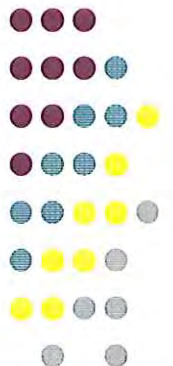


# University of Wisconsin System Overview

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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, enrollment, admissions, campus characteristics, academic programs, 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, Oshkosh, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater 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 178,900 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); 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); 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 of whom were appointed by the Governor and confirmed by the Senate for nine-year terms. The State Superintendent of Public Instruction served as the tenth member of the board.

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, established as 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), which grant baccalaureate, master's, doctoral, and advanced professional degrees; eleven comprehensive campuses (Eau Claire, Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens

Point, Stout, Superior, and Whitewater), which grant associate, baccalaureate, and selected graduate degrees; thirteen two-year campuses, known as the UW Colleges (Baraboo, Barron, Fond du Lac, Fox Valley, Manitowoc, Marathon, Marinette, Marshfield, Richland, Rock, Sheboygan, Washington and Waukesha), which offer general education associate degrees and serve primarily as freshman-sophomore liberal arts transfer institutions; and a statewide Extension with offices in every county.

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## **Governance**

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Chapter 36 establishes a hierarchical system of governance for the UW System. The Board of Regents has primary responsibility for the governance of the UW System and its institutions, followed by the UW System President, the chancellors, the faculty, and the academic staff and students.

### **Board of Regents**

The Board of Regents of the University of Wisconsin System consists of 18 members: 14 citizen members appointed by the Governor and confirmed by the Senate for seven-year, staggered terms; two student members, one of whom shall be over the age of 24 and represent the views of non-traditional students, appointed by the Governor to two year terms; and two ex-officio members, the State Superintendent of Public Instruction and the President of the Wisconsin Technical College System Board or his or her designee from the members of that Board.

The Regents typically meet eight times a year 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 Board 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. In addition to the executive committee, the Board has six standing committees: education; business, finance, and audit; capital planning and budget; personnel matters review; student discipline and other student appeals; and faculty and academic staff bargaining. Of these committees, the first three meet at all regular Board meetings.

The Board is charged with establishing the mission of each institution and determining educational programs to be offered. Chapter 36 gives the Board "all powers necessary or convenient for the operation of the system except as limited by [that] chapter." Specific powers granted to the Board include: (1) the granting of degrees; (2) the establishment of admission policies; (3) the ability to allocate funds to and adopt budgets for all UW institutions; (4) the management of endowment and auxiliary funds; (5) the management of and police authority on University property; (6) the condemnation of property for the use of the University; and (7) the granting of sabbatical leave to faculty.

The Board appoints the President of the University System; the chancellors and vice chancellors of the 13 universities and UW-Extension and UW Colleges; the deans who head each of the UW Colleges; and all other UW System employees, including faculty and academic staff, except those appointed by the UW System President. The Board also appoints the directors of the Laboratory of Hygiene and the Psychiatric Institute, the State Cartographer, and the State Geologist. The Board of Regents sets the salaries of all unclassified employees and all such employees serve at the pleasure of the Board.

### **President and UW System Administration**

The President of the UW System is charged with implementing Regent policies and administering the UW System. The President directs UW System administration, located in Madison. UW System administration was established to assist the Board of Regents and the UW System President in:

**FIGURE I**

**Campuses of the University of Wisconsin System**



(1) establishing policies; (2) reviewing the administration of such policies; (3) planning the programmatic, financial, and physical development of the system; (4) maintaining fiscal control; and (5) compiling and recommending educational programs, operating budgets, and building programs for the Board.

In addition to a President, there is a senior vice president for administration and fiscal affairs, 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. While the UW System President 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. For 2010-11, System administration has a total budget of \$15.5 million and approximately 120 positions.

**Chancellors:** There are 14 chancellors in the UW System: one for each of the four-year campuses and one joint chancellor for the UW Colleges and UW-Extension. The chancellors serve at the pleasure of the Board of Regents. As executive heads of their respective faculties and institutions, the chancellors are responsible for the administration of their units, including curriculum design, subject to Board policy and consultation with their faculties; 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.

**Faculty:** The faculty of each institution is responsible for the immediate governance of the institution and has the right to actively participate in institutional policy development. As such, the faculty has the primary responsibility for academic and educational activities and faculty personnel matters. The faculty of each institution has the right to determine their own organizational structure and to select representatives to participate in

institutional governance.

**Academic Staff:** The academic staff members of each 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. The academic staff of each institution has the right to determine their own organizational structure and to select representatives to participate in institutional governance.

**Students:** 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. 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. The students of each institution have the right to determine their own organizational structure and to select 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 (WTCS).** Coordination of UW and Technical College programs is required by statute. Under Chapter 36, the Board of Regents may not broaden the UW System's post-high school training mission without the approval of the WTCS Board. Likewise, the technical college system board may not broaden its system's collegiate transfer program offerings without the approval of the Board of Regents. In addition, the president of each governing board serves as an ex-officio member of the other board. This facilitates coordination between the two systems.



In addition, individual UW System institutions and technical colleges may enter into articulation agreements or work together on collaborative degree programs. Articulation agreements provide that certain courses taken at one institution will transfer to the other institution. There are currently more than 500 such agreements in place between UW and WTCS campuses. Collaborative degree programs are degree programs offered by two or more partner institutions. As of 2009-10, there were eight collaborative degree programs offered by partnered UW and WTCS campuses.

**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 buildings, facilities, and grounds of the campuses. Educational programs and services are provided by the UW System.

**Educational Communications Board (ECB).** This agency is responsible for maintaining state-wide public radio and television networks and for the presentation of educational, cultural, informational, and public service programming. Statutes direct the Board of Regents to maintain and operate a public radio station and a public television station, WHA and WHA-TV, both located in Madison; to enter into an affiliation agreement with ECB to air educational programming on those stations; and to provide ECB with access to equipment and space. Together, ECB and UW-Extension's division of broadcast and media innovations operate Wisconsin public radio (WPR) and Wisconsin public television (WPT). Including WHA, the Board of Regents holds licenses for 13 radio stations, eight of which are affiliated with WPR. By statute, one UW Regent and one UW System designee sit on the ECB Board.

**Department of Public Instruction (DPI).** 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.

**Office of the Wisconsin Covenant.** Created by 2007 Act 20, the Office of the Wisconsin Covenant, housed in the Department of Administration, serves as the state's liaison between HEAB, DPI, the UW System, WTCS, and other public and private organizations interested in the promotion of postsecondary education in the state. By administrative rule, the UW System President is a member of the Wisconsin covenant college access network council.

**Wisconsin PK-16 Leadership Council.** Established in 2000, the mission of this group is to foster collaboration among the four education sectors and to work in partnership with business, industry, and government to enhance learning and learning opportunities throughout the state. The four council members are the UW System President, the President of the Wisconsin Technical College System, the President of the Wisconsin Association of Independent Colleges and Universities (WAICU), and the Superintendent of Public Instruction.

**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, 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; (5) State Cartographer; and (6) the Wisconsin Environmental Education Board (WEEB), charged with the development, dissemination, and presentation of environmental education programs.

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## Missions of UW System Institutions

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As provided in Chapter 36 of the statutes, the mission of the UW System is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses and to serve and stimulate society by developing in students heightened intellectual, cultural and humane sensitivities, scientific, professional and technological expertise and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training and public service designed to educate people and improve the human condition.

By statute, the Board must establish a mission statement for each institution delineating specific program responsibilities and types of degrees to be granted. In addition to these institutional missions, known as "select missions," the Board has also established two "core missions": one for the two doctoral institutions, Madison and Milwaukee; and one for the eleven comprehensive institutions. These mission statements were initially approved by the Board of Regents in 1974.

### Core Missions

**Doctoral Campuses** (Madison and Milwaukee). To offer baccalaureate, master's, doctoral, and advanced professional degrees; conduct organized programs of research; assist UW-Extension in its function and encourage faculty and academic staff to participate in outreach activities; 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; emphasize teaching excellence; provide a base of liberal studies as a foundation for its degrees; offer programs of pre-professional curricular offerings; engage in schol-

arly activity; assist UW-Extension in its function and encourage faculty and staff to participate in outreach activities; participate in interinstitutional relationships; and support activities designed to promote the economic development of the state.

### Select Missions

The mission of each individual institution is known as its "select mission." The select mission of each institution defines the particular purpose and focus of that campus. These mission statements serve as the planning documents for the growth and development of the institution. However, a mission statement does not provide any particular program entitlement not specifically authorized by the Board. The content of individual institution's select missions is varied. Some include populations to be served, some name subjects to be taught, and some specify academic approaches to be taken. An institution's select mission can be revised following a process provided in Board policy. Most recently, the Board approved revisions to the select missions of La Crosse and Stout in 2009 and of Eau Claire and Oshkosh in 2010. The UW Colleges, UW-Extension, and UW System Administration also have select missions.

