) -- 2005 Fall Semester**

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	13,662	15,717	53.5%	5,480	5,747	51.2%	19,142	21,464	52.9%
Milwaukee	10,535	12,108	53.5	1,677	2,449	59.4	12,212	14,557	54.4
Eau Claire	4,092	5,974	59.3	165	338	67.2	4,257	6,312	59.7
Green Bay	1,804	3,408	65.4	46	90	66.2	1,850	3,498	65.4
La Crosse	3,310	4,819	59.3	242	438	64.4	3,552	5,257	59.7
Oshkosh	3,945	5,868	59.8	431	826	65.7	4,376	6,694	60.5
Parkside	2,096	2,757	56.8	58	33	36.3	2,154	2,790	56.4
Platteville	3,602	2,207	38.0	324	354	52.2	3,926	2,561	39.5
River Falls	2,240	3,413	60.4	92	245	72.7	2,332	3,658	61.1
Stevens Point	3,883	4,532	53.9	53	174	76.7	3,936	4,706	54.5
Stout	3,714	3,627	49.4	176	378	68.2	3,890	4,005	50.7
Superior	1,017	1,551	60.4	81	177	68.6	1,098	1,728	61.1
Whitewater	4,563	4,831	51.4	478	757	61.3	5,041	5,588	52.6
Colleges	<u>5,521</u>	<u>6,828</u>	55.3	---	---	---	<u>5,521</u>	<u>6,828</u>	55.3
Total	63,984	77,640	54.8%	9,303	12,006	56.3%	73,287	89,646	55.0%

Platteville is the only campus where men comprise the majority of students and Stout is the only campus in which men and women enroll in approximately equal numbers. Campuses that have larger education and liberal arts programs, such as Green Bay, Oshkosh, River Falls, and Superior, tend to have larger proportions of women.

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## Admission Requirements

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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 or have provided evidence 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 units distributed as follows: thirteen core college preparatory units, including four units of English, three units of mathematics, three units of social science, and three units of natural science; and four units of 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.

Students must also submit scores from the American College Test (ACT) or the Scholastic Aptitude Test (SAT). Some campuses may waive the standardized test requirement for students who require special and unique exemption. The average ACT score for new freshmen has increased from 22.8 to 23.2 between Fall 1995 and Fall 2005.

Under the current admissions policy, class rank is the primary determinant for admission. All UW campuses except UW-Madison have established "automatic" admissions based on class rank or a combination of class rank, grade point average, 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, 45.6% of the new freshmen enrolling in Fall 2005 were in the top quartile of their high school class, and almost 78.7% were in the top half of their class. The average high school rank of new freshman was just below the 68<sup>th</sup> percentile; this measure has fallen by one percentile over the past two years and is at its lowest point since 1991.

In response to recent U.S. Supreme Court rulings, the Board of Regents is in the process of changing its admissions policy. Under the proposed policy, applicants would have to demonstrate that they are prepared to do satisfactory academic work and that their membership in the cam-

pus community would contribute to the quality and educational environment of the institution. If this policy is adopted, admissions decisions would be made based on: (1) academic factors, including coursework, grade point average, and class rank; (2) ACT or SAT scores; and (3) other factors, including student experiences, leadership qualities, motivation, special talents, status as a non-traditional student, returning adult, or veteran, and whether the applicant is socio-economically disadvantaged or a member of a historically underrepresented racial or ethnic group. The adoption of this policy would eliminate all "automatic" admissions and make the admission process at all campuses similar to that currently in place at Madison. If adopted, the new policy would first affect applicants hoping to enroll in the fall of 2008.

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. In the fall of 2005, the systemwide admission rate for new freshman was 95% for Wisconsin residents, 83% for nonresidents and 80% for Minnesota reciprocity students.

### **Transfer Students and Agreements**

Transfer students represent a significant portion of new enrollments. During the 2004-05 academic year, 7,740 undergraduates entered the UW System as transfer students. Of these students, 50.3% transferred from institutions in other states and U.S. territories, 35.0% transferred from Wisconsin Technical Colleges, 11.4% transferred from private colleges within Wisconsin, and the remaining 3.3% transferred from institutions in foreign countries. For these students, the statewide admission rate was 90% in the fall of 2005. In addition to the above transfer students, approximately 3,465 students transferred among the UW System four-year and doctoral institutions, and 2,462 transferred from UW Colleges to UW System four-year and doctoral institutions.

