

**University of Wisconsin System
Overview**

Wisconsin Legislative Fiscal Bureau

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TABLE OF CONTENTS

History	1
Relationships with Other Agencies and Programs	4
Missions of UW System Institutions	5
Enrollment	7
Admission	13
Campus Characteristics	15
Academic Programs	17
Budget	18
Tuition	22
UW Personnel	24

University of Wisconsin System Overview

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

History

Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin, consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System, consisting of the Eau Claire, La Crosse, River Falls, Stout, Whitewater, Oshkosh, Platteville, Stevens Point, and Superior campuses plus four freshman-sophomore centers. Chapter 100, Laws of 1971, merged the two university systems under a single Board of Regents. The 1971 legislation did not create a single, consolidated statutory chapter to govern the system but, rather, provided for a study committee to develop such a chapter for the merged university system. Legislation passed in 1974 completed the merger process by establishing Chapter 36 of the statutes as the statutory foundation of the University of Wisconsin System consisting now of: 13 universities; a unified, two-year college system with 13 campuses; and a statewide extension. The UW system is one of the largest merged systems in the country, enrolling approximately 173,400 students.

The pre-merger University of Wisconsin was created by the State Constitution and implemented by state law in 1848. At the time of merger in 1971, it consisted of the original land-grant university at Madison (1849); as well as four-year campuses at Milwaukee (created by a merger of extension

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

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

The current UW System (see Figure I) consists of two doctoral campuses (Madison, Milwaukee); eleven comprehensive campuses (Eau Claire, Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater); thirteen two-year campuses,

called UW Colleges (Baraboo, Barron, Fond du Lac, Fox Valley, Manitowoc, Marathon, Marinette, Marshfield, Richland, Rock, Sheboygan, Washington and Waukesha); and a statewide Extension with offices in every county.

Board of Regents

The Board of Regents of the University of Wisconsin System consists of 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, or his or her designee from the members, of the Wisconsin Technical College System Board.

The Regents typically meet monthly, except in January and one summer month, and serve without pay. The Board President, Vice President and a full-time secretary are elected for one-year terms during the annual meeting in June. The President appoints members of the Regents' committees and external bodies. The executive committee consists of the President, Vice President, the chairpersons of certain Regents' standing committees, the immediate past President and three other members appointed by the President. In addition to the executive committee, the Board has five standing committees: education; business, finance, and audit; capital planning and budget; personnel matters review; and student discipline and governance appeals. Of these committees, the first three meet at all regular Board meetings.

Chapter 36 of the statutes is the legal basis of the Regents' powers of governance. That chapter defines the responsibilities of the Board including: (1) governance of the system; (2) mission determination for UW institutions; (3) determination of educational programs to be offered; (4) ensuring that programs are consistent with institutional missions; (5) appointment of a system president, chan-

cellors, deans of the Colleges, the directors of the Laboratory of Hygiene and the Psychiatric Institute, the State Cartographer, the State Geologist, and the other employees of the University; (6) allocation of funds and adoption of budgets for UW institutions; and (7) establishment of salaries for unclassified UW personnel.

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

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

Administration

The President and chancellors of the University of Wisconsin System are charged with implementing Regent policies and with administration of the institutions. The President, by statute, directs UW System administration, located in Madison. UW System administration was established to assist the Board of Regents 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 Presi-

FIGURE I

Campuses of the University of Wisconsin System



dent, 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. For 2008-09, System administration has a total budget of \$15.2 million and approximately 143 positions.

There are 14 chancellors in the UW System: one for each of the four-year campuses and one joint chancellor for the UW Colleges and UW-Extension. The chancellors serve at the pleasure of the Board of Regents. As executive heads of their respective faculties and institutions, the chancellors are responsible for the administration of their units, including curriculum design, subject to Board policy and consultation with their faculties; degree requirements; academic standards; grading systems; defining and administering institutional standards for faculty appointments, evaluation, promotion, and recommendations for tenure; recommending individual merit increases; and auxiliary services and budget management.

Governance

Faculty. By statute, the faculty of each institution, subject to the responsibilities and powers of the Board, the President, and the chancellor of the institution, are responsible for the immediate governance of the institution and have 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. They have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.