**UW Colleges** (13 two-year institutions). The UW Colleges offer general education associate degrees and serve primarily as freshman-sophomore liberal arts transfer institutions. The UW Colleges emphasize teaching excellence and support the development, testing, and use of effective teaching methods. Colleges prepare students of all ages and backgrounds for baccalaureate and professional programs, lifelong learning, leadership, service, and responsible citizenship.

**UW-Extension.** By partnering with the 26 UW campuses, county and tribal governments, and other public and private organizations, UW-Extension brings the resources of the University to all Wisconsin residents. Its activities enable individuals, families, businesses, and communities to achieve personal growth, professional success and organizational effectiveness through formal and

informal learning; address the changing needs of the state and society by applying relevant university research; and gain greater access to educational, cultural, and civic resources through the use of technologies. In addition, Extension supports the UW System mission by providing leadership for the university's statewide public service mission; integrating scholarly approaches to outreach across many academic disciplines; and addressing the specific educational needs of underserved, disadvantaged, and non-traditional students.

**UW System Administration.** UW System Administration helps to develop, implement, monitor, and evaluate policies enacted by the Board of Regents to align university programs with the current and future need of the state and nation.

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## Enrollment

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Table 1 shows headcount enrollments for the 2009 fall semester at each of the 13 four-year institutions and the UW Colleges. Enrollments ranged from 2,794 students at Superior to 41,654 students

at Madison. The undergraduate focus of the non-doctoral 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 2008, 10,690 Wisconsin residents attended Minnesota institutions and 14,034 Minnesota residents attended college in Wisconsin under this agreement. UW-Platteville, which offers a discounted tuition rate to Illinois and Iowa residents enrolled in certain programs, also has a relatively high number of nonresident students.

Table 2 shows changes in headcount enrollment by institution from fall, 1999, to fall, 2009. System-

**Table 1: UW Enrollment (Headcount) -- 2009 Fall Semester**

	Undergraduate			Graduate and Professional			Total
	Resident	Non-Resident	% Non-Resident	Resident	Non-Resident	% Non-Resident	
Madison*	19,584	10,341	34.6%	5,085	6,644	56.6 %	41,654
Milwaukee	23,932	1,272	5.0	3,755	1,459	28.0	30,418
Eau Claire	8,198	2,419	22.8	461	138	23.0	11,216
Green Bay	5,995	374	5.9	259	10	3.7	6,638
La Crosse	7,195	1,676	18.9	912	226	19.9	10,009
Oshkosh	11,346	326	2.8	1,457	63	4.1	13,192
Parkside	4,665	488	9.5	120	30	20.0	5,303
Platteville	5,634	1,337	19.2	493	339	40.7	7,803
River Falls	3,142	3,080	49.5	312	194	38.3	6,728
Stevens Point	7,987	817	9.3	336	69	17.0	9,209
Stout	5,532	2,441	30.6	692	352	33.7	9,017
Superior	1,361	1,215	47.2	127	91	41.7	2,794
Whitewater	8,843	887	9.1	1,221	188	13.3	11,139
Colleges	<u>13,393</u>	<u>396</u>	2.9	----	----	----	<u>13,789</u>
<b>Total</b>	<b>126,807</b>	<b>27,069</b>	<b>17.6%</b>	<b>15,230</b>	<b>9,803</b>	<b>39.2%</b>	<b>178,909</b>

\*Graduate figures include 2,058 resident and 661 nonresident students enrolled in professional degree programs.

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

	Fall	Fall	<u>Change</u>	
	1999	2009	Number	Percent
Madison	40,345	41,654	1,309	3.2%
Milwaukee	23,507	30,418	6,911	29.4
Eau Claire	10,543	11,216	673	6.4
Green Bay	5,688	6,638	950	16.7
La Crosse	9,522	10,009	487	5.1
Oshkosh	11,647	13,192	1,545	13.3
Parkside	4,951	5,303	352	7.1
Platteville	5,560	7,803	2,243	40.3
River Falls	5,769	6,728	959	16.6
Stevens Point	8,893	9,209	316	3.6
Stout	7,883	9,017	1,134	14.4
Superior	2,780	2,794	14	0.5
Whitewater	10,841	11,139	298	2.7
Colleges	<u>10,915</u>	<u>13,789</u>	<u>2,874</u>	26.3
Total	158,844	178,909	20,065	12.6%

wide, this period was one of moderate and sustained growth. Over that time period, headcount enrollments increased at all UW institutions. Overall, system enrollment increased by 20,065 students (12.6%) during the period.

However, growth rates at individual institutions varied widely. Three institutions, Milwaukee, Platteville, and the UW Colleges, increased enrollments by more than 25%, more than double the systemwide average. Indeed, increases in enrollments at these three institutions accounted for approximately 60% of the increases in enrollments systemwide.

By contrast, Madison, Stevens Point, Superior, and Whitewater were the slowest growing institutions in the UW System, all growing by less than 5% over the ten year period. While enrollments at those institutions make up about a third of total system enrollments, enrollment growth at those institutions accounted for only 10% of total system growth.

### 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 systemwide and redistributing enrollments from overcrowded campuses to those which had excess capacity. During EM I, which extended from the fall, 1987, to the fall, 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. ACT scores of new freshman, another common measure of student quality, increased.

From fall, 2001, to spring, 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 planned 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 headcount enrollment targets for the 2011-13 biennium are 183,079 in 2011-12 and 185,877 in 2012-13, up from

178,909 in fall, 2009.

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 the UW Colleges, Oshkosh, Parkside, and Green Bay 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 undergradu-

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

	2009 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	37,050	4,604	11.1%
Milwaukee	23,570	6,848	22.5
Eau Claire	9,913	1,303	11.6
Green Bay	4,962	1,676	25.2
La Crosse	8,660	1,349	13.5
Oshkosh	9,356	3,836	29.1
Parkside	3,732	1,571	29.6
Platteville	6,352	1,451	18.6
River Falls	5,911	817	12.1
Stevens Point	8,352	857	9.3
Stout	7,101	1,916	21.2
Superior	2,160	634	22.7
Whitewater	9,532	1,607	14.4
Colleges	<u>8,846</u>	<u>4,943</u>	35.8
Total	145,497	33,412	17.8%

ates, FTE enrollment is determined by dividing the total number of credits taken by 15; for master's students, the divisor is 12; and for doctoral students, the divisor is seven. Table 4 indicates FTE enrollments, by campus for the fall, 2009, semester. Campuses with a large number of part-time students have a relatively lower FTE when compared to their headcount enrollment.

### Students of Color and Diversity Planning

A total of 19,611 students of color were enrolled in the UW System in the fall semester of 2009, comprising 11.0% of total enrollment. Of the 178,909 students who were enrolled in the System at that time, 3.0% were African Americans, 3.5% were

**Table 4: Enrollment (FTE) -- 2009 Fall Semester**

	Undergraduate	Graduate & Professional	Total
Madison	27,130	10,492	37,622
Milwaukee	21,536	3,372	24,908
Eau Claire	9,869	270	10,139
Green Bay	5,261	103	5,364
La Crosse	8,492	714	9,206
Oshkosh	10,025	560	10,585
Parkside	4,051	76	4,127
Platteville	6,582	310	6,892
River Falls	5,775	283	6,058
Stevens Point	8,262	200	8,462
Stout	6,973	539	7,512
Superior	2,197	120	2,317
Whitewater	9,226	769	9,995
Colleges	<u>10,005</u>	<u>---</u>	<u>10,005</u>
Total	135,384	17,808	153,192

Asian Americans, 2.4% were Hispanic or Latino, 0.6% were American Indian, 0.1% were Hawaiian or Pacific Islanders, and 1.4% reported being two or more races. Table 5 contains enrollment statistics by race and ethnicity for each campus. About 55% of all students of color enroll at either Madison or Milwaukee. Parkside (23.5%), Milwaukee (17.2%), and Madison (13.2%) have the highest proportion of these students, while River Falls (5.6%), Eau Claire (5.8%), Platteville (6.0%), and Stevens Point (6.3%) 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 increasing the number of new faculty and staff of color by 1,076 (76%) between 1988 and 1992. However, the UW System failed to meet its goal of increasing the enrollment of students by 100%. New undergraduate students of color increased by 67% from 1988 to