In recent years, the Board of Regents has acted to facilitate student transfers from Wisconsin Technical College System institutions into the UW System. 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 WTCS institutions and enhancing student success in pursuit of baccalaureate degrees. In March 2004, the Board of Regents and the WTCS Board appointed a joint committee on baccalaureate expansion (COBE) to explore methods of improving access to higher education and increasing the number of baccalaureate degree holders in the state. In a report issued in January 2005, COBE outlined 13 specific proposals. These proposals included strategies to develop new degree completion programs and to expand access to existing degree completion options; to promote student retention and increase graduation rates through increased outreach and financial aid; and to encourage efforts to increase availability and awareness of new and existing opportunities to access higher education.

Currently, Regent policy allows students transferring from the liberal arts collegiate transfer programs at Madison, Milwaukee, and Nicolet Area Technical Colleges to transfer up to 72 credits to a four-year UW institution. In addition, students who have completed an Associate of Arts or an Associate of Science degree in one of the above programs are considered to have satisfied the general education requirements of the receiving UW institution. WTCS students not transferring from one of these three programs may transfer up to 30 general education credits in the areas of communications, behavioral sciences, social sciences, mathematics, and natural sciences. UW institutions may also accept for transfer occupational and technical courses on a course-by-course basis. Currently, there are more than 500 program-to-program articulation agreements in place between WTCS and UW campuses.

Data shows that there has been a significant

increase in transfers from Wisconsin Technical College System (WTCS) institutions to the UW System and from the UW Colleges to UW System four-year institutions over the five-year period from 2000-01 to 2004-05. The total number of new transfers, which includes transfers within the UW System, grew by only 3.3% over this time, while transfers from WTCS and UW Colleges increased by 18.3% and 21.3%, respectively.

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### **Campus Characteristics**

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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. In addition, its freshmen class enters with a higher average high school class rank and higher average test scores, and statistics indicate that the class will be more likely to graduate and to do so 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 30% of the student body at River Falls, Stout, and Superior 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, with the exception of Platteville where nonresident non-reciprocity students make up 12% of the student population. Of the comprehensive campuses, the student body at Eau Claire and La Crosse most closely resembles the student body of Madison with higher average class rank and test scores than

most other UW campuses.

The average number of credits taken by bachelor's degree recipients ranged from 122 credits at UW-Madison to 145 credits at UW-Oshkosh. The System average credits-to-degree fell from 144 in 1995-96 to 135 in 2004-05. Several factors influence the number of credits that undergraduate students take while earning bachelor's degrees, including student factors, such as an accumulation of college credit through high school advanced placement courses, a change in major, transfer to other UW institutions, taking extra electives, and institutional factors, such as 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 1999 (the most recent year six-year graduation rates can be computed), 56.8% graduated from the same institution within six years of matriculation. An additional 6.7% of fall 1999 full-time new freshmen graduated at another UW institution for a systemwide six-year graduation rate of 63.5%. Madison, La Crosse, Eau Claire, and Stevens Point 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 in order to graduate within four years. Certain programs, which take longer to complete due to internships or specialized courses, are excluded from these 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:

**Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2005**

Profile of New Freshmen	Campuses												
	Madison	Milwaukee	Eau Claire	Green Bay	La Crosse	Oshkosh	Parkside	Platteville	River Falls	Stevens Point	Stout	Superior	Whitewater
% of Freshmen who are:													
Reciprocity	12.3%	1.8%	22.7%	2.0%	12.5%	0.9%	0.2%	1.9%	45.4%	4.8%	32.9%	37.1%	0.6%
Other Nonresident	28.7	1.7	1.4	2.3	3.8	1.6	6.3	12.7	1.7	3.5	2.6	7.2	5.9
In Top 10% of H.S.	56.0	6.0	19.0	N.A.	30.0	11.0	7.0	12.0	13.0	13.0	6.0	13.0	8.0
Average H.S. Rank (Upper %)	11.5	41.9	23.8	N.A.	18.0	30.7	44.5	35.4	34.7	29.6	38.6	32.6	35.9
Average ACT Score	27.5	21.9	24.4	22.8	24.7	22.4	20.0	22.4	22.2	22.7	21.3	22.1	22.1
<b>Profile of Academics</b>													
% Full-Time Undergraduates	87.4%	60.4%	92.3%	84.9%	95.1%	87.6%	73.0%	89.6%	92.6%	92.0%	89.5%	79.9	90.4%
Avg. Attempted Credits to Degree***	122	139	138	132	142	145	138	144	134	141	141	140	138
% of Freshmen who: Graduate from Same Campus*	77.0%	42.0%	59.0%	47.0%	64.0%	48.0%	28.0%	52.0%	56.0%	58.0%	48.0%	37.0%	50.0%
Graduate from Another UW Campus*	3.0	5.0	11.0	10.0	9.0	9.0	10.0	8.0	5.0	10.0	5.0	4.0	7.0
Graduate within Six Years* Are Over 24 Years Old	80.0	47.0	70.0	57.0	73.0	57.0	38.0	60.0	61.0	68.0	53.0	41.0	57.0
% of Undergrad Contact Hours Taught by:													
Faculty**	58.0%	36.0%	68.0%	66.0%	69.0%	57.0%	46.0%	64.0%	72.0%	79.0%	67.0%	62.0%	62.0%
Academic Staff	32.0	51.0	32.0	33.0	31.0	43.0	53.0	36.0	28.0	21.0	33.0	37.0	38.0
Teaching Assistants	10.0	13.0	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	Poli. Science Psychology	Comm. Mrkting	Business Comm.	Business Biology	Biology Phys. Ed.	Nursing Education	Business Crim. Just.	Business Mech. Eng.	Business Education	Biology Business	Business App. Arts	Business Education	Education Business

