

# University of Wisconsin System Overview



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Prepared by

Emily Pope

Wisconsin Legislative Fiscal Bureau  
One East Main, Suite 301  
Madison, WI 53703  
<http://legis.wisconsin.gov/lfb>



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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 181,300 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) con-

sists 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 serve primarily as freshman-sophomore liberal arts transfer institutions and offer general education associate degrees and select baccalaureate degrees through partnerships with four-year 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 nontraditional 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.

Under 2011 Act 89, at least one of the Regent members appointed by the Governor must reside in each of the state's congressional districts. The Governor will begin appointing Regents based on congressional district on May 1, 2013; by 2019, all congressional districts will be represented on the Board of Regents.

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. 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; research, economic development, and innovation (established August, 2012); personnel matters review; and student discipline and other student appeals. Of these committees, the first four meet at all two-day 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



**FIGURE I**

**Campuses of the University of Wisconsin System**



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. Through July 1, 2013, the Board of Regents sets the salaries of all unclassified employees. Beginning on July 1, 2013, the Board will set the salaries of all University employees except employees assigned to UW-Madison and employees covered by collective bargaining agreements.

### **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: (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 2012-13, System administration has a total budget of \$12 million and 96 authorized positions.

**Chancellors:** There are 14 chancellors in the UW System: one for each of the thirteen four-

year institutions 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.

Under 2011 Act 32, additional responsibilities were granted to the UW-Madison chancellor. During the 2011-13 biennium, the UW-Madison chancellor is responsible for the development of a new personnel system for all employees assigned to UW-Madison and may provide supplemental pay plans to UW-Madison employees if approved by the Joint Committee on Employment Relations (JCOER). The Board of Regents is responsible for the development of a new personnel system for and may provide supplemental pay plans to all other UW employees. Beginning in the 2011-13 biennium and continuing in future biennia, the UW-Madison chancellor must submit an annual accountability report to the Governor and the Legislature for that institution and may create or abolish GPR positions at UW-Madison pursuant to a memorandum of understanding with the Department of Administration. Beginning in the 2013-15 biennium, the UW-Madison chancellor will have the authority to set salaries for UW-Madison employees subject to state statutes and the state compensation plan, will submit recommendations to the Director of the Office of State Employment Relations regarding pay plan adjustments for UW-Madison employees, and will negotiate contracts with labor organizations representing UW-Madison employees subject to approval by JCOER. With regard to all other UW institutions and employees,

statutes grant these responsibilities to the Board of Regents.

**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. To facilitate coordination between the two systems, the president of each governing board serves as an ex-officio member of the other board.

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 2011-12, there were 13 collaborative degree programs offered by partnered UW and WTCS institutions.

**City and County Relationships 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 statewide public radio and television networks and for the presentation of educational, cultural, informational, and public service pro-

gramming. 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 15 radio stations, nine 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.

**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. As of writing, the PK-16 leadership council had not met since late 2010.

**Special Programs.** A number of special programs are affiliated with the UW System by stat-

ute. 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 preprofessional curricular offerings; engage in scholarly activity; assist UW-Extension in its function and encourage faculty and staff to participate in outreach activities; participate in inter-institutional 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. The UW 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.

**Table 1: UW Enrollment (Headcount) -- 2011 Fall Semester**

	Headcount			FTE		
	Undergraduate	Graduate and Professional	Total	Undergraduate	Graduate and Professional*	Total
Madison	30,014	12,051	42,065	27,208	10,706	37,914
Milwaukee	24,639	5,087	29,726	21,099	3,413	24,512
Eau Claire	10,579	655	11,234	9,868	281	10,149
Green Bay	6,445	220	6,665	5,150	100	5,250
La Crosse	9,211	1,047	10,258	8,855	708	9,563
Oshkosh	12,273	1,240	13,513	10,359	504	10,863
Parkside	4,766	121	4,887	3,761	62	3,823
Platteville	7,460	802	8,262	7,050	317	7,367
River Falls	6,324	464	6,788	5,808	260	6,068
Stevens Point	9,085	392	9,477	8,537	205	8,742
Stout	8,353	1,003	9,356	7,204	500	7,704
Superior	2,655	170	2,825	2,223	98	2,321
Whitewater	10,228	1,415	11,643	9,679	835	10,514
Colleges	<u>14,570</u>	<u>-----</u>	<u>14,570</u>	<u>10,376</u>	<u>-</u>	<u>10,376</u>
Total	156,602	24,667	181,269	137,177	17,989	155,166

\*Graduate figures include 2,193 resident and 742 nonresident students enrolled in professional degree programs.

## Enrollment

Table 1 shows headcount and full-time equivalent (FTE) enrollments for the 2011 fall semester at each of the 13 four-year institutions and the UW Colleges. Headcount enrollments ranged from 2,825 students at Superior to 42,065 students at Madison. The undergraduate focus of the nondoctoral campuses is reflected in the relatively small ratio of graduate students to undergraduate students.

When assessing the budgetary or space needs of a campus, the FTE enrollment is often a more relevant statistic than headcount. For undergraduates, FTE enrollment is determined by dividing the total number of credits taken by 15; for master's students, the divisor is 12; and for doctoral students, the divisor is seven. Campuses with a large number of

part-time students have a relatively lower FTE when compared to their headcount enrollment.

Table 2 shows headcount enrollments by institution for the fall of 1996, 2001, 2006, 2010, and 2011. Systemwide, enrollments increased from the 1996-97 academic year through the 2010-11 academic year before decreasing slightly in the 2011-12 year. Over the time period shown, headcount enrollments increased at each UW in-

**Table 2: 15-Year Change in Enrollment (Headcount)**

	Fall 1996	Fall 2001	Fall 2006	Fall 2010	Fall 2011	Change from 1996 to 2011	
						Number	Percent
Madison	39,506	41,159	41,028	42,180	42,065	2,559	6.5%
Milwaukee	21,937	24,648	28,309	30,470	29,726	7,789	35.5
Eau Claire	10,640	10,842	10,766	11,413	11,234	594	5.6
Green Bay	5,733	5,989	5,690	6,636	6,665	932	16.3
La Crosse	9,135	9,684	9,849	10,135	10,258	1,123	12.3
Oshkosh	11,179	11,994	12,530	13,629	13,513	2,334	20.9
Parkside	4,664	5,068	5,007	5,160	4,887	223	4.8
Platteville	5,205	5,620	6,813	7,928	8,262	3,057	58.7
River Falls	5,355	5,880	6,229	6,902	6,788	1,433	26.8
Stevens Point	8,747	8,888	9,048	9,500	9,477	730	8.3
Stout	7,402	8,052	8,372	9,339	9,356	1,954	26.4
Superior	2,672	2,851	2,924	2,856	2,825	153	5.7
Whitewater	10,679	10,566	10,502	11,557	11,643	964	9.0
Colleges	<u>8,839</u>	<u>12,416</u>	<u>12,639</u>	<u>14,385</u>	<u>14,570</u>	<u>5,731</u>	64.8
Total	151,693	163,657	169,706	182,090	181,269	29,576	19.5%

stitution and total system enrollment increased by 19.5%.

However, growth rates at individual institutions varied widely. Three institutions, Milwaukee, Platteville, and the UW Colleges, increased enrollments by more than 30%. Indeed, increases in enrollments at these three institutions accounted for more than half of the total increase in enrollment. By contrast, Eau Claire, Parkside, and Superior were the slowest growing institutions in the UW System, all growing by less than 6% over the fifteen year period.