**Table 5: Enrollment by Race/Ethnicity\* (Headcount) -- 2009 Fall Semester**

	African American	Hispanic/Latino	Asian American	American Indian	Hawaiian/Pacific Islander	Two or More Races	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	1,149	1,267	2,208	206	24	656	5,510	41,654	13.2%
Milwaukee	2,083	1,144	1,295	173	35	507	5,237	30,418	17.2
Eau Claire	62	105	335	61	9	84	656	11,216	5.8
Green Bay	52	91	193	108	5	90	539	6,638	8.1
La Crosse	86	146	295	41	5	118	691	10,009	6.9
Oshkosh	186	213	414	113	3	105	1,034	13,192	7.8
Parkside	527	398	137	21	9	156	1,248	5,303	23.5
Platteville	195	90	97	28	7	49	466	7,803	6.0
River Falls	89	60	136	20	5	70	380	6,728	5.6
Stevens Point	110	105	212	54	6	95	582	9,209	6.3
Stout	75	64	238	46	21	179	623	9,017	6.9
Superior	37	24	29	69	0	31	190	2,794	6.8
Whitewater	514	243	209	42	11	114	1,133	11,139	10.2
Colleges	<u>231</u>	<u>298</u>	<u>466</u>	<u>113</u>	<u>10</u>	<u>204</u>	<u>1,322</u>	<u>13,789</u>	9.6
Total	5,396	4,248	6,264	1,095	150	2,458	19,611	178,909	11.0%

\*Based on optional self-identification at registration.

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 also had seven goals: increase the number of Wisconsin high school graduates of color who apply, are accepted, and who enroll at UW System institutions; encourage partnerships that build the educational pipeline by reaching children and parents at an earlier age; 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; increase the proportion of faculty and staff of color to equal the proportion of these individuals who are available in relevant job pools; foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity; and improve accountability of the UW System and its institutions.

UW System Administration conducted an interim review Plan 2008 in 2004 and presented a final review to the Board of Regents in March, 2009. This review showed that total enrollment of stu-

dents of color increased by 50% from 1998 to 2008 such that students of color made up 10.3% of the total student population in 2008. In addition, employment of people of color increased by 64% over that time period such that employees of color comprised 12.2% of the UW workforce in 2008. However, despite the increase in minority enrollment, the service rate, equal to the percent of minority high school graduates enrolled, fell from 23% to 22% due to a greater increase in the total number of minority students graduating high school. Participation in precollege programs also declined, largely due to reductions in state and federal funding, despite a 30% increase number of students of color enrolled in public K-12 from 1997-98 to 2007-08. The first-to-second year retention rate for students of color increased from 72% to 75% which narrowed the gap between students of color and white students from eight percentage points to five percentage points. However, while the graduation rate for students of color increased by 4% from 1998 to 2008, graduation rates for students of color remained far below that of white students at 47% compared to 67%.

In March, 2009, the Board of Regents adopted a

framework known as "Inclusive Excellence" to address equity, diversity, and inclusion after Plan 2008. Unlike "Design for Diversity" and Plan 2008, "Inclusive Excellence" has no set end date or any specific goals. The central premise of "Inclusive Excellence" is that, to be successful, UW System institutions must integrate their diversity efforts into the core aspects of their institutions. As under "Design for Diversity" and Plan 2008, UW System will continue efforts to increase the number of students of color enrolled and the number of employees who are people of color. In addition, each institution will focus on efforts to create learning environments in which both students of color and white students can succeed.

Table 6 compares enrollment of students by race and ethnicity in the fall, 1999, and the fall, 2009. During this period, total enrollment increased by 12.6% while the total number of students of color increased by 57.1%. This increase was not consistent across all racial and ethnic groups. The Asian American student population grew the fastest, by 54.2%, while the American Indian student population increased only 6.7%.

The UW System collects data on race and ethnicity by asking students to self-identify as a member of a racial or ethnic group. Beginning in fall, 2008, students have been able to self-identify as one

of two additional minority groups: Hawaiian/Pacific Islander or as two or more races. It is likely that students who identified themselves as belonging to one of the two, new categories would have previously identified themselves as belonging to one of the previously available categories. If so, the addition of these two new categories should not have had an effect on reported minority enrollment. However, if these students would not have identified themselves as minority students in previous years, the addition of these two categories might have led to a larger increase in the reported minority enrollment. If these two groups are excluded, the minority student population increased from 12,482 in fall, 1999, to 17,003 in fall, 2009, or 36.2%.

As a whole, the UW System has grown more diverse during the past 10 years. While students of color made up 7.9% of the total student population in fall, 1999, these students made up 11.0% of the student population in fall, 2009. During this period of time, enrollment by students of color more than doubled at Oshkosh, Platteville, Stevens Point, Stout, and the UW Colleges.

Systemwide international enrollment has increased by almost 20% from fall, 1999, to fall, 2009. Enrollment by international students declined during the first few years after the September 11, 2001,

**Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 1999 to 2009**

	Fall 1999		Fall 2009		% Change 1999 to 2009
	Number	% of Total	Number	% of Total	
Students of Color					
African American	4,301	2.7%	5,396	3.0%	25.5%
Hispanic/Latino	3,092	1.9	4,248	2.4	37.4
Asian American	4,063	2.6	6,264	3.5	54.2
American Indian	1,026	0.6	1,095	0.6	6.7
Hawaiian/Pacific Islander	N.A.	0.0	150	0.1	N.A.
Two or More Races	<u>N.A.</u>	<u>0.0</u>	<u>2,458</u>	<u>1.4</u>	<u>N.A.</u>
Subtotal	12,482	7.9%	19,611	11.0%	57.1%
International	5,443	3.4	6,512	3.6	19.6
White	<u>140,919</u>	<u>88.7</u>	<u>152,786</u>	<u>85.4</u>	<u>8.4</u>
UW System Total	158,844	100.0%	178,909	100.0	12.6%

terrorist attacks but has rebounded in recent years. Increases in international student enrollment have been greatest at La Crosse, Parkside, Platteville, and Superior. International students, many of whom pay the full non-resident tuition rate, can be an important source of revenue. In addition, a significant international student population may be beneficial to a campus by increasing its overall diversity.

### Enrollment by Sex

Table 7 contains headcount enrollment by sex, for the fall, 2009, semester. Systemwide, 53.8% of undergraduate students are women. Female enrollment peaked at 55.6% of undergraduate enrollment in fall, 2002. Prior to that time, female enrollment within the UW had been increasing steadily for more than a decade, reflecting a nationwide trend.

Female undergraduate enrollment exceeds male undergraduate enrollment by at least 10% at seven of the eleven comprehensive campuses. Women make up the largest percentage of the student population at Green Bay where they are 64.2% of total undergraduates. Conversely, 63.9% of undergraduates are male at Platteville. Platteville is the only campus where males outnumber females. Undergraduate enrollment by gender is nearly

even at Whitewater.

At the graduate level, women make up an even greater proportion of enrolled students. In fall of 2009, 57.6% of all graduate and professional students were female. Women account for more than two-thirds of enrollments in graduate programs at seven UW System institutions. However, graduate and professional enrollment at Madison, which accounts for almost half of all such is nearly equal with female students representing a slight majority at 51.4%. Male enrollment at the graduate level exceeds female enrollments only at Parkside, which also has the lowest graduate enrollment in the UW System.

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### Admissions

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In February, 2007, the Board of Regents adopted a revised freshman admissions policy, first affecting those applying for admission in fall, 2008. Under this revised policy, institutions are to admit students whose academic preparation, background, and personal experience suggest that they will succeed at the institution, benefit from that educational experience, and contribute to the educational environment. Prior to 2007, all UW institu-

**Table 7: Enrollment by Sex (Headcount) -- 2009 Fall Semester**

	<u>Undergraduate</u>			<u>Graduate and Professional</u>			<u>Total</u>		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	14,406	15,519	51.9%	5,706	6,023	51.4%	20,112	21,542	51.7%
Milwaukee	12,303	12,901	51.2	2,067	3,147	60.4	14,370	16,048	52.8
Eau Claire	4,395	6,222	58.6	212	387	64.6	4,607	6,609	58.9
Green Bay	2,278	4,091	64.2	65	204	75.8	2,343	4,295	64.7
La Crosse	3,774	5,097	57.5	333	805	70.7	4,107	5,902	59.0
Oshkosh	4,767	6,905	59.2	453	1,067	70.2	5,220	7,972	60.4
Parkside	2,314	2,839	55.1	79	71	47.3	2,393	2,910	54.9
Platteville	4,453	2,518	36.1	396	436	52.4	4,849	2,954	37.9
River Falls	2,528	3,694	59.4	147	359	70.9	2,675	4,053	60.2
Stevens Point	4,205	4,599	52.2	112	293	72.3	4,317	4,892	53.1
Stout	4,122	3,851	48.3	340	704	67.4	4,462	4,555	50.5
Superior	1,098	1,478	57.4	69	149	68.3	1,167	1,627	58.2
Whitewater	4,891	4,839	49.7	623	786	55.8	5,514	5,625	50.5
Colleges	<u>6,498</u>	<u>7,291</u>	52.9	---	---	---	<u>6,498</u>	<u>7,291</u>	52.9
Total	72,032	81,844	53.2%	10,602	14,431	57.6%	82,634	96,275	53.8%



tions except UW-Madison had established "automatic" admissions based on class rank or a combination of class rank, grade point average, and ACT/SAT scores if the applicant had satisfied the other basic requirements and applied before the priority date.