\*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 59%.

\*\*\*For 204-05 graduates.

(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.

The UW institutions with the highest percentage of contact hours taught solely or partially by faculty are Stevens Point (79%) and River Falls (72%). Madison (58%), Milwaukee (36%), Oshkosh (57%), Parkside (46%), and the UW Colleges (55%) all have less than 60% of their contact hours taught solely or partially by faculty; these campuses rely heavily on academic staff to perform undergraduate teaching. The state's two doctoral campuses also utilize a significant number of graduate students for undergraduate teaching. At Madison, 10% of all undergraduate courses are taught by teaching assistants compared to 13% at Milwaukee. Systemwide, 59% of undergraduate credit hours are taught by faculty, 37% by academic staff, and 4% by teaching assistants.

At the 13 UW campuses that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from 26 at Superior to 135 at Madison. Most campuses offer the traditional liberal arts degrees as well as undergraduate majors in business and education. However, only five undergraduate majors (art, business, computer science, education and psychology) are offered at all thirteen campuses. Four campuses (Madison, Milwaukee, Platteville, and Stout) offer undergraduate engineering programs, and four (Madison, Platteville, River Falls, and Stevens Point) 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). Business and psychology are currently the most prevalent undergraduate degrees granted by UW institutions.

The number of master's-level programs ranges from four at Green Bay and Parkside, to 49 at Milwaukee, and more than 150 at Madison. The most common graduate programs are in education. A masters of business administration (MBA) degree is offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, and Whitewater. Madison and Milwaukee are the only campuses that offer doctoral programs with 22 programs at Milwaukee and 109 at Madison. Finally, the professional schools of law, medicine and veterinary medicine are all located on the Madison campus.

The UW System offers additional educational opportunities through collaborations between institutions both within and outside of the UW System. These collaborations come in variety of forms including collaborative degree programs, collaborative certificate programs, course collaborations, articulation agreements, nursing agreements, and support service alliances.

One of the first collaborative programs offered within the UW System was a nursing consortium that allowed students wishing to earn a nursing degree to complete some of the required coursework at particular UW College campuses. Currently, nursing agreements encourage students to "cross enroll," meaning to take courses at the partner institution, while earning a nursing degree. Eight UW Colleges campuses are currently involved in at least one nursing agreement.

Collaborative degree programs are agreements between one or more UW College campus and one or more UW four-year institution that permit students to complete required lower-level coursework at the UW College campus and that lead to a bachelor's degree. Since 1998, the number of collaborative degree programs has increased significantly; in 2006, there are roughly 50 such programs; prior to 1998, there were only two. Collaborative degree programs are now offered at all thirteen UW Colleges campuses. UW College campuses do not necessarily choose to collaborate

with the most proximate four-year campus; indeed, UW-Milwaukee serves as the four-year partner in the majority of these programs, including collaborations with the more far-flung college campuses such as UW-Barron County, UW-Richland, and UW-Marinette. In addition to these bachelor's-level programs, the UW System also has 11 masters-level collaborative degree programs, including a MBA consortium.

Articulation agreements provide that certain courses taken at a particular UW Colleges campus are pre-approved for transfer to another institution, or vice versa. These agreements may involve a UW System four-year campus, a Wisconsin Technical College, or a private institution. The UW System and the Wisconsin Technical College System have developed over 500 program-to-program articulation agreements between specific campuses.