Table 3 shows undergraduate students by residency status in fall, 2011. The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education institutions in either state without paying nonresident tuition. The largest percentages of reciprocity students are found at UW institutions located closest to the Minnesota border (River Falls, Superior, Stout, Eau Claire and La Crosse) and UW-Madison. One UW Colleges campus, UW-Marquette, has a reciprocity agreement with two community colleges located in Michigan's Upper Peninsula.

More information on tuition reciprocity programs can be found in the Legislative Fiscal Bureau's informational paper entitled "Education and Income Tax Reciprocity Agreements."

The largest percentage of nonresident students not covered by a reciprocity agreement are found at Madison and Platteville. As the flagship institution, Madison attracts students from a wider geographic area than other UW institutions. The relatively high percentage of non-reciprocity, nonresident students enrolled at Platteville is attributable to a tuition discount which is offered to Illinois and Iowa students enrolled in certain programs.

Enrollment of nonresident students who are not covered by a reciprocity agreement is limited by Regent policy. Through the 2012-13 academic year, Regent policy limited enrollment of these students to 25% of total undergraduate enrollment at any institution. At the request of UW-Madison, this policy was modified in December, 2012, such that the three year average of nonresident, nonreciprocity students should not exceed 27.5% of total undergraduate enrollment at any institution.

**Table 3: Undergraduate Students by Residency Status, Fall 2011**

	Resident	% of Total	Reciprocity	% of Total	Other Nonresidents	% of Total
Madison	19,413	64.7%	3,248	10.8%	7,353	24.5%
Milwaukee	23,105	93.8	372	1.5	1,162	4.7
Eau Claire	7,949	75.1	2,248	21.2	382	3.6
Green Bay	5,986	92.9	70	1.1	389	6.0
La Crosse	7,446	80.8	1,116	12.1	649	7.0
Oshkosh	11,863	96.7	65	0.5	345	2.8
Parkside	4,215	88.4	15	0.3	536	11.2
Platteville	5,837	78.2	108	1.4	1,515	20.3
River Falls	3,065	48.5	3,070	48.5	189	3.0
Stevens Point	8,227	90.6	350	3.9	508	5.6
Stout	5,748	68.8	2,277	27.3	328	3.9
Superior	1,380	52.0	1,005	37.9	270	10.2
Whitewater	9,039	88.4	50	0.5	1,139	11.1
Colleges	<u>14,068</u>	96.6	<u>130</u>	0.9	<u>372</u>	2.6
Total	127,341	81.3%	14,124	9.0%	15,137	9.7%

To indicate student attendance patterns, Table 4 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, Parkside, Green Bay, and Oshkosh reflect the commuter nature of these campuses.

**Table 4: Enrollment According to Attendance Status (Headcount)**

	2011 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	37,286	4,779	11.4%
Milwaukee	23,094	6,632	22.3
Eau Claire	9,872	1,362	12.1
Green Bay	4,681	1,984	29.8
La Crosse	9,101	1,157	11.3
Oshkosh	9,499	4,014	29.7
Parkside	3,408	1,479	30.3
Platteville	6,830	1,432	17.3
River Falls	5,923	865	12.7
Stevens Point	8,611	866	9.1
Stout	7,199	2,157	23.1
Superior	2,175	650	23.0
Whitewater	10,080	1,563	13.4
Colleges	<u>8,857</u>	<u>5,713</u>	39.2
Total	146,616	34,653	19.1%

## Students of Color and Diversity Planning

Beginning in 1987, the Board of Regents has enacted a series of initiatives to increase diversity and improve educational quality and access for all UW students. Most recently, the Board of Regents adopted a framework known as "Inclusive Excellence" in March, 2009, to address equity, diversity, and inclusion. Unlike previous initiatives, "Inclusive Excellence" has no set end date nor 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. Under "Inclusive Excellence", 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 5 contains enrollment statistics by race and ethnicity for each campus. In fall, 2011, a total of 22,584 students of color were enrolled in

**Table 5: Enrollment by Race/Ethnicity\* (Headcount) -- 2011 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	1,025	1,715	2,138	134	37	790	5,839	42,065	13.9%
Milwaukee	2,271	1,689	1,533	133	19	667	6,312	29,726	21.2
Eau Claire	78	188	353	47	5	124	795	11,234	7.1
Green Bay	65	179	191	108	4	99	646	6,665	9.7
La Crosse	76	230	292	39	6	154	797	10,258	7.8
Oshkosh	235	314	459	105	4	154	1,271	13,513	9.4
Parkside	500	475	114	10	6	133	1,238	4,887	25.3
Platteville	184	143	93	18	10	88	536	8,262	6.5
River Falls	95	111	178	17	5	90	496	6,788	7.3
Stevens Point	100	197	198	44	10	134	683	9,477	7.2
Stout	102	159	269	50	8	128	716	9,356	7.7
Superior	36	40	34	67	2	42	221	2,825	7.8
Whitewater	546	399	179	21	13	176	1,334	11,643	11.5
Colleges	<u>271</u>	<u>595</u>	<u>477</u>	<u>87</u>	<u>13</u>	<u>257</u>	<u>1,700</u>	<u>14,570</u>	11.7
Total	5,584	6,434	6,508	880	142	3,036	22,584	181,269	12.5%

\*Based on optional self-identification at registration.



**Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 2001 to 2011**

	Fall 2001		Fall 2011		% Change 2001 to 2011
	Number	% of Total	Number	% of Total	
Students of Color					
African American	4,556	2.8%	5,584	3.1%	22.6%
Hispanic/Latino	3,297	2.0	6,434	3.5	95.1
Asian American	4,475	2.7	6,508	3.6	45.4
American Indian	1,073	0.7	880	0.5	-18.0
Hawaiian/Pacific Islander	NA	-	142	0.1	-
Two or More Races	NA	-	3,036	1.7	-
Subtotal	13,401	8.2	22,584	12.5	68.5
International	5,673	3.5	7,380	4.1	30.1
White/Unknown	<u>144,583</u>	<u>88.3</u>	<u>151,305</u>	<u>83.5</u>	4.6
UW System Total	163,657	100.0	181,269	100.0	10.8

the UW System. About 54% of these students were enrolled either at Madison or Milwaukee. Students of color make up the greatest percentage of the student body at Parkside (25.3%), Milwaukee (21.2%), and Madison (13.9%) while these students make up the lowest percentage of the student body at Platteville (6.5%), Eau Claire (7.1%), Stevens Point (7.2%), and River Falls (7.3%).

Table 6 shows total enrollment of students by race and ethnicity in fall, 2001, and fall, 2011. In fall, 2011, 3.1% of UW students were African Americans, 3.6% were Asian Americans, 3.5% were Hispanic or Latino, 0.5% were American Indian, 0.1% were Hawaiian or Pacific Islanders, and 1.7% reported being two or more races. As shown in the table, enrollment by students of color increased at a much higher rate (68.5%) from 2001 to 2011 than did total system enrollments (10.8%). As a result, students of color made up a greater percentage (12.5%) of the total student body in fall, 2011, than in fall, 2001 (8.2%).

However, this increase was not consistent across all racial and ethnic groups or all institutions. The Hispanic/Latino student population grew the fastest, by 95%, while the American

Indian student population decreased by 18%. Enrollment of students of color increased at all UW institutions but more than doubled at six institutions: Platteville, Oshkosh, Stevens Point, Stout, the UW Colleges, and Green Bay.