Regent policy provides minimum admissions requirements for freshman applicants but allows the institutions to establish additional, more specific requirements. When considering applicants for admission, the institutions are instructed to perform a comprehensive review of each application and are directed to consider the following criteria: (1) academics, including quality and rigor of coursework, grade point average, class rank, and trend in grades; (2) ACT or SAT scores; and (3) other factors. Other factors that should be considered include student experiences, work experiences, leadership qualities, motivation, community service, special talents, status as a nontraditional or returning adult, veteran status, whether the applicant is socioeconomically disadvantaged, and whether the applicant is a member of a historically underrepresented racial or ethnic group. Regent policy also restricts nonresident enrollment at any UW institution to no greater than 25%. This restriction does not apply to Minnesota reciprocity students.

To be considered for admission as a freshman at any of the UW System institutions, an applicant must meet the following requirements: (1) graduate from a recognized high school or the equivalent; (2) complete and submit the admissions application by the required deadline; (3) submit ACT or SAT scores to the institution; and (4) satisfy certain academic requirements described below. Institutions have the discretion to waive one or more of the above requirements for particular students.

To satisfy the academic requirements, students must have earned 17 high school units including: (1) four units of English; (2) three units of social science; (3) three units of mathematics; (4) three units of natural science; and (5) four units of elective courses. Elective courses may include foreign

language, fine arts, computer sciences, other academic areas, or additional units of English, social sciences, mathematics, and natural sciences. In addition to these minimum requirements, Madison and Eau Claire require two credits in a single foreign language. Regent policy allows students who have attended high schools that do not use the traditional unit structure to submit a competency-based profile in lieu of a traditional transcript. To be considered for admission, the applicant's profile must indicate evidence of preparation at a level comparable to that of the traditional academic unit requirements. In addition, students who have not or will not graduate from a recognized high school must provide 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.

In the fall, 2009, the systemwide admission rate for new freshman was 92.4% for Wisconsin residents, 69.2% for nonresidents, and 77.5% for Minnesota reciprocity students. Systemwide, 44.3% of new freshmen who were admitted and enrolled in fall, 2009, were in the top quartile of their high school class and 78.0% were in the top half of their class. The average high school rank of new freshmen was 67.3, down from 68.5 in fall, 1999. The average ACT score for new freshmen enrolling in fall, 2009, was 23.3, compared to 22.9 for new freshmen enrolling in fall, 1999.

### **Transfer Students and Agreements**

Transfer students represent a significant portion of new enrollments. During the 2009-10 academic year, 9,123 undergraduates entered the UW System as new transfer students. Of these students, 47.9% transferred from institutions in other states and U.S. territories, 38.0% transferred from Wisconsin Technical Colleges, 10.5% transferred from private colleges within Wisconsin, and the remaining 3.6% transferred from institutions in foreign countries. For these students, the statewide admission rate was 88% in. In addition to the above transfer students, 3,277 students transferred among

the UW System four-year and doctoral institutions and 2,355 transferred from the UW Colleges to UW System four-year institutions.

In recent years, the Board of Regents have adopted policies to facilitate student transfers from Wisconsin Technical College System institutions into the UW System. Under current Regent policy, which was most recently modified in 2004, students transferring from the liberal arts collegiate transfer programs at Madison, Milwaukee, and Nicolet Area Technical Colleges may 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.

New collegiate transfer programs were approved at Chippewa Valley Technical College (CVTC) in 2007 and Western Technical College in 2008. UW System is in the process of updating Regent policy such that students transferring from these two programs would enjoy the same benefits as those transferring from the programs at Madison, Milwaukee, and Nicolet. It is anticipated that the Regents would consider revisions to this policy in February, 2011.

WTCS students not transferring from the Madison, Milwaukee, and Nicolet 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.

As a result of these changes in policy, transfers by technical college students to UW System institutions have increased significantly. Data shows that there has been a significant increase in transfers from Wisconsin Technical College System (WTCS) institutions to the UW System over the period from 2000-01 to 2009-10. The total number of new transfers, which includes transfers within the UW Sys-

tem, grew by 11.5% over this time, while transfers from WTCS institutions increased by over 50%.

For Wisconsin resident students who are academically qualified for admission but cannot be admitted due to space limitations, UW-Madison also offers a special program known as the UW-Madison connections program. Program participants receive many of the same privileges extended to UW-Madison students, including access to libraries, student support services, and the opportunity to purchase student tickets to athletics events, and may transfer to the campus after completing 54 credits at a partner institution. Partner institutions include the 13 UW Colleges, three technical colleges, the College of the Menominee Nation, UW-Green Bay, and, beginning in fall, 2009, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Stout. From the program's inception in 2001 through 2010, 596 students have participated in the program. Of these students, 297 enrolled at UW-Madison after first enrolling in a partner institution.

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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. 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. By contrast, Green Bay, Parkside, and Superior have older student bodies and more part-time students. These statistics reflect the larger non-traditional populations on those campuses.

**Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2009**

Profile of New Freshmen	Madison	Milwaukee	Eau Claire	Green Bay	La Crosse	Oshkosh	Parkside	Platteville	River Falls	Stevens Point	Stout	Superior	Whitewater	UW Colleges
% of Freshmen who are:														
Minnesota residents	12%	2%	26%	2%	12%	1%	1%	1%	46%	5%	31%	36%	1%	1%
Other Nonresident	27	5	2	5	6	2	9	18	3	6	3	14	10	2
In Top 10% of H.S.	56	7	20	NA	30	9	10	10	11	14	8	10	8	4
Average H.S. Rank (Upper %)	88	57	76	NA	82	67	59	64	64	72	62	63	63	48
Average ACT Score	28	22	25	22	25	22	21	23	22	23	22	22	22	21
Profile of Academics														
% Full-Time Undergraduates	92	83	92	77	94	79	72	90	93	94	85	81	94	64
Avg. Attempted Credits to Degree**	122	131	135	133	137	145	138	143	133	139	138	130	138	
% of Freshmen who:														
Graduate from Same Campus**	81	43	65	52	69	51	27	56	55	61	55	41	56	
Graduate from Another UW Campus*	2	6	9	10	9	9	7	7	4	9	7	4	7	
Graduate within Six Years*	83	49	74	62	78	60	34	63	59	70	62	45	63	
Are Over 24 Years Old	5	18	7	22	4	17	23	10	8	10	14	30	8	20
% of Undergrad Contact Hrs. Taught by:														
Faculty	47	39	65	66	66	53	46	59	65	76	68	64	57	57
Academic Staff	31	48	33	33	33	46	53	38	35	24	31	36	43	42
Teaching Assistants	9	10	0	0	0	0	0	0	0	0	0	0	0	0
Combination	13	2	1	1	1	1	1	3	0	0	1	0	0	1
Primary Undergraduate Degrees	Biology Economics	Mrkting Finance	Business Nursing	Business Biology	Biology Psychology	Nursing Education	Business Crim. Just.	Business Crim. Just.	Business Animal Sci.	Education Comm.	Business Appl. Arts	Business Comm.	Accounting Education	

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

\*\* For 2008-09 graduates.

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 and Superior where nonresident non-reciprocity students make up 17.9% and 13.8% of the freshman class, respectively. Both offer tuition discounts to certain nonresident students. La Crosse and Superior have significant international student populations comprising 3.8% and 6.0% of the total student population, respectively.

Stevens Point has the highest percentage of contact hours taught solely by faculty (76%). Milwaukee (39%), Parkside (46%), and Madison (47%) all have less than 50% of their contact hours taught solely by faculty; Milwaukee and Parkside campuses rely heavily on academic staff to perform undergraduate teaching. Madison and Milwaukee also utilize a significant number of graduate students for undergraduate teaching. At Madison, 9% of all undergraduate courses are taught by teaching assistants compared to 10% at Milwaukee.