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### Budget

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The University's 2006-07 budget totals approximately \$4,315.4 million of which \$1,044.9 million, or 24.2%, is funded from state general purpose revenue (GPR). The University's operating budget, by fund source, is shown in Table 9. Not all of 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-funded debt service payments and energy costs (\$227.4 million); (2) federally-funded contractual obligations (\$907.5 million); (3) auxiliary operations for activities such as dormitories, athletics, student centers (\$628.9 million); and (4) gifts and trust income (\$486.4 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

**Table 9: UW System Operating Budget -- 2006-07 Fiscal Year**

Source of Funds	Amount	Percent
State GPR	\$1,044,921,361	24.2%
Tuition	909,202,094	21.1
Federal	907,533,472	21.0
Auxiliary Operations	628,928,214	14.6
Gifts and Trust Income	486,389,506	11.3
Operational Receipts	170,631,829	4.0
Indirect Cost Reimbursement	131,781,744	3.1
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.8</u>
<b>Total</b>	<b>\$4,315,388,220</b>	<b>100.0%</b>

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 (65.2%), debt service (11.4%) and energy costs (10.3%). The latter two represent items for which an agency normally receives sufficient funds to cover its needs. General program operations cover most instruction, research, student services, academic support, and public service activities. The University has the ability to combine its GPR-general program operations allocation with money received from tuition and certain federal indirect cost reimbursements to create a pool of funds that it may use to run its operations. In 2006-07, the University had a general program operations budget of approximately \$1.6 billion.

The bulk of federal funds and gifts and trust income result from specific project proposals at individual campuses. Due to the manner in which these funds are generated, Madison receives the majority of these funds, including 59% of the System's federal funds and 84% of its gift and trust fund income.

Table 10 shows a history of the UW budget by major funding source and budgeted enrollments.

**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
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
2005-06	991.4	860.0	902.4	470.5	906.1	4,130.3	135,841	7,298
2006-07	1,044.9	909.2	907.5	486.4	967.4	4,315.4	136,319	7,665
Annualized Rate of Change 1996-97 to 2006-07	2.15%	8.56%	7.59%	6.15%	6.18%	5.70%	0.74%	1.40%

\*Auxiliaries and other program revenues.

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

Source: UW System internal budget allocation documents.

Enrollment targets are shown rather than actual FTE students because these figures are used for budgeting purposes. Over the most recent 10-year period, total GPR funding increased at about one-fourth of the rate of increase in tuition revenue. The largest increase was seen in funding from tuition, which grew by more than 127%.

The University utilizes a national higher education accounting model developed by the federal government for allocating activities into subprograms. The University budgets using 12 subprograms. The first three (instruction, research, and public service) are considered the primary activities of the University with all other subprograms supporting these first three. 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 functional area they support, such as instruction or research.

1. **Instruction** (25.5% of the total budget for 2006-07). All activities through which a student may earn credit toward a degree or certificate granted by the University. It also includes costs for curriculum planning and development, departmental research and public service not separately budgeted, and charges for supplies and services, such as clerical, telephone, mailing, and publications, used to support instructional activities. Instruction excludes: (a) continuing education activities-- nondegree credit programs; (b) instructional computing costs except those budgeted on a chargeback basis; and (c) intercollegiate athletics.

2. **Research** (21.8%). All activities conducted under the terms of a research contract, a project funded by external agencies, or a project funded by an institution's operating budget. Included are expenditures for individual and project research, as well as those of research institutes and centers. Also includes data processing costs supporting these activities. Research excludes such departmental activities as course preparation, curriculum development, and institutional studies projects.



3. **Public Service** (6.7%). Service activities that produce benefits for individuals or groups external to the institution. Includes continuing education, which are nondegree credit courses, workshops, and seminars, all other noncredit instruction, cooperative extension services, community service, and broadcast radio and television, including WHA-TV.

4. **Academic Support** (7.8%). 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** (0.8%). 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 hospital activities remaining in the UW-Madison budget.

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

7. **Student Services** (8.2%). All activities, such as student health services, financial aid administration, student organizations, intramural athletics, intercollegiate athletics, cultural events, registration, and admissions, established to provide for the social and cultural development of the student body, supplemental or remedial instruction, clinical counseling, career guidance, and placement. Student services excludes course bulletins, catalogs, and timetables.

8. **Financial Aid** (8.5%). All financial assistance to students, such as scholarships, fellowships, and loans. Financial aid excludes student employment, which is budgeted among the vari-

ous other subprograms where such employment is used, and administrative costs.

9. **Auxiliary Enterprises** (7.2%). 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** (6.1%). 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** (4.2%). 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 engaged in both teaching activities and instructional computing, research computing, and student services computing.

12. **Debt Service on Academic Buildings** (2.8%). Principal and interest payments on general obligation debt.

Table 11 provides a detail of 2006-07 budget allocations by campus for the 12 subprograms as well as source of funds data. Individual campus allocations are determined by System Administration according to past allocations, budget initiatives, planned enrollment changes, and planned programmatic changes.