Systemwide, enrollment of international students has increased by 30% from fall, 2001, to fall, 2011. Consistent with national trends, enrollment by international students declined during the first few years after the September 11, 2001, terrorist attacks but has rebounded in recent years. Increases in international student enrollment have been greatest at Platteville, La Crosse, Stout, Eau Claire, and Whitewater. 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 Gender

Table 7 contains headcount enrollment by gender, for fall, 2011. Systemwide, 52.9% 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

**Table 7: Enrollment by Gender (Headcount) -- 2011 Fall Semester**

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	14,598	15,416	51.4%	5,921	6,130	50.9%	20,519	21,546	51.2%
Milwaukee	12,054	12,585	51.1	2,058	3,029	59.5	14,112	15,614	52.5
Eau Claire	4,404	6,175	58.4	229	426	65.0	4,633	6,601	58.8
Green Bay	2,364	4,081	63.3	55	165	75.0	2,419	4,246	63.7
La Crosse	3,908	5,303	57.6	318	729	69.6	4,226	6,032	58.8
Oshkosh	5,083	7,190	58.6	377	863	69.6	5,460	8,053	59.6
Parkside	2,263	2,503	52.5	64	57	47.1	2,327	2,560	52.4
Platteville	4,838	2,622	35.1	402	400	49.9	5,240	3,022	36.6
River Falls	2,618	3,706	58.6	105	359	77.4	2,723	4,065	59.9
Stevens Point	4,302	4,783	52.6	83	309	78.8	4,385	5,092	53.7
Stout	4,319	4,034	48.3	315	688	68.6	4,634	4,722	50.5
Superior	1,160	1,495	56.3	52	118	69.4	1,212	1,613	57.1
Whitewater	5,120	5,108	49.9	650	765	54.1	5,770	5,873	50.4
Colleges	<u>6,798</u>	<u>7,772</u>	53.3	---	---	---	<u>6,798</u>	<u>7,772</u>	53.3
Total	73,829	82,773	52.9%	10,629	14,038	56.9%	84,458	96,811	53.4%

steadily for more than a decade, reflecting a nationwide trend.

Female undergraduate enrollment exceeds male undergraduate enrollment by at least 10% at six of the eleven comprehensive campuses. Women make up the largest percentage of the student population at Green Bay where they are 63.3% of total undergraduates. Conversely, 64.9% of undergraduates are male at Platteville. Male undergraduate students outnumber female undergraduate students at Platteville and Stout while undergraduate enrollment by gender is nearly equal at Whitewater.

At the graduate level, women make up an even greater proportion of enrolled students. In fall, 2011, 56.9% 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 enrollments, is nearly equal with female students representing a slight majority at 50.9%. Male enrollment at the graduate level exceeds female enrollments at Parkside, which also has the lowest

graduate enrollment in the UW System, while graduate enrollment by gender is nearly equal at Platteville.

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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 institutions 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 student, veteran status, whether the applicant is socioeconomically disadvantaged, and whether the applicant is a member of a historically underrepresented racial or ethnic group.

To be considered for admission as a freshman at any UW System institution, 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, 2011, the systemwide admission rate for new freshman was 93.2% for Wisconsin residents, 83.7% for Minnesota reciprocity students, and 69.3% for other nonresidents. The average ACT score for new freshmen enrolling in fall, 2011, was 23.5, compared to 23.0 for new freshmen enrolling in fall, 2001.

### **Transfer Students and Agreements**

Transfer students represent a significant portion of new enrollments. During the 2010-11 academic year, 9,488 undergraduates entered the UW System as new transfer students. Of these students, 45% transferred from institutions in other states and U.S. territories, 40.2% transferred from Wisconsin Technical Colleges, 10.5% transferred from private colleges within Wisconsin, and the remaining 4.3% transferred from institutions in foreign countries. In addition to the above transfer students, 3,207 students transferred among the UW System four-year and doctoral institutions and 2,359 transferred from the UW Colleges to UW System four-year institutions. For students transferring into or within the UW System, the statewide admission rate was 88%.

In recent years, the Board of Regents have adopted policies to facilitate student transfers from Wisconsin Technical College System (WTCS) institutions into the UW System. Under current Regent policy, which was most recently modified in 2011, students may generally transfer up to 72 credits from a non-baccalaureate institu-

tion, including a Wisconsin technical college, to a four-year UW institution. Students who have completed an Associate of Arts or an Associate of Science degree through a WTCS liberal arts collegiate transfer program that is specifically aligned with associate degrees awarded by UW institutions are considered to have satisfied the general education requirements of the receiving UW institution. There are currently liberal arts collegiate transfer programs at five WTCS institutions: Chippewa Valley, Madison, Milwaukee, Nicolet, and Western.

As a result of changes in policy, transfers by technical college students to UW System institutions have increased significantly. From 2002-03 to 2010-11, the number of new transfers from WTCS institutions increased 44% from 2,643 to 3,816. By comparison, total new transfers, which includes transfers within the UW System, grew by 13% over the same time period.

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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 and its freshmen class enters with higher average test scores. Of the comprehensive campuses, Eau Claire, La Crosse, and Stevens Point are the most selective institutions with both relatively high average student ACT scores and low admissions rates. Similar to Madison, students at these institutions are more likely to attend full-time, be retained to the second year, and graduate in six years. 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.

Of UW institutions, Stevens Point has the highest percentage of contact hours taught solely by faculty (73%). By contrast, less than 50% of contact hours are taught solely by faculty at Milwaukee (34%), Parkside (43%), Madison (46%), and the UW Colleges (49%). Milwaukee, Parkside, and the UW Colleges 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, 8% of all undergraduate courses are taught by teaching assistants compared to 13% at Milwaukee.

First-to-second year retention rates, six-year graduation rates, and credits-to-degree are three measures of institutional productivity. In recent years, the UW System has focused on efforts to increase both the retention rate and graduation rate at all institutions. 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. Table 9 shows the first-to-second year retention rate and the six-year graduation rate at any UW institution by the institution in which the student first enrolled for the most recent ten year period for which data is available.

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 65.2% for new freshmen in fall, 2005, compared to 60.6% for new freshmen in fall, 1995. Graduation rates increased at 12 of the 13 four-year campuses. The increase in the six-year graduation rate was particularly large at Stout, Superior, La Crosse, Green Bay, and Eau Claire.