First-to-second year retention rates, credits-to-degree, and six-year graduation rates are three measures of institutional productivity. Table 9

shows the first-to-second year retention rate and the six-year graduation rate at any UW institution by campus for the most recent ten year period for which data is available. In recent years, the UW System has focused on efforts to increase both the retention rate and graduation rate at all campuses. Indeed, the UW System's current plan to increase the number of college graduates in the state relies heavily on increasing retention and graduation rates.

Overall, UW institutions have been more successful at increasing graduation rates than at increasing retention rates. However, due to the time-lag in six-year graduation rates, these data represent different cohorts of students. For the System as a whole, the six-year graduation rate was 65.9% for new freshmen in fall, 2003, compared to 59.5% for new freshmen in fall, 1993. Graduation rates increased at 12 of the 13 four-year campuses. The increase in graduation rate was particularly large at La Crosse, Milwaukee, Eau Claire, and Superior.

By comparison, the first-to-second year retention rate increased from 78.5% for new freshmen in fall, 1998, to 80.2% in fall, 2008. Retention rates decreased at three campuses over this time period. Increases in retention were greatest at Superior, Eau Claire, and Green Bay.

**Table 9: First-to-Second Year Retention Rate and Six-Year Graduation Rates by Campus**

	First-to-Second Year Retention Rate		Six-Year Graduation Rate At Any UW Institution	
	Fall, 1998	Fall, 2008	Fall, 1993	Fall, 2003
Eau Claire	79.2%	85.7%	61.2%	73.1%
Green Bay	69.0	74.4	58.0	61.3
La Crosse	81.7	83.9	58.9	78.1
Madison	91.4	93.8	76.9	83.5
Milwaukee	69.9	73.3	38.2	48.8
Oshkosh	73.5	75.8	54.0	60.2
Parkside	61.3	64.3	37.4	33.5
Platteville	78.7	74.0	62.7	63.4
River Falls	77.1	74.9	51.9	59.3
Stevens Point	76.0	78.4	60.9	69.4
Stout	73.5	71.0	54.8	62.1
Superior	60.3	71.6	38.6	45.8
Whitewater	75.6	78.0	54.7	62.7
UW System Total	78.5	80.2	59.5	65.9

The UW System average credits-to-degree, which is a measure of institutional efficiency, has fallen from 145 in 1993-94 to 132 in 2008-09. The average number of credits taken by bachelor's degree recipients in 2008-09 ranged from 122 credits at Madison to 145 credits at Oshkosh. 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, and 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.

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### **Academic Programs**

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At the 13 UW campuses that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from 25 at Superior to 133 at Madison. Most campuses offer traditional liberal arts degrees as well as undergraduate majors in business and education. However, only four undergraduate majors (art, computer science, mathematics, and psychology) are offered at all thirteen campuses. Four campuses (Madison, Milwaukee, Platteville, and Stout) offer undergraduate engineering programs, and three (Madison, Platteville, and River Falls) offer undergraduate programs in agriculture. There are five schools of nursing in the UW System (Eau Claire, Green Bay, Madison, Milwaukee, and Oshkosh), one school of architecture at Milwaukee, and one school of pharmacy at Madison. Business and education are currently the most prevalent undergraduate degrees granted by UW institutions.

The number of master's degree programs offered by the comprehensive campuses ranges from three at Parkside to 17 at Stout. Milwaukee offers 51 master's programs while Madison offers 150. The most common graduate programs are in

education. A master's of business administration (MBA) degree is offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, River Falls, Stevens Point (offered in collaboration with UW-Oshkosh), and Whitewater.

Madison and Milwaukee are the only campuses that offer doctoral (Ph.D.) programs with 28 programs at Milwaukee and 108 at Madison. However, four of the comprehensive campuses currently offer professional doctorates. La Crosse offers a doctor of physical therapy degree in collaboration with Milwaukee and Stevens Point offers a doctor of audiology degree in collaboration with UW-Madison. Beginning in 2008, Eau Claire and Oshkosh offer a professional doctorate in nursing practice. The professional schools of law, medicine, and veterinary medicine are all located on the Madison campus.

### **Collaborative Degree Programs**

The UW System offers additional educational opportunities through collaborations between institutions both within and outside of the UW System. Collaborative degree programs are formal arrangements among institutions to provide access to a degree program at multiple locations, to provide courses offered by different institutions as part of a single program, or both. Since 1998, the number of collaborative degree programs has increased significantly, increasing from only three such programs to more than 60.

All UW System institutions, including each UW Colleges campus, participate in at least one collaborative degree program. Collaborative degree programs among four-year institutions include two collaborative nursing degree programs, three dual degree programs in engineering, and 11 master's-level collaborative programs that award degrees in business administration, public administration, and education fields. There are also two collaborative doctoral degree programs, described above. In addition to collaborations within the UW System, nine of the four-year campuses and the UW Colleges have partnered with non-UW institutions.

These partners include various technical colleges, private colleges, and the University of Minnesota.

### Online and Distance Learning Programs

For students unable to attend classes at a campus, distance learning programs are offered by all of the 13 four-year campuses and the UW Colleges. Currently 17 certificate programs, 32 bachelor's degree programs, and 40 master's degrees are offered via distance education formats. Some programs may be offered entirely online while others include a mix of online, videoconferencing, and traditional classroom learning. In 2008-09, a total of 2,869 distance education courses were offered. Total enrollment in these courses exceeded 70,000. This represents a more than 100% increase in distance education offerings and enrollments since 2003-04.

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### Budget

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The University's 2010-11 budget totals approximately \$5,591.1 million of which \$1,179.3 million, or 21.1%, is funded from state general purpose revenue (GPR). The University's operating budget, by fund source, is shown in Table 10. 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 (\$287.6 million); (2) federal grants, contracts, and appropriations, including funding for student financial aid and research (\$1,607.9 million); (3) auxiliary operations for activities such as dormitories, athletics, student centers (\$717.9 million); and (4) gifts and trust income (\$573.1 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, and programs

**Table 10: UW System Operating Budget -- 2010-11 Fiscal Year**

Source of Funds	Amount	Percent
State GPR	\$1,179,337,184	21.1%
Tuition	1,111,743,774	19.9
Federal	1,607,946,131	28.8
Auxiliary Operations	717,866,672	12.8
Gifts and Trust Income	573,068,497	10.2
Operational Receipts	229,953,736	4.1
Indirect Cost Reimbursement	135,213,955	2.4
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.6</u>
<b>TOTAL</b>	<b>\$5,591,129,949</b>	<b>100.0%</b>

for minority and disadvantaged students. Indirect cost reimbursements are federal monies for indirect costs related to 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 (68.5%), debt service (12.4%), and energy costs (11.7%). The latter two represent items for which an agency normally receives sufficient funds to cover its needs. General program operations support instruction, 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 2010-11, the University had a general program operations budget of approximately \$2.1 billion.

Other than federal funds provided for financial aid, most federal grants and contracts, 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 largest share of these funds, including 82% of the federal grant and contract funds and 85% of gift and trust fund income.

Table 11 shows a history of the UW budget by

**Table 11: Ten-Year Change in UW Budget, by Fund Source (\$ in Millions)**

	State GPR	Tuition	Federal Grants & Contracts	Auxiliary Enterprises	Gifts & Trust	Other*	TOTAL	Enrollment (FTES)	GPR/FTE Student
2000-01	\$1,034.9	\$522.2	\$554.3	\$502.1	\$320.4	\$189.8	\$3,123.7	130,986	\$7,901
2001-02	1,057.3	570.1	589.6	532.2	355.4	208.6	3,313.3	131,837	8,020
2002-03	1,080.5	625.0	624.7	565.0	387.0	214.4	3,496.7	133,211	8,111
2003-04	1,002.8	714.1	705.6	593.0	415.4	238.0	3,669.0	135,343	7,409
2004-05	992.9	807.1	772.7	610.0	442.3	257.8	3,882.8	134,885	7,361
2005-06	991.4	860.0	902.4	583.0	470.5	323.1	4,130.3	135,841	7,298
2006-07	1,044.9	909.2	907.5	628.9	486.4	338.4	4,315.3	136,319	7,665
2007-08	1,128.4	939.5	938.5	649.4	519.8	357.9	4,533.5	147,110	7,670
2008-09	1,189.8	981.0	976.2	678.0	537.9	368.9	4,731.7	149,069	7,982
2009-10	1,139.8	1,051.4	881.4	719.0	572.3	390.4	4,754.3	153,191	7,440
2010-11	1,179.3	1,111.7	1,607.9	717.9	573.1	401.2	5,591.1	NA	NA
Annualized Rate of Change									
2000-01									
2010-11	1.3%	7.8%	11.2%	3.6%	6.0%	7.8%	6.0%	1.8%**	-0.7%**

\*Includes indirect cost reimbursements, operational receipts, and hospital authority payments.