Since 1996, the portions of the University budget devoted to research, financial aid, physical plant, and debt service on academic buildings have

**Table 11: University of Wisconsin System, 2006-07 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)**

	2006-07											Debt Service on Academic Buildings	
	Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant		Institutional Support
Madison	\$2,191,653,439	\$441,828,342	\$879,761,115	\$95,920,330	\$133,894,145	\$36,047,100	\$10,411,076	\$140,731,707	\$92,053,635	\$107,737,600	\$142,366,889	\$59,346,397	\$51,555,103
Milwaukee	508,771,681	142,293,353	46,688,424	10,941,684	43,313,572			48,457,975	119,007,617	37,703,082	25,874,386	19,792,288	14,699,300
Subtotal	\$2,700,425,120	\$584,121,695	\$926,449,539	\$106,862,014	\$177,207,717	\$36,047,100	\$10,411,076	\$189,189,682	\$211,061,252	\$145,440,682	\$168,241,275	\$79,138,685	\$66,254,403
Eau Claire	\$158,871,156	\$51,279,122	\$851,585	\$1,764,851	\$14,976,405			\$16,434,021	\$33,700,879	\$16,778,902	\$9,065,633	\$8,104,186	\$5,915,572
Green Bay	76,229,326	22,369,565	856,661	1,944,924	7,508,356			14,883,651	4,636,492	8,406,520	5,987,708	5,727,586	3,907,863
La Crosse	128,470,243	45,607,210	4,990,067	3,847,849	12,981,363			15,248,805	5,793,466	17,751,005	10,183,645	6,438,077	5,628,756
Oshkosh	152,543,554	53,967,987	1,240,620	10,373,932	13,014,656			17,033,343	9,046,081	25,641,572	8,842,214	7,622,936	5,760,213
Parkside	63,618,496	19,853,847	790,615	1,627,357	5,835,466			10,547,379	5,589,106	5,082,653	5,735,095	4,553,510	4,003,468
Platteville	91,738,003	31,161,481	375,696	1,454,153	10,618,753		705,345	10,700,891	6,402,545	13,312,484	7,007,629	5,696,792	4,302,234
River Falls	86,239,226	27,831,487	419,520	1,796,661	8,956,244		811,944	11,620,046	5,497,904	13,501,948	6,025,008	5,655,490	4,122,974
Stevens Point	128,441,267	49,093,786	252,067	5,124,173	12,321,671			13,480,329	10,426,498	16,418,273	7,501,672	8,636,216	5,186,582
Superior	54,691,519	13,680,766	1,422,178	226,652	3,632,488			5,844,325	13,898,086	5,060,187	4,423,647	3,742,590	2,760,600
Whitewater	173,153,492	44,337,666	550,117	4,427,730	14,648,284			19,461,670	47,269,428	19,525,901	7,825,323	9,227,653	5,879,720
Subtotal	\$1,245,639,572	\$404,504,225	\$14,211,846	\$42,870,110	\$117,041,986	\$0	\$1,517,289	\$150,643,148	\$149,055,188	\$157,632,658	\$81,291,566	\$73,619,459	\$53,252,097
Colleges	\$88,439,134	\$37,286,828	\$786	\$147,014	\$11,720,250			\$10,914,693	\$8,488,479	\$3,252,413	\$8,954,969	\$7,673,702	
Extension	203,199,452	34,630,227		139,193,449	21,927,916			995,843			1,042,236	5,409,781	
System Admin.	14,651,303											14,651,303	
Systemwide	63,033,639	38,326,143	1,198,784	99,216	9,751,075		6,186	1,396,201	43,118	6,481,721	3,004,226	2,726,969	
Total	\$4,315,388,220	\$1,098,869,118	\$941,860,955	\$289,171,803	\$337,648,944	\$36,047,100	\$11,934,551	\$353,139,567	\$368,648,037	\$312,807,474	\$262,534,272	\$183,219,899	\$119,506,500
Source of Funds													
GPR	\$1,044,921,361	\$248,570,797	\$77,615,068	\$68,365,463	\$135,111,750		\$6,222,489	\$50,926,724	\$17,031,239		\$180,273,916	\$141,297,415	\$119,506,500
Tuition	909,202,094	666,352,347			132,884,556			62,012,093			47,953,098		
Other	2,361,264,765	183,945,974	864,245,887	220,806,340	69,652,638	36,047,100	5,712,062	240,200,750	351,616,798	312,807,474	34,307,258	41,922,484	
Total	\$4,315,388,220	\$1,098,869,118	\$941,860,955	\$289,171,803	\$337,648,944	\$36,047,100	\$11,934,551	\$353,139,567	\$368,648,037	\$312,807,474	\$262,534,272	\$183,219,899	\$119,506,500
% of Total	100.00%	25.46%	21.83%	6.70%	7.82%	0.84%	0.28%	8.18%	8.54%	7.25%	6.08%	4.25%	2.77%

increased at faster rates than all other subprograms. Of these subprograms, research and financial aid are primarily supported by outside funds while physical plant and debt service are primarily funded by GPR.