By comparison, the first-to-second year retention rate for the system as a whole increased slightly from 79.1% to 79.6% over the period shown and retention rates decreased at six institu-

**Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2011**

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	13%	3%	26%	1%	13%	1%	0%	2%	53%	4%	31%	35%	1%	1%
Other Nonresident	27	6	2	5	5	3	14	21	3	6	3	12	14	1
Over 24 Years Old	4	19	8	27	4	18	24	10	10	10	16	30	8	22
Average ACT Score	28	22	24	23	25	22	21	23	22	23	22	22	22	21
% of Applicants Admitted	69	88	77	86	76	84	79	97	91	76	88	89	82	99
 Profile of Academics														
% Full-Time Undergraduates	91	83	92	72	94	76	71	90	91	93	83	79	93	61
% of Freshmen Retained to Second Year*	94	71	84	74	85	74	59	74	72	80	71	68	77	59
% of Freshmen who Graduate with a Bachelor's Degree within Six Years**:														
Graduate from the Same Campus	82	40	65	55	68	50	28	53	51	61	53	44	54	NA
Graduate from Another UW Campus	2	6	8	11	8	7	5	6	4	8	7	4	9	25
Total	84	46	73	66	76	57	33	59	55	69	60	48	63	25
% of Undergrad Courses Taught by:														
Faculty	46	34	63	59	63	53	43	57	62	73	62	66	54	49
Academic Staff	32	50	36	39	36	45	57	41	38	27	38	32	45	50
Teaching Assistants	8	13	0	0	0	0	0	1	0	0	0	0	0	0
Combination	14	3	2	3	1	1	0	1	0	0	0	1	1	1
Avg. Attempted Credits to Degree***	125	141	137	135	138	141	144	141	135	140	138	135	136	
Primary Undergraduate Degrees	Biology	Marketing Economics	Finance	Nursing Business	Business Liberal Arts	Biology Psychology	Nursing Education	Business Criminal Justice	Business Mech. Eng.	Business Animal Sci.	Biology Business	Business Hospitality	Business Education	Business Accounting

\* For new freshmen enrolled full-time in fall, 2010.  
 \*\* For new freshmen enrolled full-time in fall, 2005.  
 \*\*\* For 2011-12 graduates..

**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, 2000	Fall, 2010	Fall, 1995	Fall, 2005
Eau Claire	79.6%	83.8%	63.1%	73.4%
Green Bay	74.2	73.6	54.9	65.2
La Crosse	84.5	84.9	62.7	76.0
Madison	91.2	93.9	78.3	84.2
Milwaukee	73.9	70.5	42.9	46.8
Oshkosh	72.2	74.4	53.9	57.6
Parkside	60.8	58.6	35.9	32.6
Platteville	74.9	74.0	56.3	58.5
River Falls	73.1	71.9	51.8	54.4
Stevens Point	76.9	80.0	62.7	68.8
Stout	75.1	71.2	44.5	59.2
Superior	65.5	68.3	37.5	47.3
Whitewater	74.6	76.9	58.9	62.7
UW System Total	79.1	79.6	60.6	65.2

tions over the same time period. Increases in retention were greatest at Eau Claire, Stevens Point, and Superior.

The UW System average credits-to-degree, which is a measure of institutional efficiency, has fallen from 146 in 1993-94 to 137 in 2010-11. The average number of credits taken by bachelor's degree recipients in 2010-11 ranged from 125 credits at Madison to 144 credits at Parkside. Several factors influence the number of credits that undergraduate students take while earning bachelor's degrees, including student factors and institutional factors. Student factors include the accumulation of college credit through high school advanced placement courses, changes in major, transferring to another institution, and taking extra electives. Institutional factors include 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 institutions that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from 27 at Superior to 134 at Madison. Most institutions offer traditional liberal arts degrees as well as undergraduate majors in business and education. While only one undergraduate major (psychology) is offered at all thirteen institutions, variations of three additional majors (art, computer science, and mathematics) are also offered at all institutions. Four institutions (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) and one school of architecture at Milwaukee. Business, social sciences (including anthropology, economics, geography, and sociology), and education are currently the most prevalent undergraduate degrees granted by

UW institutions.

The number of master's degree programs offered by the comprehensive institutions ranges from five at Parkside to 22 at Stout. Milwaukee offers 54 master's programs while Madison offers 149. 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 Oshkosh), and Whitewater.

Madison and Milwaukee are the only campuses that offer doctoral (Ph.D.) programs with 31 programs at Milwaukee and 107 at Madison. However, four of the comprehensive institutions currently offer professional doctorates. Eau Claire and Oshkosh offer a professional doctorate in nursing practice, La Crosse offers a doctor of physical therapy degree, and Stevens Point offers a doctor of audiology degree in collaboration with Madison. The professional schools of law, medicine, veterinary medicine, and pharmacy 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 from only three such programs in that year to 74 programs in 2011-12.

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 bachelor of nursing degree programs, four dual degree programs in en-

gineering, and seven master's-level collaborative programs that award degrees in fields including business administration, administrative leadership, education, social work, and communication. Madison and Milwaukee offer a collaborative doctorate degree in art history and architecture. There is also a collaborative professional doctoral degree program in audiology, described above.

In addition to collaborations within the UW System, 10 of the four-year campuses and the UW Colleges offer collaborative degree programs in partnership with non-UW institutions. These partners include various technical colleges, private colleges and universities, the University of Minnesota, and foreign institutions.

### **Online and Distance Learning Programs**

All UW institutions offer distance learning programs, the majority of which are now offered online. These programs have been aggregated by the UW System at its "e-campus" site. Currently, 40 certificate programs, two associate degree programs, 28 bachelor's degree programs, 35 master's degrees programs, and two doctorate degree programs are accessible via the UW System "e-campus." In addition, a small number of programs are offered through videoconferencing, print, and a mix of different delivery methods. In 2010-11, a total of 4,567 distance education courses were offered and total enrollment in these courses exceeded 110,000. Distance education course offerings and enrollments have more than tripled since 2003-04.

In June, 2012, the Governor and the UW System announced a competency-based, self-paced flexible degree initiative with the goal of facilitating degree attainment for working adults. In December, 2012, the UW System announced that students would be able to enroll in five flexible degree programs beginning in fall, 2013. These programs would include bachelor degree programs in nursing, diagnostic imaging, and information science and technology and a master's

degree program in nursing all offered by UW-Milwaukee and general education courses leading to an associate degree offered by the UW Colleges. In addition, UW-Milwaukee will offer a certificate in professional and technical communication through the flexible degree platform. It is anticipated that additional programs will be available through the flexible degree platform beginning in fall, 2014.

(\$219.3 million). 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.

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 2012-13, the University had a general program operations budget of approximately \$2.3 billion.

2011 Act 32 consolidated many of the UW System's GPR, program revenue (PR), and federal appropriations. Prior to Act 32, the UW System had 28 GPR appropriations, 39 PR appropriations, and four federal appropriations; under current law, the UW System has three GPR appropriations, one for general program operations, one for System Administration and one for debt service; five PR appropriations; and one federal appropriation. Separate GPR, PR, and federal appropriations were maintained for the State Laboratory of Hygiene and the Veterinary Diagnostic Laboratory, both of which are attached to UW-Madison. In addition, there are 13 segregated revenue appropriations for the UW System. Unlike other state agencies, Act 32 authorized the UW System to retain any interest earnings associated with balances in its PR appropriations. Typically, these earnings accrue to the benefit of the general fund.

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 77% of the federal grants and contracts for special projects and 87% of gift and trust fund income.