\*\*Annualized rate of change for 2009-10 over 2000-01.

major fund source and FTE enrollments. As shown in the table, over the most recent 10-year period, tuition revenues have increased more than six times faster than GPR funding provided for the University. Table 11 also shows a large increase in federal funds received from 2009-10 to 2010-11. Most of this increase is attributable to a change in federal law regarding direct lending for student loans that took effect on July 1, 2010. Due to this change, federal funds received by the University increased by \$681.8 million. Excluding these funds, federal funding for the University grew at an annualized rate of 5.3% from 2000-01 to 2010-11.

The University utilizes a national higher education accounting model developed by the federal government for allocating activities into 12 subprograms. The first three (instruction, research, and public service) are considered the primary activities of the University with all other subprograms supporting the first three. Although administrative activities are generally classified under institutional support, 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** (22.5% of the total budget for 2010-11). 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 and nondegree credit programs; (b) instructional computing costs except those budgeted on a chargeback basis; and (c) intercollegiate athletics.

2. **Research** (18.5%). 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** (5.7%). Service activities that produce benefits for individuals or groups ex-

ternal 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.

4. **Academic Support** (6.8%). 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** (0.6%). 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 moneys remaining in the budget represent funding for hospital activities remaining in the UW-Madison budget.

6. **Farm Operations** (0.2%). All activities that provide laboratory farm support including field stations.

7. **Student Services** (7.8%). 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** (19.2%). 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 administrative costs.

Due to a change in federal law that took effect

on July 1, 2010, the Department of Education now makes loans directly to students instead of through private lenders. These loans are delivered to the student through the institution and are reflected in each institution's budget. As a result of this federal law change, financial aid as a portion of the UW System budget has increased from 7.2% in 2009-10 to 19.2% in 2010-11. All other subprograms were reduced proportionally.

9. **Auxiliary Enterprises** (6.5%). 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** (5.6%). 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** (3.6%). 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 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 12 provides a detail of 2010-11 budget allocations by campus for the 12 subprograms source of funds data. Individual campus allocations are determined by UW System Administration according to past allocations, budget initia-



**Table 12: University of Wisconsin System, 2010-11 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)**

	2010-11 Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Instit'l Support	Debt Service on Academic Buildings
Madison	\$2,701,199,108	\$492,476,050	\$948,127,290	\$121,375,557	\$155,430,445	\$36,000,000	\$11,586,331	\$187,925,220	\$320,203,364	\$123,680,400	\$173,339,166	\$57,328,019	\$73,727,266
Milwaukee	<u>680,041,771</u>	<u>171,772,880</u>	<u>62,042,202</u>	<u>11,369,728</u>	<u>48,565,642</u>			<u>52,825,078</u>	<u>213,879,146</u>	<u>50,903,984</u>	<u>29,868,779</u>	<u>23,644,930</u>	<u>15,169,402</u>
Subtotal	\$3,381,240,879	\$664,248,930	\$1,010,169,492	\$132,745,285	\$203,996,087	\$36,000,000	\$11,586,331	\$240,750,298	\$534,082,510	\$174,584,384	\$203,207,945	\$80,972,949	\$88,896,668
Eau Claire	\$187,388,596	\$56,085,485	\$1,401,452	\$1,993,508	\$17,621,178			\$20,022,651	\$45,372,444	\$17,056,842	\$10,460,479	\$9,754,950	\$7,619,607
Green Bay	104,029,995	25,298,226	656,106	2,106,710	8,252,688			13,596,358	25,259,578	10,116,102	7,052,544	6,355,265	5,336,418
La Crosse	194,660,385	47,365,601	8,311,228	4,581,176	15,338,670			19,312,205	54,720,961	18,389,493	11,529,910	8,363,915	6,747,226
Oshkosh	235,084,881	62,098,123	1,553,488	6,669,519	14,657,236			21,307,121	72,684,647	30,137,144	10,412,546	8,449,474	7,115,583
Parkside	99,858,266	22,054,319	573,727	1,977,033	7,313,919			12,177,657	32,064,900	7,506,671	6,617,847	4,813,941	4,758,252
Platteville	148,368,248	38,094,187	570,946	2,006,926	11,649,727		\$900,960	12,488,602	40,708,521	19,011,509	10,963,132	6,510,850	5,462,888
River Falls	123,045,577	31,481,204	454,761	1,516,628	10,086,176		841,561	14,986,743	31,227,234	14,484,711	6,609,036	7,321,712	4,035,811
Stevens Point	201,020,069	50,325,179	4,552,272	9,762,114	14,342,506			19,449,043	53,705,968	21,989,258	10,664,844	9,280,444	6,948,441
Stout	188,227,829	48,974,855	158,381	6,571,584	13,542,699			16,992,182	58,381,964	18,002,008	9,143,810	9,840,050	6,620,296
Superior	64,159,778	15,830,211	1,503,208	233,500	3,834,542			7,788,198	16,578,996	5,801,561	4,813,869	4,395,711	3,379,982
Whitewater	<u>191,310,667</u>	<u>49,042,802</u>	<u>551,523</u>	<u>4,070,787</u>	<u>15,291,969</u>			<u>20,147,606</u>	<u>51,227,291</u>	<u>24,591,817</u>	<u>8,946,633</u>	<u>10,072,485</u>	<u>7,367,754</u>
Subtotal	\$1,737,154,291	\$446,650,192	\$20,287,092	\$41,489,485	\$131,931,310	\$0	\$1,742,521	\$178,268,366	\$481,932,504	\$187,087,116	\$97,214,650	\$85,158,797	\$65,392,258
Colleges	\$139,104,412	\$39,252,479	\$8,540	\$332,802	\$12,478,453			\$13,426,698	\$50,464,756	\$2,817,168	\$10,337,133	\$8,901,509	\$1,084,874
Extension	222,564,315	42,059,739		146,474,101	25,039,025			1,532,597	100,000		1,213,096	6,145,757	
System Admin.	15,485,553											15,485,553	
Systemwide	<u>95,580,499</u>	<u>68,266,381</u>	<u>1,566,736</u>	<u>155,595</u>	<u>8,176,001</u>			<u>1,402,672</u>	<u>8,364,058</u>	<u>0</u>	<u>2,002,007</u>	<u>5,647,049</u>	<u>0</u>
TOTAL	\$5,591,129,949	\$1,260,477,721	\$1,032,031,860	\$321,197,268	\$381,620,876	\$36,000,000	\$13,328,852	\$435,380,631	\$1,074,943,828	\$364,488,668	\$313,974,831	\$202,311,614	\$155,373,800
Source of Funds													
GPR	\$1,179,337,184	\$303,433,371	\$103,016,998	\$79,286,020	\$93,703,106		\$6,821,979	\$37,691,076	\$37,089,467		\$200,193,163	\$162,728,204	\$155,373,800
Tuition	1,111,743,774	753,496,619	80,472		201,438,380			91,224,048	687,500		64,449,308	367,447	
Other	<u>3,300,048,991</u>	<u>203,547,731</u>	<u>928,934,390</u>	<u>241,911,248</u>	<u>86,479,390</u>	<u>36,000,000</u>	<u>6,506,873</u>	<u>306,465,507</u>	<u>1,037,166,861</u>	<u>364,488,668</u>	<u>49,332,360</u>	<u>39,215,963</u>	
TOTAL	\$5,591,129,949	\$1,260,477,721	\$1,032,031,860	\$321,197,268	\$381,620,876	\$36,000,000	\$13,328,852	\$435,380,631	\$1,074,943,828	\$364,488,668	\$313,974,831	\$202,311,614	\$155,373,800
% of Total	100.0%	22.5%	18.5%	5.7%	6.8%	0.6%	0.2%	7.8%	19.2%	6.5%	5.6%	3.6%	2.8%

tives, planned enrollment changes, and planned programmatic changes.

Since 2001, the portions of the University budget devoted to financial aid, debt service on academic buildings, physical plant, research, and student services have increased at faster rates than all other subprograms. Of these subprograms, financial aid, research, and student services are primarily supported by outside funds while physical plant and debt service are primarily funded by GPR.

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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, 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 for a specific program within an institution. 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 pa-

per entitled, "University of Wisconsin Tuition."

Table 13 indicates the annual levels of resident tuition which students have been charged at UW institutions since 2000-01. 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.

From 2000-01 to 2010-11, tuition more than doubled at all UW institutions except the UW Colleges. As tuition has increased at a faster rate than GPR-support for the University, tuition as a portion of instructional costs has increased. In 2000-01, students paid between 34% and 38% of their instructional costs. In 2009-10, students paid between 54% and 66% of their instructional costs.