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 1996-97. The table also shows the percentage of instructional costs covered by tuition in each year. 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, and intramural and intercollegiate athletics. Unlike tuition rates, segregated fees are determined on a campus basis according to institutional needs. In 2006-07, segregated fees at the four-year campuses range from \$585 at Stout to \$1,148 at Green Bay, while fees at the UW Colleges range from \$209 to \$337. Total tuition and fees by campus are shown in Table 13.

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## Tuition

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The Board of Regents is delegated the authority to set tuition under s. 36.27 of the statutes. By statute, the Regents are permitted 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

**Table 12: Annual Resident Undergraduate Tuition - 1996-97 through 2006-07**

Year	<u>Madison</u>		<u>Milwaukee</u>		<u>Comprehensives</u>		<u>Colleges</u>		<u>% of Instructional Cost</u>			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
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
2005-06	5,618	6.9	5,494	6.9	4,277	6.9	3,977	7.5	54.0	62.9	52.4	56.6
2006-07	6,000	6.8	5,868	6.8	4,568	6.8	4,268	7.3	53.9	65.6	53.4	57.2

**Table 13: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2006-07**

	<u>Tuition</u>		Segregated Fees Paid by all Students **	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
<b>DOCTORAL CLUSTER</b>					
<b>Undergraduate</b>					
Madison	\$6,000	\$20,000	\$726	\$6,726	\$20,726
Milwaukee	5,868	15,470	758	6,626	16,228
<b>Graduate</b>					
Madison	\$8,454	\$23,724	\$726	\$9,180	\$24,450
Milwaukee	8,164	22,530	758	8,922	23,288
Law	11,923	30,086	726	12,649	30,812
Medicine	21,534	32,658	726	22,260	33,384
Veterinary Medicine	15,652	23,724	726	16,378	24,450
<b>COMPREHENSIVE CLUSTER</b>					
<b>Undergraduate</b>					
Eau Claire	\$4,710	\$12,185	\$620 *	\$5,330	\$12,805
Green Bay	4,568	12,043	1,148	5,716	13,191
La Crosse	4,623	12,098	775 *	5,398	12,873
Oshkosh	4,678	12,153	682	5,360	12,835
Parkside	4,568	12,043	816	5,384	12,859
Platteville	4,568	12,043	742 *	5,310	12,785
River Falls	4,568	12,043	755 *	5,323	12,798
Stevens Point	4,568	12,043	756 *	5,324	12,799
Stout	4,796	12,271	585 *	5,381	12,856
Superior	4,718	12,193	854	5,572	13,047
Whitewater	4,728	12,202	712 *	5,440	12,914
<b>Graduate</b>					
Eau Claire	\$5,910	\$16,520	\$620	\$6,530	\$17,140
Green Bay	5,910	16,520	1,148	7,058	17,668
La Crosse	5,965	16,575	775	6,740	17,350
Oshkosh	5,910	16,520	682	6,592	17,202
Parkside	5,910	16,520	816	6,726	17,336
Platteville	5,910	16,520	742	6,652	17,262
River Falls	5,910	16,520	755	6,665	17,275
Stevens Point	5,910	16,520	756	6,666	17,276
Stout	6,206	16,816	585	6,791	17,401
Superior	5,910	16,520	854	6,764	17,374
Whitewater	5,910	16,520	712	6,622	17,232
<b>COLLEGES</b>					
Baraboo/Sauk	\$4,268	\$11,252	\$337	\$4,605	\$11,589
Barron	4,268	11,252	244 *	4,512	11,496
Fond du Lac	4,268	11,252	262	4,530	11,514
Fox Valley	4,268	11,252	218	4,486	11,470
Manitowoc	4,268	11,252	225	4,493	11,477
Marathon	4,268	11,252	230	4,498	11,482
Marinette	4,268	11,252	209	4,477	11,461
Marshfield/Wood	4,268	11,252	239	4,507	11,491
Richland	4,268	11,252	279 *	4,547	11,531
Rock	4,268	11,252	262	4,530	11,514
Sheboygan	4,268	11,252	256	4,524	11,508
Washington	4,268	11,252	249	4,517	11,501
Waukesha	4,268	11,252	229	4,497	11,481

\* 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.