Table 11 shows a history of the UW budget

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## Budget

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The University's 2012-13 budget totals approximately \$5,901.4 million of which \$1,135.2 million, or 19.2%, 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) federal grants, contracts, and appropriations, including funding for research and student financial aid other than direct student loans (\$881.3 million); (2) federal direct student loans (\$812.2 million); (3) auxiliary operations for activities such as dormitories, athletics, and student centers (\$811.1 million); (4) gifts and trust income (\$580.8 million); and (5) state-funded debt service payments

**Table 10: UW System Operating Budget -- 2012-13 Fiscal Year**

Source of Funds	Amount	Percent
State GPR	\$1,135,221,084	19.2%
Tuition	1,277,395,072	21.6
Federal	1,693,413,577	28.7
Auxiliary Operations	811,135,479	13.7
Gifts and Trust Income	580,838,892	9.8
Operational Receipts	217,235,685	3.7
Indirect Cost Reimbursement	150,180,075	2.5
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.6</u>
<b>Total</b>	<b>\$5,901,419,864</b>	<b>100.0%</b>



**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
2002-03	\$1,080.5	\$625.0	\$624.7	\$565.0	\$387.0	\$214.4	\$3,496.7	140,001	7,718
2003-04	1,002.8	714.1	705.6	593.0	415.4	238.0	3,669.0	141,500	7,087
2004-05	992.9	807.1	772.7	610.0	442.3	257.8	3,882.8	142,210	6,982
2005-06	991.4	860.0	902.4	583.0	470.5	323.1	4,130.3	144,297	6,870
2006-07	1,044.9	909.2	907.5	628.9	486.4	338.4	4,315.3	144,816	7,215
2007-08	1,128.4	939.5	938.5	649.4	519.8	357.9	4,533.5	147,594	7,645
2008-09	1,189.8	981.0	976.2	678.0	537.9	368.9	4,731.7	149,494	7,959
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	156,039	7,558
2011-12	1,001.5	1,209.0	1,641.7	765.7	574.4	396.9	5,589.2	155,162	6,455
2012-13	1,135.2	1,277.4	1,693.4	811.1	580.8	403.4	5,901.4	NA	NA

Annualized Rate of Change

2002-03									
2012-13	0.5%	7.4%	10.5%	3.7%	4.1%	6.5%	5.4%	1.1%**	-2.0%**

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

\*\* Annualized rate of change for 2002-03 to 2011-12.

by major fund source and FTE enrollments. As shown in the table, over the most recent 10-year period, tuition revenues have increased nearly 15 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 5.6% from 2002-03 to 2012-13.

The University utilizes a national higher education accounting model developed by the federal government for allocating activities into 12 sub-programs. The first three (instruction, research, and public service) are considered the primary activities of the University with all other sub-programs 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** (21.7% of the total budget for 2012-13). 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** (17.5%). 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. In-

cluded 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** (5.3%). Service activities that produce benefits for individuals or groups external to the institution. Includes continuing education, which are nondegree credit courses, workshops, and seminars; all other noncredit instruction; cooperative extension services; community service; and broadcast radio and television.

4. **Academic Support** (6.9%). 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 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** (8.1%). 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** (19.9%). 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 increased from 7.2% in 2009-10 to 19.2% in 2010-11. All other subprograms were reduced proportionally.

9. **Auxiliary Enterprises** (6.8%). 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** (5.7%). 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** (3.8%). 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** (3.5%). Principal and interest payments on general obligation debt.

Table 12 provides a detail of 2012-13 budget allocations by campus for the 12 subprograms and source of funds data. Individual campus allocations are determined by UW System Administration according to past allocations, budget initiatives, planned enrollment changes, and planned programmatic changes.

Since 2003, the portions of the University budget devoted to financial aid, debt service on academic buildings, physical plant, student services, and auxiliary enterprises have increased at faster rates than all other subprograms. Of these subprograms, financial aid, auxiliary enterprises, and student services are primarily supported by outside funds while physical plant and debt service are primarily funded by GPR. The amounts shown for auxiliary enterprises in Tables 11 and 12 differ because certain activities, such as intercollegiate athletics and student health services, are classified as auxiliary enterprises in one table and as student services in the other.

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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. UW institutions have been permitted to charge differential tuition rates with the approval of the Board of

Regents since 1996-97. Differential tuition rates may be for an entire institution or for a specific program within an institution.

Under 2011 Act 32, the Regents are prohibited from increasing tuition for resident undergraduate students by more than 5.5% in 2011-12 or 2012-13. In addition, the Regents are prohibited from approving any new differential tuitions during the 2011-13 biennium if doing so would increase resident undergraduate tuition at any institution by more than 5.5%. Unless modified by the Legislature during the 2013-15 session, there will be no limits on the Regents' authority to set resident undergraduate tuition beginning in 2013-14 academic year under current law. Consistent with past biennia, there will also be no restrictions on the amount of tuition increases the Regents may impose on graduate, nonresident, and other students. Additional information related to the tuition-setting process are included in the Legislative Fiscal Bureau's informational paper entitled, "University of Wisconsin Tuition."

Table 13 indicates the annual levels of resident tuition which students have been charged at UW institutions since 2002-03. 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 2002-03 to 2012-13, 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 2002-03, students paid between 30% and 42% of their instructional costs while in 2012-13 students pay between 49% and 88% of their instructional costs.