In addition to tuition charges, all students are assessed segregated fees to finance a wide variety of student activities including parking and transportation services, student activities, student unions and student centers, and intramural and intercollegiate athletics. Unlike tuition rates, segregated fees are determined by institution. In 2010-11, segregated fees at the four-year campuses range from \$782 at Stout to \$1,314 at Green Bay, while fees at the UW Colleges range from \$264 to \$392. Total tuition and fees by campus are shown in Table 14.

**Table 13: Annual Resident Undergraduate Tuition**

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
2000-01	\$3,290	0.0%	\$3,194	0.0%	\$2,620	0.8%	2,264	0.0%	38.3	37.0	35.1	34.4
2001-02	3,568	8.4	3,462	8.4	2,803	6.2	2,422	7.0	39.7	40.9	36.8	38.3
2002-03	3,854	8.0	3,738	8.0	3,041	8.5	2,700	11.5	44.9	40.7	38.1	40.4
2003-04	4,554	18.2	4,438	18.7	3,564	17.2	3,200	18.5	47.6	49.8	45.9	49.6
2004-05	5,254	15.4	5,138	15.8	4,077	14.4	3,700	15.6	52.3	58.5	49.5	57.3
2005-06	5,618	6.9	5,494	6.9	4,358	6.9	3,977	7.5	54.0	62.9	52.4	56.6
2006-07	6,000	6.8	5,868	6.8	4,652	6.7	4,268	7.3	53.9	65.6	53.4	57.2
2007-08	6,330	5.5	6,191	5.5	4,912	5.6	4,268	0.0	53.4	66.3	55.1	53.7
2008-09	6,678	5.5	6,531	5.5	5,248	6.8	4,268	0.0	52.4	65.3	57.5	55.1
2009-10	7,296	9.3	6,890	5.5	5,589	6.5	4,268	0.0	NA	NA	NA	NA
2010-11	7,933	8.7	7,269	5.5	5,950	6.5	4,268	0.0	NA	NA	NA	NA

\*Average tuition

**Table 14: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2010-11**

	<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	\$7,933	\$23,183	\$1,050	\$8,983	\$24,233
Milwaukee	7,269	16,998	832	8,101	17,830
<b>Graduate</b>					
Madison	\$9,887	\$24,054	\$1,050	\$10,937	\$25,104
Milwaukee	9,565	22,852	832	10,397	23,684
Madison -- Business	11,343	25,678	1,050	12,393	26,728
Milwaukee -- Business	10,959	24,316	832	11,791	25,148
Law	16,995	36,532	1,050	18,045	37,582
Medicine	22,967	33,704	1,050	24,017	34,754
Veterinary Medicine	17,085	24,769	1,050	18,135	25,819
<b>COMPREHENSIVE CLUSTER</b>					
<b>Undergraduate</b>					
Eau Claire	\$6,122	\$13,695	\$1,053*	\$7,175	\$14,748
Green Bay	5,659	13,232	1,314	6,973	14,546
La Crosse	6,809	14,382	918*	7,727	15,300
Oshkosh	5,775	13,348	905	6,680	14,253
Parkside	5,659	13,232	960	6,619	14,192
Platteville	5,766	13,339	864*	6,630	14,203
River Falls	5,731	13,304	1,020*	6,751	14,324
Stevens Point	5,659	13,232	1,050*	6,709	14,282
Stout***	6,025	13,055	782*	6,807	13,837
Superior	5,866	13,439	1,300	7,166	14,739
Whitewater	5,857	13,430	831*	6,688	14,261
<b>Graduate</b>					
Eau Claire	\$7,001	\$16,771	\$1,053	\$8,054	\$17,824
Green Bay	7,001	16,771	1,314	8,315	18,085
La Crosse	7,121	16,891	918	8,039	17,809
Oshkosh	7,001	16,771	905	7,906	17,676
Parkside	7,001	16,771	960	7,961	17,731
Platteville	7,001	16,771	864	7,865	17,635
River Falls	7,001	16,771	1,020	8,021	17,791
Stevens Point	7,001	16,771	1,050	8,051	17,821
Stout***	7,514	13,723	782	8,296	14,505
Superior	7,001	16,771	1,300	8,301	18,071
Whitewater	7,001	16,771	831	7,832	17,602
<b>Business Masters</b>					
Eau Claire	\$7,555	\$17,351	\$1,053	\$8,608	\$18,404
La Crosse	7,675	17,472	918	8,593	18,390
Oshkosh	7,555	17,351	905	8,460	18,256
Parkside	7,555	17,351	960	8,515	18,311
Whitewater	7,555	17,351	831	8,386	18,182
<b>COLLEGES</b>					
Baraboo/Sauk	\$4,268	\$11,252	\$392	\$4,660	\$11,644
Barron	4,268	11,252	330*	4,598	11,582
Fond du Lac	4,268	11,252	337	4,605	11,589
Fox Valley	4,268	11,252	264	4,532	11,516
Manitowoc	4,268	11,252	314	4,582	11,566
Marathon	4,268	11,252	276	4,544	11,528
Marinette	4,268	11,252	292	4,560	11,544
Marshfield/Wood	4,268	11,252	343	4,611	11,595
Richland	4,268	11,252	349*	4,617	11,601
Rock	4,268	11,252	307	4,575	11,559
Sheboygan	4,268	11,252	308	4,576	11,560
Washington	4,268	11,252	327	4,595	11,579
Waukesha	4,268	11,252	304	4,572	11,556

\* There is an additional charge of \$136-\$185 for textbook rental on these campuses; on all other campuses, books are purchased by students.

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

\*\*\* UW-Stout charges tuition and segregated fees on a per credit basis. The annual tuition rates and segregated fees shown are based on the average number of credits taken by students in fall, 2009. In addition, UW-Stout charges all students a laptop fee of \$27 per credit. The fee is excluded from the amounts shown in the table.

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## UW Personnel

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In 2010-11, the UW System had 33,486 budgeted full-time equivalent (FTE) positions. This total includes 30,552 faculty and staff and 2,934 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 10,248 classified staff employed by the UW System. 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.

Under 2009 Act 28, UW faculty and academic staff members were granted collective bargaining rights. Current law provides that UW faculty and academic staff may form up to 30 separate collective bargaining units: (a) one for the faculty at each of the 13 four-year campuses, for a total of up to 13 units; (b) one for the faculty at the 13 UW Colleges campuses; (c) one for the faculty at the UW-Extension; (d) one for the academic staff at each of the 13 four-year campuses, for a total of up to 13 units; (e) one for the academic staff at the 13 UW Colleges; and (f) one for the academic staff at the UW-Extension. At present, faculty members at UW-Eau Claire and UW-Superior have voted in favor of collective bargaining; however, Board of Regents has yet to enter into an agreement with either these bargaining units. In addition, as of December, 2010, the faculty at La Crosse, River Falls, Stout, and Stevens Point had filed election petitions

with the Wisconsin Employment Relations Commission. It is anticipated that faculty members at these campuses will have elections in the spring of 2011.

There are 6,771 budgeted 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, 39.4% of UW faculty are full professors, 30.2% are associate professors, 29.7% are assistant professors, and 0.6% are instructors or other unranked faculty. The percentage of full professors at the four-year campuses ranges from 16.4% (Green Bay) to 57.8% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 13,533 budgeted FTE academic staff. Academic staff are defined statutorily as professional and administrative personnel, other than faculty and classified staff, with duties primarily associated with higher education institutions or their administration. Academic staff positions may involve teaching, research, public service, academic support activities, or academic program administration. Other positions are designated as academic staff because their duties require close peer relationships with members of the faculty and academic administrators or because the position is distinct to higher education. The Madison campus accounts for 58% of all academic staff. Approximately 65% of all academic staff is funded from sources other than state tax revenues and tuition.

The UW System groups academic staff into ten categories: (1) executives; (2) academic program directors; (3) instructional academic staff; (4) research academic staff; (5) directors; (6) administrative officers; (7) other academic staff; (8) program managers; (9) professionals; and (10) employees in training. Professionals, administrative directors, administrative officers, and program managers job

titles are assigned to one of thirteen salary grades with a specified salary minimum and maximum. Instructional academic staff and research academic staff titles are assigned a minimum salary, which is set at a percentage of the systemwide minimum for the corresponding faculty rank, but no maximum salary.

The three largest academic staff categories are professionals, instructional academic staff, and research academic staff. Combined, these three categories make up approximately 75% of the total academic staff. Professionals are the largest group of academic staff; in 2009-10, approximately 45% of all academic staff belonged to this group. Examples of titles categorized as professionals include librarian, academic planner, advisor, budget planner, counselor, database administrator, editor, facility planning specialist, information manager, institutional planner, psychologist, residence hall manager, student health nurse, student services coordinator, and legal counsel.