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## UW Personnel

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In 2006-07, there are approximately 32,150 full-time equivalent (FTE) positions authorized for the University of Wisconsin. This total includes approximately 29,260 faculty and staff and 2,890 student assistants. University personnel consist of two general categories of employees: classified and unclassified. Those employed in the classified service, such as nurses and clerical staff, are governed by statute and the administrative rules 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, including student assistants and employees-in-training, limited staff; and student hourly help.

There are 6,509 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, 42.5% of UW faculty are full professors, 27.9% are associate professors, 29.3% are assistant professors, and 0.3% are instructors or other unranked faculty. However, the percentage of full professors at the four-year campuses ranges from 20.8% (Green Bay) to 58.5% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 12,574 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 specifically defined or mandated positions and positions defined primarily with respect to the nature of their appointment. Examples include artists-in-residence, the director of the State Laboratory of Hygiene, and coaches.

The Madison campus accounts for 65% of all academic staff. Systemwide, approximately 54% of the System's academic staff are Category A, 34% 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 2006-07 for all funding sources, excluding student assistants. Including student assistants, the UW System

**Table 14: 2006-07 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	164	131	113	1	409	270	679	411	1,090
Green Bay	35	73	60	0	168	208	376	198	574
La Crosse	109	110	104	0	323	289	612	319	931
Madison	1,244	386	498	0	2,128	7,509	9,637	5,247	14,884
Milwaukee	249	302	255	1	807	1,193	2,000	1,026	3,026
Oshkosh	106	142	130	1	379	437	816	413	1,229
Parkside	37	60	35	0	132	191	323	186	509
Platteville	82	76	76	0	234	209	443	243	686
River Falls	113	58	64	1	236	141	377	231	608
Stevens Point	138	98	99	12	347	323	670	363	1,033
Stout	103	60	130	0	293	295	588	410	998
Superior	40	30	31	0	101	136	237	155	392
Whitewater	95	122	139	4	360	292	652	365	1,017
Subtotal	2,515	1,648	1,734	20	5,917	11,493	17,410	9,567	26,977
Colleges	77	103	133	0	313	370	683	239	922
Extension	75	120	53	31	279	571	850	251	1,101
System Admin	0	0	0	0	0	81	81	63	144
Systemwide	0	0	0	0	0	58	58	54	112
TOTAL	2,667	1,871	1,920	51	6,509	12,573	19,082	10,174	29,256

\* Does not include 2,885 student assistants in the UW System.

employs about 46.5% of all budgeted state employees in 2006-07. Approximately 18,100 of the University's positions in 2006-07 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 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. The approximately 13,400 remaining authorized positions are primarily funded through non-GPR funding such as 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.

Table 15 shows the UW authorized position counts for October of each fiscal year from 1997-98 to 2006-07. Since 1997-98, the total number of

authorized UW FTE positions has increased by 3,759, or 13.5%. However, authorized GPR-funded FTE positions have decreased by 251.6, or 1.4%, over this same period. This indicates that the growth in total University position authorization has occurred as a result of additional federally-funded positions, gift and grants funded positions, and other program revenue positions.

**Table 15: Authorized UW FTE Positions 1997-98 to 2006-07**

Year	GPR Positions	Total Positions
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	18,320.8	31,426.2
2005-06	18,110.9	31,524.7
2006-07	18,133.6	31,578.3

## Compensation

Adjustments to UW faculty and academic staff compensation are determined using the same pay plan process by 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 have 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 the next and

therefore provide a more accurate reflection of the increases realized by individual faculty members.

With few exceptions, from 2000-01 to 2002-03, salary increases for continuing faculty at the doctoral, comprehensive, and UW Colleges campuses met or exceeded the average increases of similar institutions nationwide. However, increases provided to faculty members at the doctoral institutions have been below those of their peer institutions for the last three years shown. In addition, increases for continuing faculty were below increases at peer institutions systemwide in 2004-05 and 2005-06. The year-to-year salary increases for continuing faculty differs from the approved faculty pay plan because of adjustments made 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.

Table 17 shows average faculty salaries, by campus and rank, for 2005-06.

Under 2005 Act 25, the UW System received an appropriation of \$1,667,000 in 2005-06 and \$3,333,000 in 2006-07 for the recruitment and retention of certain high demand faculty. This allotment permitted the University to make larger offers to candidates during the recruitment process and to make counter offers to current faculty who were being recruited by other universities. This money was allocated to each doctoral and comprehensive campus as well as the UW Colleges and the UW Extension based on each institution's share of systemwide GPR/Fee-supported faculty. UW-Madison, which employs nearly 30% of all GPR/Fee supported faculty, received \$406,800 in recruitment and retention funds in 2005-06.