**Table 12: University of Wisconsin System, 2012-13 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)**

	2012-13 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	\$2,830,237,492	\$510,366,233	\$946,094,212	\$120,912,964	\$163,717,035	\$36,000,000	\$12,884,621	\$212,064,073	\$334,200,006	\$147,010,107	\$185,211,712	\$69,141,113	\$92,635,416
Milwaukee	<u>704,639,367</u>	<u>170,270,653</u>	<u>65,620,868</u>	<u>11,006,724</u>	<u>50,880,490</u>	<u>0</u>	<u>0</u>	<u>59,928,394</u>	<u>221,566,332</u>	<u>49,536,582</u>	<u>28,534,804</u>	<u>26,070,985</u>	<u>21,223,535</u>
Subtotal	\$3,534,876,859	\$680,636,886	\$1,011,715,080	\$131,919,688	\$214,597,525	\$36,000,000	\$12,884,621	\$271,992,467	\$555,766,338	\$196,546,689	\$213,746,516	\$95,212,098	\$113,858,951
Eau Claire	\$212,556,368	\$62,609,673	\$1,014,898	\$1,996,225	\$17,794,712	\$0	\$0	\$24,105,362	\$59,995,498	\$17,471,916	\$9,516,443	\$10,437,135	\$7,614,506
Green Bay	119,365,097	25,305,466	624,492	2,082,596	8,406,760	0	0	13,524,868	40,669,901	9,288,935	6,187,430	6,634,180	6,640,469
La Crosse	217,899,374	56,847,660	8,492,633	5,217,657	16,940,115	0	0	21,365,381	59,187,995	21,874,352	11,060,708	8,520,862	8,392,011
Oshkosh	241,716,500	66,333,903	1,763,265	6,006,726	15,106,200	0	0	21,684,982	74,045,949	28,029,923	10,580,386	8,700,885	9,464,281
Parkside	102,666,936	22,225,016	503,080	1,454,543	7,792,971	0	0	12,440,069	34,245,248	7,750,598	6,148,830	4,982,003	5,124,578
Platteville	171,961,624	39,775,450	594,466	2,613,498	15,069,621	0	1,017,236	14,908,699	47,694,837	25,019,791	8,438,918	9,365,320	7,463,788
River Falls	142,312,645	31,482,500	630,099	1,396,556	10,329,608	0	845,728	16,232,984	46,085,342	15,569,005	6,350,727	7,645,261	5,744,835
Stevens Point	216,157,704	49,005,588	5,586,970	7,925,995	14,125,161	0	0	19,369,655	66,712,714	24,106,761	10,115,878	11,099,010	8,109,972
Stout	196,886,607	52,616,635	528,204	4,118,001	14,730,102	0	0	17,891,718	58,688,594	19,953,775	8,974,934	10,080,413	9,304,231
Superior	73,892,026	16,540,968	2,415,087	187,287	3,922,021	0	0	8,115,751	20,086,843	7,369,035	4,952,733	4,148,382	6,153,919
Whitewater	<u>205,021,727</u>	<u>51,017,710</u>	<u>285,007</u>	<u>3,774,277</u>	<u>16,192,748</u>	<u>0</u>	<u>0</u>	<u>22,830,029</u>	<u>50,735,784</u>	<u>28,507,480</u>	<u>8,692,760</u>	<u>10,239,252</u>	<u>12,746,680</u>
Subtotal	\$1,900,436,608	\$473,760,569	\$22,438,201	\$36,773,361	\$140,410,019	\$0	\$1,862,964	\$192,469,498	\$558,148,705	\$204,941,571	\$91,019,747	\$91,852,703	\$86,759,270
Colleges	\$142,522,360	\$38,834,591	\$8,540	\$340,563	\$13,301,733	\$0	\$0	\$13,327,500	\$52,291,450	\$2,550,156	\$9,431,634	\$10,052,397	\$2,383,796
Extension	232,475,599	52,117,243	0	141,183,559	27,495,943	0	0	1,501,000	100,000	0	1,193,568	7,168,803	1,715,483
System Admin.	11,957,480	0	0	0	0	0	0	0	0	0	0	11,957,480	0
Systemwide	<u>79,150,958</u>	<u>35,732,996</u>	<u>876,966</u>	<u>248,627</u>	<u>8,872,238</u>	<u>0</u>	<u>0</u>	<u>1,175,843</u>	<u>6,442,818</u>	<u>0</u>	<u>19,030,630</u>	<u>6,770,840</u>	<u>0</u>
<b>TOTAL</b>	<b>\$5,901,419,864</b>	<b>\$1,281,082,285</b>	<b>\$1,035,038,787</b>	<b>\$310,465,798</b>	<b>\$404,677,458</b>	<b>\$36,000,000</b>	<b>\$14,747,585</b>	<b>\$480,466,308</b>	<b>\$1,172,749,311</b>	<b>\$404,038,416</b>	<b>\$334,422,095</b>	<b>\$223,014,321</b>	<b>\$204,717,500</b>
<b>Source of Funds</b>													
GPR	\$1,135,221,084	\$206,869,216	\$96,941,801	\$78,144,582	\$75,752,459		\$6,794,596	\$32,005,184	\$48,728,976		\$211,398,080	\$173,868,690	\$204,717,500
Tuition	1,277,395,072	865,470,667	524,581		238,477,454			102,889,145	4,469,827		64,539,876	1,023,522	0
Other	<u>3,488,803,708</u>	<u>208,742,402</u>	<u>937,572,405</u>	<u>232,321,216</u>	<u>90,447,545</u>	<u>36,000,000</u>	<u>7,952,989</u>	<u>345,571,979</u>	<u>1,119,550,508</u>	<u>404,038,416</u>	<u>58,484,139</u>	<u>48,122,109</u>	<u>0</u>
<b>Total</b>	<b>\$5,901,419,864</b>	<b>\$1,281,082,285</b>	<b>\$1,035,038,787</b>	<b>\$310,465,798</b>	<b>\$404,677,458</b>	<b>\$36,000,000</b>	<b>\$14,747,585</b>	<b>\$480,466,308</b>	<b>\$1,172,749,311</b>	<b>\$404,038,416</b>	<b>\$334,422,095</b>	<b>\$223,014,321</b>	<b>\$204,717,500</b>
<b>% of Total</b>	<b>100.0%</b>	<b>21.7%</b>	<b>17.5%</b>	<b>5.3%</b>	<b>6.9%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>8.1%</b>	<b>19.9%</b>	<b>6.8%</b>	<b>5.7%</b>	<b>3.8%</b>	<b>3.5%</b>

**Table 13: Annual Resident Undergraduate Tuition**

Year	Madison		Milwaukee		Comprehensives		Colleges		% of Instructional Cost			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
2002-03	\$3,854	8.0%	\$3,738	8.0%	\$3,041	8.5%	\$2,700	11.5%	40.2%	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	52.2	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	53.3	56.6
2006-07	6,000	6.8	5,868	6.8	4,652	6.7	4,268	7.3	53.9	65.6	54.3	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	58.1	55.2
2009-10	7,296	9.3	6,890	5.5	5,589	6.5	4,268	0.0	53.7	66.2	62.5	57.2
2010-11	7,933	8.7	7,269	5.5	5,963	6.7	4,268	0.0	58.0	71.2	65.1	55.4
2011-12	8,592	8.3	7,669	5.5	6,333	6.2	4,503	5.5	64.8	78.9	70.4	63.7
2012-13	9,273	7.9	8,091	5.5	6,723	6.2	4,750	5.5	66.7	79.8	72.1	66.2

\*Average tuition

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 2012-13, segregated fees at the four-year campuses range from \$859 at Whitewater to \$1,363 at Superior, while fees at the UW Colleges range from \$267 to \$402. Total tuition and fees by campus are shown in Table 14.

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### UW Personnel

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In 2012-13, the UW System had 34,676 budgeted full-time equivalent (FTE) positions. This total includes 31,689 faculty and staff and 2,987 student assistants. Through June 30, 2013, university personnel will consist of four general categories of employees: faculty, academic staff, classified staff, and student assistants.

Faculty are defined as individuals holding a specific rank within an academic department or its functional equivalent. Duties of faculty members include teaching, research, and public ser-

vice. In 2012-13, there are 6,885 budgeted FTE faculty positions at UW institutions. There are four ranks of faculty: instructor, assistant professor, associate professor, and full professor. All full professors and associate professors have been granted tenure. By statute, the Board of Regents may grant tenure to a faculty member if the appropriate chancellor and academic department or functional equivalent have recommended such action. Prior to being granted tenure, faculty members have probationary appointments which may last up to seven years. The length of a probationary period may be extended if the faculty member takes a leave of absence during that time.

Systemwide, 38.1% of UW faculty are full professors, 29.2% are associate professors, 32.3% are assistant professors, and 0.4% are instructors or other unranked faculty. The percentage of full professors at the four-year campuses ranges from 14% (Green Bay) to 56.5% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 14,534 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