Instructional academic staff are the second largest academic staff category at approximately 20% of the total. Instructional academic staff provide credit instruction and training to students in an academic discipline. The number of instructional academic staff has increased significantly over the past few years. From 2003-04 to 2010-11, budgeted instructional academic staff increased from 1,945 to 2,673, or 37.5%. This far outpaced growth in the faculty and all other academic staff categories which increased by 2.3% and 12.9%, respectively. Research academic staff account for an additional 10% of all academic staff. Research academic staff conduct research, identify research problems, design methodology, and other related activities.

Table 15 shows budgeted, full-time equivalent faculty and staff by campus for 2010-11 for all funding sources, excluding student assistants. Including student assistants, the UW System employs 47.1% of all authorized state employees in 2010-11. Approximately 18,500 of the University's

**Table 15: 2010-11 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	150	139	123	0	412	309	721	416	1,137
Green Bay	28	79	65	1	173	227	400	218	619
La Crosse	111	87	161	0	359	253	612	322	934
Madison	1,236	436	464	0	2,136	8,022	10,159	5,128	15,287
Milwaukee	269	374	260	1	903	1,410	2,313	1,086	3,399
Oshkosh	102	159	141	3	404	505	909	423	1,333
Parkside	29	55	49	0	133	214	347	192	539
Platteville	119	55	90	0	263	278	541	272	813
River Falls	126	47	63	0	236	181	417	234	651
Stevens Point	129	106	111	11	357	341	697	399	1,097
Stout	92	85	139	0	316	294	609	417	1,026
Superior	46	28	47	0	121	147	268	154	422
Whitewater	<u>88</u>	<u>150</u>	<u>117</u>	<u>1</u>	<u>355</u>	<u>323</u>	<u>678</u>	<u>363</u>	<u>1,041</u>
Subtotal	2,524	1,799	1,828	17	6,168	12,504	18,672	9,625	28,297
Colleges	61	133	129	0	323	285	608	233	840
Extension	85	116	55	24	281	617	898	260	1,158
System Admin	0	0	0	0	0	80	80	67	147
Systemwide	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>47</u>	<u>47</u>	<u>64</u>	<u>111</u>
TOTAL	2,670	2,048	2,012	41	6,771	13,533	20,304	10,248	30,552

\*Includes vacant positions. Does not include 3,098 student assistants in the UW System.

positions in 2010-11 are supported by general fund revenues (GPR), which represents 51.7% of the state's total 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 15,000 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 16 shows the UW authorized position counts for October of each fiscal year from 2001-02 to 2010-11. Since 2001-02, the total number of authorized UW FTE positions has increased by 3,866, or 12.9%. However, authorized GPR-funded FTE positions have decreased by 263, 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 16: Authorized UW FTE Positions 2001-02 to 2010-11**

Year	GPR Positions	Total Positions
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
2007-08	18,133.6	31,890.3
2008-09	18,133.6	32,281.4
2009-10	18,454.9	33,296.0
2010-11	18,454.9	33,897.8

## 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.

Although the pay plan process officially occurs outside the biennial budget process, provisions directly related to the compensation of UW System faculty and academic staff have been included in past biennial budgets. The 1985-87 and 1989-91 biennial budgets provided funding to support increases in faculty and academic staff salaries. Provisions of the 1997-99, 1999-01, and 2001-03 budget allowed the University to use tuition revenues to support the unfunded portion of compensation plans for faculty and academic staff in those biennia.

In addition, the statutes give the Board of regents the authority to increase salaries to correct inequities and recognize competitive factors. Generally, these salary increases are funded by internal reallocations. However, each of the past three biennial budgets provided additional funds to the UW System to support competitive compensation for faculty in high-demand academic disciplines. Under 2009 Act 28, \$3,250,000 GPR and \$1,750,000 PR was provided in 2009-10 and \$6,500,000 GPR and \$3,500,000 PR was provided in 2010-11 for the

**Table 17: Salary Increases for Continuing Faculty Members**

Campus	2004-05	2005-06	2006-07*	2007-08	2008-09	2009-10**
Madison	2.6%	3.6%	3.9%	3.0%	2.9%	1.9%
Milwaukee	1.7	3.0	3.2	2.8	2.3	0.9
Eau Claire	-0.2	2.9	3.2	3.0	2.4	1.9
Green Bay	1.6	3.2	2.9	2.5	2.1	2.2
La Crosse	1.9	1.9	3.2	2.4	2.0	1.1
Oshkosh	1.8	2.8	3.3	3.4	2.2	1.4
Parkside	1.8	2.8	2.9	2.6	1.7	0.8
Platteville	3.0	3.2	3.5	2.2	2.0	0.9
River Falls	1.8	2.5	2.4	3.4	3.6	0.5
Stevens Point	1.7	2.8	3.3	3.4	2.8	1.2
Stout	2.3	4.5	5.0	3.9	3.2	1.7
Superior	1.9	2.1	5.3	4.0	1.3	1.4
Whitewater	1.6	3.1	3.0	2.6	1.4	2.1
Colleges	3.8	2.9	3.5	2.3	1.2	1.1
Systemwide Average	2.0%	3.1%	3.5%	2.8%	2.5%	1.5%
<b>Approved Faculty &amp; Academic Pay Plan</b>	1.1%	2.0%	4.3%	2.0%	1.0%	0.0%

\*Increases shown do not include increases effective April 1, 2007. These increases are included in the 2007-08 year.

\*\*Excludes reductions in net pay due to state-imposed furloughs.

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

recruitment and retention of high-demand faculty and academic staff. This funding was allocated to institutions based on each institution's share of the system's total faculty and research academic staff payroll. In 2010-11, UW-Madison received 51% of the funding provided for recruitment and retention.

Table 17 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 consumer price index changes. The year-to-year salary increases for continuing faculty differs from the approved faculty pay plan because of adjustments made to reflect competitive factors, reallocation of the funds within the UW System's salary base to provide additional pay increases for continuing faculty, and the use of recruitment and retention funds.

Table 18 shows average faculty salaries, by campus and rank, for 2009-10. National averages

are shown for the purpose of comparison.

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 salaries and salary ranges for these positions. The positions affected by this provision include the UW System President and senior vice presidents; the chancellors of UW four-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. According to Regent policy, 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. The salary ranges for the UW System President, the chancellor of UW-Madison, and the chancellors of the comprehensive campuses were most recently adjusted in February, 2008. The salary ranges for the UW System senior vice presidents, the chancellor of UW-Milwaukee, and the vice chancellors of UW-Madison and UW-Milwaukee were last adjusted in February, 2006.

Table 19 shows approved salary ranges and actual salaries for UW System senior executives for 2010-11.

**Table 18: Average Salaries of Full-Time, Nine Month Faculty -- 2009-10**

Campus	Professor	Assoc.	Asst.	Instructor	Average
		Prof.	Prof.		
Madison	\$111,100	\$85,800	\$73,600	\$55,600	\$94,500
Milwaukee	94,200	71,200	65,900	53,400	69,600
Eau Claire	72,500	60,100	56,500	45,400	59,700
Green Bay	71,400	57,500	55,200	44,300	57,200
La Crosse	77,300	59,300	55,700	NA	59,900
Oshkosh	74,300	62,200	56,000	NA	59,300
Parkside	75,100	64,300	56,200	NA	57,400
Platteville	69,600	58,200	49,800	NA	56,700
River Falls	69,500	57,700	52,900	NA	61,600
Stevens Point	69,300	58,100	52,100	45,500	57,600
Stout	72,900	58,200	54,100	NA	58,100
Superior	68,200	54,600	51,700	NA	57,300
Whitewater	74,500	63,500	58,200	NA	60,100
Colleges	64,600	52,500	44,300	NA	51,100
National Avg Public					
Doctoral	116,750	80,463	68,718	45,805	85,704
National Avg Public					
Comprehensive	89,648	71,075	59,959	48,342	69,555
National Avg Public					
2-Year	74,103	60,592	53,757	45,979	59,467

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

**Table 19: Salary Ranges for UW System Senior Executives -- 2010-11**

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$360,126	\$440,154	\$414,593
Chancellor, UW-Madison*	369,907	452,109	437,000
Chancellor, UW-Milwaukee	297,183	363,223	297,183
Vice Chancellor, UW-Madison	238,468	291,461	291,461
Senior Vice Presidents**	211,230	258,170	245,000
Vice Chancellor, UW-Milwaukee	194,307	237,487	215,897
Other Chancellors**	194,146	237,290	205,616

\* Chancellor, UW-Madison includes \$100,000 in compensation from private sources.

\*\* Average actual salary.