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, the chancellors of UW four-

**Table 16: Salary Increases for Continuing Faculty Members**

Campus	2000-01	2001-02	2002-03	2003-04	2004-05	2005-06
Madison	7.9%	4.5%	4.7%	1.4%	2.6%	3.6%
Milwaukee	5.7	4.1	4.7	0.3	1.7	3.0
Eau Claire	5.9	3.7	5.2	1.0	-0.2	2.9
Green Bay	5.1	3.8	4.4	0.4	1.6	3.2
La Crosse	6.7	4.5	5.6	0.6	1.9	1.9
Oshkosh	5.8	3.8	4.8	0.5	1.8	2.8
Parkside	5.5	3.8	4.5	0.1	1.8	2.8
Platteville	6.0	4.7	4.5	0.4	3.0	3.2
River Falls	5.6	4.2	4.7	0.5	1.8	2.5
Stevens Point	6.0	3.9	4.8	0.8	1.7	2.8
Stout	6.5	3.9	4.8	0.5	2.3	4.5
Superior	5.3	4.5	5.0	0.1	1.9	2.1
Whitewater	5.2	3.9	4.7	0.5	1.6	3.1
Colleges	5.7	5.3	4.8	1.9	3.8	2.9
<b>Systemwide Average</b>	6.4	4.2	4.8	0.8	2.0	3.1
<b>Approved Faculty &amp; Academic Pay Plan</b>	5.2%	3.2%	4.2%	0%	1.1%	2.0%
<b>State Average Classified Pay Increase</b>						
Non-Represented Employees	6.6%	1.0%	5.8%	0.0%	1.0%	2.0%
Represented Employees	6.6%	0.9%	6.8%	0.2%	3.4%	2.2%
<b>CPI (2000 thru 2005)</b>	3.4%	2.8%	1.6%	2.3%	2.7%	3.4%
National Avg Public Doctoral	5.2	4.7	2.9	2.2	4.5	4.5
National Avg Public Comprehensive	5.2	4.9	2.8	0.4	4.5	3.9
National Avg Public 2-year	5.8	4.5	3.7	0.1	4.6	4.0

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

year institutions, the chancellor of the UW Colleges and UW-Extension, and the vice chancellors serving as deputies at the Madison and Milwaukee campuses. Under the provision, the Board of Regents is required to base any changes to salary levels 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.

After approving the executive 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 minimum if the executive salary range approved



based on peer data. 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. The 2004-05 executive salary pay range was in effect

until the Board approved a new pay range for 2006-07 in February 2006.

Table 18 shows approved salary ranges and actual salaries for UW System senior executives for 2006-07.

**Table 17: Average Salaries of Full-Time, Nine Month Faculty -- 2005-06**

Campus	Professor	Assoc. Prof.	Asst. Prof.	Instructor	Average
Madison	\$100,500	\$76,500	\$64,300	\$48,200	\$85,300
Milwaukee	86,400	66,200	56,200	46,300	63,100
Eau Claire	67,600	55,300	49,100	41,600	56,000
Green Bay	65,100	54,200	47,400	NA	52,400
La Crosse	73,000	56,500	48,600	NA	56,000
Oshkosh	68,500	58,200	49,400	NA	55,500
Parkside	71,300	59,200	53,900	NA	54,900
Platteville	67,600	54,800	47,700	NA	54,800
River Falls	63,200	55,800	49,500	NA	57,100
Stevens Point	67,800	53,700	45,300	43,700	55,100
Stout	68,400	55,200	47,300	NA	54,500
Superior	63,500	52,700	49,700	NA	53,300
Whitewater	70,600	57,400	52,900	51,400	55,800
Colleges	62,600	51,300	41,700	NA	49,800

Source: American Association of University Professors Annual Report on the Economic Status of the Profession.

**Table 18: Salary Ranges for UW System Senior Executives**

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$279,707	\$341,864	\$332,940
Chancellor, UW-Madison*	307,800	376,201	316,195
Chancellor, UW-Milwaukee*	251,507	307,397	280,110
Vice Chancellor, UW-Madison	238,468	291,461	238,468
Senior Vice Presidents Average	211,230	258,170	243,132
Vice Chancellor, UW-Milwaukee	194,307	237,487	212,772
Other Chancellors Average	176,113	215,249	182,086

\* Chancellor, UW-Madison includes \$55,000 in compensation from private sources; Chancellor, UW-Milwaukee includes \$20,000 in compensation from private sources.