**Table 14: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2012-13**

	<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	\$9,273	\$25,523	\$1,105	\$10,378	\$26,628
Milwaukee	8,091	17,820	1090	9,181	18,910
<b>Graduate</b>					
Madison	\$10,728	\$24,054	\$1,105	\$11,833	\$25,159
Milwaukee	10,387	22,852	1,090	11,477	23,942
Madison -- Business	13,184	26,678	1,105	14,289	27,783
Milwaukee -- Business	11,781	24,316	1,090	12,871	25,406
Law	20,235	38,932	1,105	21,340	40,037
Medicine	23,807	33,704	1,105	24,912	34,809
Veterinary Medicine	17,925	24,769	1,105	19,030	25,874
<b>COMPREHENSIVE CLUSTER</b>					
<b>Undergraduate</b>					
Eau Claire	\$7,361	\$14,934	\$1,128*	\$8,489	\$16,062
Green Bay	6,298	13,871	1,350	7,648	15,221
La Crosse	7,585	15,158	987*	8,572	16,145
Oshkosh	6,422	13,995	929	7,351	14,924
Parkside	6,298	13,871	989	7,287	14,860
Platteville	6,418	13,991	897*	7,315	14,888
River Falls	6,428	14,001	1,129*	7,557	15,130
Stevens Point	6,298	13,871	1,071*	7,369	14,942
Stout***	234	492	31*	265	523
Superior	6,535	14,108	1,363	7,898	15,471
Whitewater	6,519	14,092	859*	7,378	14,951
<b>Graduate</b>					
Eau Claire	\$7,640	\$16,771	\$1,128	\$8,768	\$17,899
Green Bay	7,640	16,771	1,350	8,990	18,121
La Crosse	7,780	16,911	987	8,767	17,898
Oshkosh	7,640	16,771	929	8,569	17,700
Parkside	7,640	16,771	989	8,629	17,760
Platteville	7,640	16,771	897*	8,537	17,668
River Falls	7,640	16,771	1,129	8,769	17,900
Stevens Point	7,640	16,771	1,071	8,711	17,842
Stout***	367	778	43*	410	821
Superior	7,640	16,771	1,363	9,003	18,134
Whitewater	7,640	16,771	859	8,499	17,630
<b>Business Masters</b>					
Eau Claire	\$8,195	\$17,351	\$1,128	\$9,323	\$18,479
La Crosse	8,334	17,491	987	9,321	18,478
Oshkosh	8,195	17,351	929	9,124	18,280
Parkside	8,195	17,351	989	9,184	18,340
Whitewater	8,195	17,351	859	9,054	18,210
<b>COLLEGES</b>					
Baraboo/Sauk	\$4,750	\$11,734	\$402	\$5,152	\$12,136
Barron	4,750	11,734	396*	5,146	12,130
Fond du Lac	4,750	11,734	383	5,133	12,117
Fox Valley	4,750	11,734	267	5,017	12,001
Manitowoc	4,750	11,734	315*	5,065	12,049
Marathon	4,750	11,734	346	5,096	12,080
Marinette	4,750	11,734	346	5,096	12,080
Marshfield/Wood	4,750	11,734	356*	5,106	12,090
Richland	4,750	11,734	372*	5,122	12,106
Rock	4,750	11,734	348	5,098	12,082
Sheboygan	4,750	11,734	311	5,061	12,045
Washington	4,750	11,734	327	5,077	12,061
Waukesha	4,750	11,734	332	5,082	12,066

\* There is an additional charge of \$136-\$250 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 \$6.00.

\*\*\* UW-Stout charges tuition and segregated fees on a per credit basis. 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.

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 60% of all academic staff. Approximately 68% of all academic staff is funded from sources other than state tax revenues and tuition.

The UW System groups academic staff into 10 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. Professional, administrative director, administrative officer, and program manager job titles are assigned to one of thirteen salary grades with a specified salary minima and maxima. Instructional academic staff and research academic staff titles are assigned a minimum salary, 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 74% of the total academic staff. Professionals are the largest group of academic staff; in 2012-13, approximately 43% 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 22% 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 2012-13, budgeted instructional academic staff increased from 1,945 to 2,919, or 50%. This far outpaced growth in the faculty and all other academic staff categories which increased by 4% and 17%, respectively. Research academic staff account for an additional 9% of all academic staff. Research academic staff conduct research, identify research problems, design methodology, and other related activities.

Unlike faculty and academic staff positions, which are governed by statute, administrative rules, and UW Board of Regents policy, classified staff positions are governed by statute and the administrative rules established by the Office of State Employment Relations (OSER). In 2012-13, there are 10,270 budget FTE classified staff positions within the UW System.

Under 2011 Act 32, the Board of Regents and the UW-Madison chancellor were granted the authority to create two new personnel systems: one for all employees assigned to UW-Madison and one for all other UW employees. These personnel systems must be approved by the Joint Committee on Employment Relations (JCOER) before they can take effect on July 1, 2013. The new personnel systems must include a civil service system, a grievance procedure that addresses employee terminations, and provisions that address employee discipline and workplace safety. Once the new personnel systems take effect all UW positions will be governed by statute, administrative rule, and UW Board of Regents policy and none will be governed by OSER administrative rules. In effect, there will cease to be any classified staff positions at UW institutions. Statutes provide that UW employees holding classified staff positions on June 30, 2013, may only be removed, suspended without pay, discharged, reduced in base pay or demoted for just cause and may appeal all such actions.

**Table 15: 2012-13 Budgeted Faculty and Staff Positions\* (Full-Time Equivalent)**

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instructor	Total Faculty	Academic Staff	Total Unclass.	Classif.	Total Staff
Eau Claire	155	125	172	0	452	324	776	413	1,189
Green Bay	24	81	67	0	172	243	415	218	633
La Crosse	104	92	183	0	379	335	714	355	1,069
Madison	1,209	410	522	0	2,141	8,661	10,802	5,137	15,939
Milwaukee	242	394	256	0	892	1,581	2,473	1,119	3,592
Oshkosh	125	121	167	6	419	500	919	390	1,309
Parkside	24	59	54	0	137	222	359	190	549
Platteville	127	59	89	0	275	328	603	311	914
River Falls	127	39	61	0	227	202	429	226	655
Stevens Point	131	114	116	7	368	346	714	391	1,105
Stout	83	91	152	0	326	302	628	410	1,038
Superior	37	25	65	0	127	126	253	152	405
Whitewater	90	134	151	0	375	346	721	380	1,101
Subtotal	2,478	1,744	2,055	13	6,290	13,517	19,807	9,692	29,499
Colleges	60	132	119	0	311	316	627	224	851
Extension	84	132	53	15	284	625	909	240	1,149
System Admin	0	0	0	0	0	48	48	48	96
Systemwide	0	0	0	0	0	28	28	66	94
Total	2,622	2,008	2,227	28	6,885	14,534	21,419	10,270	31,689

\*Includes vacant positions. Does not include 2,987 student assistants in the UW System.

Table 15 shows budgeted, full-time equivalent faculty and staff by institution for 2012-13 for all funding sources, excluding student assistants. Including student assistants, the UW System employs half of all authorized state employees in 2012-13. When only GPR positions are considered, the University's 18,433 authorized GPR positions represent 51.5% of the state's total authorized GPR positions. Under 2011 Act 32, positions authorized for the University will not be included in any state position report beginning on July 1, 2013.

Most of the University's GPR positions are funded through a combination of GPR and tuition. GPR-funded positions are most commonly found in instruction, student services, academic support, institutional support, and physical plant activities. The approximately 16,200 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. There are also a significant number of non-GPR positions in the areas of student services and instruction.

Table 16 shows the UW authorized position counts for October of each fiscal year from 2003-

**Table 16: Authorized UW FTE Positions 2003-04 to 2012-13**

Year	GPR Positions	Total Positions
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
2011-12	18,403.8	34,542.7
2012-13	18,432.8	34,677.4



04 to 2012-13. Since 2003-04, the total number of authorized UW FTE positions has increased by 3,550, or 11.4%. However, authorized GPR-funded FTE positions have decreased by 220, or 1.2%, over this same period. This indicates that the growth in total University position authorization has occurred as a result of additional federal-funded positions, gift and grants funded positions, and other program revenue positions.

## **Compensation**

Compensation adjustments for UW employees are determined through two separate processes. Compensation adjustments for UW faculty, academic staff, and other employees not represented by labor organizations are determined using a process similar to the process by which compensation levels for all other non-represented state employees are established. This process begins with the submission by the Board of Regents of pay plan recommendations to the Director of the Office of State Employment Relations (OSER). The OSER Director then submits a recommendation for UW unclassified and non-represented staff compensation adjustments to the Joint Committee on Employment Relations (JCOER) which can approve, modify, or reject the OSER Director's recommendation. Any modification by JCOER of OSER Director's recommendation is subject to gubernatorial veto. Beginning in the 2013-15 biennium, the UW-Madison chancellor will also submit pay plan recommendations to the OSER director.

Prior to the enactment of 2011 Act 10, most UW classified employees were represented by labor organizations and changes in compensation for these employees were the subject of contract negotiations between the labor organizations representing these employees and OSER. Under 2011 Act 10, UW employees who are represented by labor organizations may only collectively bargain for base wage increases and any increases are limited to increases in the consumer price index (CPI). (An increase exceeding the CPI would

require the approval of the voters in a statewide referendum.) Contracts negotiated by OSER require approval by JCOER and the full Legislature before they can take effect.

UW classified staff will continue to be eligible to participate in collective bargaining under state law as modified by 2011 Act 10 after they are transferred from the state personnel system to the new UW System and UW-Madison personnel systems on July 1, 2013. For those employees who are represented by labor organizations, base wage adjustments will be the only subject of contract negotiations. As of October, 2012, 354 of the 11,065 UW employees who are eligible to participate in collective bargaining were represented by labor organizations. Beginning on July 1, 2013, the UW-Madison chancellor and the Board of Regents, instead of OSER under prior law, will negotiate contracts with labor organizations representing UW-Madison employees and all other UW employees. Any contracts negotiated by the UW-Madison chancellor or the Board of Regents will require approval by JCOER and the full Legislature.

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.

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, funding was provided in the 2005-07, 2007-09, and 2009-11 biennial budgets to support competitive compensation for faculty in high-demand academic disciplines. The Regents are required to report annually the amount of salary increases granted to recognize competitive factors. In 2011-12, the Regents awarded salary increases totaling \$2,485,300 to 338 employees.

Table 17 shows the average salary increase for continuing faculty members (those faculty members present in consecutive years), by campus, for the past 10 years, along with changes in the consumer price index. The year-to-year salary increases for continuing faculty differs from the

approved faculty pay plan because of adjustments made to reflect competitive factors and the reallocation of funds within the UW System's salary base to provide additional pay increases for continuing faculty.

Table 18 shows average faculty salaries, by campus and rank, for 2011-12. 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. Through the 2011-13 biennium, the Board of Regents is required to base

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

Campus	2002-03	2003-04	2004-05	2005-06	2006-07*	2007-08	2008-09	2009-10**	2010-11**	2011-12
Madison	4.7%	1.4%	2.6%	3.6%	3.9%	3.0%	2.9%	1.9%	1.3%	0.9%
Milwaukee	4.7	0.3	1.7	3.0	3.2	2.8	2.3	0.9	1.2	0.3
Eau Claire	5.2	1.0	-0.2	2.9	3.2	3.0	2.4	1.9	0.9	0.3
Green Bay	4.4	0.4	1.6	3.2	2.9	2.5	2.1	2.2	2.6	2.8
La Crosse	5.6	0.6	1.9	1.9	3.2	2.4	2.0	1.1	0.9	1.2
Oshkosh	4.8	0.5	1.8	2.8	3.3	3.4	2.2	1.4	1.4	2.0
Parkside	4.5	0.1	1.8	2.8	2.9	2.6	1.7	0.8	0.0	0.3
Platteville	4.5	0.4	3.0	3.2	3.5	2.2	2.0	0.9	1.3	0.6
River Falls	4.7	0.5	1.8	2.5	2.4	3.4	3.6	0.5	2.5	1.4
Stevens Point	4.8	0.8	1.7	2.8	3.3	3.4	2.8	1.2	1.4	1.8
Stout	4.8	0.5	2.3	4.5	5.0	3.9	3.2	1.7	0.9	1.4
Superior	5.0	0.1	1.9	2.1	5.3	4.0	1.3	1.4	1.6	0.1
Whitewater	4.7	0.5	1.6	3.1	3.0	2.6	1.4	2.1	1.6	1.4
Colleges	4.8	1.9	3.8	2.9	3.5	2.3	1.2	1.1	1.0	1.1
Systemwide Average	4.8	0.8	2.0	3.1	3.5	2.8	2.5	1.5	1.7	1.6
Approved Faculty & Academic Pay Plan	4.2%	0%	1.1%	2.0%	4.3%	2.0%	1.0%	0.0%	0.0%	0.0%
CPI	1.6%	2.3%	2.7%	3.4%	3.2%	2.8%	3.8%	-0.4%	1.6%	3.2%

\*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 and Wisconsin Office of State Employee Relations.

**Table 18: Average Salaries of Full-Time, Nine Month Faculty -- 2011-12**

Campus	Professor	Assoc. Prof.	Asst. Prof.	Instructor	Average
Madison	\$ 114,700	\$ 87,400	\$ 75,900	\$ 60,000	\$ 97,700
Milwaukee	95,600	71,200	67,700	50,100	69,900
Eau Claire	72,900	61,500	56,400	44,900	59,300
Green Bay	72,500	57,400	55,700	NA	56,400
La Crosse	75,700	60,500	56,800	NA	58,800
Oshkosh	74,500	61,600	56,900	47,700	59,800
Parkside	75,600	64,000	55,300	NA	56,100
Platteville	68,800	57,600	51,500	NA	56,200
River Falls	71,600	60,900	54,500	NA	62,700
Stevens Point	69,000	57,800	51,900	44,900	57,300
Stout	70,800	59,400	54,300	NA	57,200
Superior	67,000	55,400	51,100	NA	55,200
Whitewater	75,900	63,700	62,200	NA	61,200
Colleges	62,400	50,800	45,000	NA	50,100
National Avg Public					
Doctoral	121,000	82,800	71,500	47,200	88,400
National Avg Public					
Comprehensive	88,900	71,000	60,700	44,600	69,100
National Avg Public					
2-Year	73,500	61,100	53,500	46,800	59,700

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

any changes to salary levels on an analysis of salaries paid for similar positions at comparable universities in other states. Beginning in the 2013-15 biennium, the Regents will no longer be required to base salary range adjustments on any statutorily specified criteria.

Under current practice, 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.

Table 19 shows approved salary ranges and actual salaries for selected UW System senior executives for 2012-13. The salary ranges for the UW System senior vice presidents, the chancellor of UW-Milwaukee, and the vice chancellor of UW-Madison were last adjusted in February, 2006; the salary ranges for the UW System President, was last adjusted in February, 2008; and the salary range for the vice chancellor of UW-Milwaukee was last adjusted in February, 2012. The salary ranges for the UW-Madison chancellor and the chancellors of the comprehensive institutions were adjusted effective July 1, 2013, in December, 2012. On that date, the approved salary range for the UW-Madison chancellor will increase to \$427,500 to \$522,500 and the approved salary range for the chancellors of the comprehensive institutions will increase to \$213,754 to \$261,254.

**Table 19: Salary Ranges for UW System Senior Executives -- 2012-13**

	Approved Range		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	330,203
Vice Chancellor, UW-Madison	238,468	291,461	291,461
Senior Vice Presidents	211,230	258,170	245,000
Vice Chancellor, UW-Milwaukee	259,578	317,262	259,578
Other Chancellors**	194,146	237,290	209,608

\* The UW-Madison chancellor's salary includes \$100,000 in compensation from private sources.

\*\* Average actual salary. The UW-Stevens Point chancellor's salary includes \$15,000 in compensation from private sources.