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

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

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

Relationships With Other Agencies and Programs

Coordination with the Wisconsin Technical College System (WTCS). Coordination of UW and Technical College programs is required by statute. Under Chapter 36, the Board of Regents may not broaden the UW System's post-high school training mission without the approval of the WTCS Board. Likewise, the technical college system board may not broaden its system's collegiate transfer program offerings without the approval of the Board of Regents. In addition, the president of each governing board serves as an ex-officio member of the other board. This facilitates coordination between the two systems.

In addition, the two boards established a joint committee on baccalaureate expansion, known as COBE, in 2004 to develop recommendations to

expand the number of bachelor's degree holders in the state. COBE submitted a final report to the presidents of the UW System and the Wisconsin Technical College System in January, 2005.

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

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

Educational Communications Board (ECB). This agency is responsible for maintaining state-wide public radio and television networks and for the presentation of educational, cultural, informational, and public service programming. Statutes direct the Board of Regents to maintain and operate a public radio station and a public television station, WHA and WHA-TV, both located in Madison, and 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. In addition to WHA, the Board of Regents holds licenses for 13 other radio stations, nine of which are affiliated with Wisconsin Public Radio (WPR). By statute, one UW Regent and one UW System designee sit on the ECB Board.

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

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

Office of the Wisconsin Covenant. Created by 2007 Act 20, the Office of the Wisconsin Covenant, housed in the Department of Administration, serves as the state's liaison between HEAB, DPI, the UW System, WTCS, and other public and private organizations interested in the promotion of postsecondary education in the state.

Missions of UW System Institutions

All thirteen universities award bachelor's and master's degrees. Madison and Milwaukee also confer doctoral degrees. For adults unable to attend classes at a campus, distance learning programs are offered by the UW Colleges and 11 of the four-year campuses. The thirteen two-year colleges provide the freshman and sophomore years of baccalaureate programs and award associate degrees.

The purpose and goals of the UW System and its institutions are defined in three sets of mission statements: a system mission, core missions, and a select mission statement unique to each institution. The core and select mission statements for each institution were originally developed after public hearings and approved by the Board of Regents in 1974. The mission statements are the foundation planning documents which chart the growth and development of the individual institutions. However, a mission statement does not in and of

itself provide any particular program entitlement not specifically authorized on its own merits by the Board of Regents. The Board has the authority to consider and approve proposed changes in mission statements as appropriate and has done so on a number of occasions. Each of the types of mission statements is summarized below.

System Mission

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

Core Missions

Doctoral Campuses (Madison and Milwaukee). To offer baccalaureate, master's, doctoral, and advanced professional degrees; conduct organized programs of research; integrate extension's function; provide educational and research resources unique to doctoral campuses to other campuses and government agencies; and support activities designed to promote the economic development of the state.

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

Select Missions

The select missions of each institution define the particular purposes and focus of each campus. These statements are different in format as well as in content for each institution: some are defined in

terms of specific client populations to be served, some by specific subject matter to be taught, and still others in terms of educational approach.

For example, Green Bay's mission to provide an interdisciplinary, problem-focused educational experience that prepares students to think critically and address complex issues in a multicultural and evolving world exemplifies missions defined by educational approach. The select mission of Milwaukee reflects its status as a major urban doctoral university designed to meet the diverse needs of Wisconsin's largest metropolitan area.

The missions of several of the comprehensive campuses are based on areas of emphasis in certain academic fields including: middle school education, engineering, technology management, agriculture, and criminal justice at Platteville; teacher education, agricultural sciences, agribusiness, and agricultural teacher education at River Falls; and communicative disorders, teacher education, paper science, natural resources, and visual and performing arts at Stevens Point.

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

UW-Extension. UW-Extension extends the boundaries of the university to the boundaries of the state and helps the university establish mutually beneficial connections with all its stakeholders. Its activities 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 for many academic disciplines; and addressing the specific educational needs of under-served, disadvantaged,

and non-traditional students.

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

ments ranged from 2,753 students at Superior to 41,563 students at Madison. The undergraduate focus of the nondoctoral campuses is reflected in the relatively small ratio of graduate students to undergraduates. In general, there is a higher percentage of nonresident graduate students than nonresident undergraduates.

In addition, the largest percentages of nonresident undergraduates are found at Madison and the campuses where tuition reciprocity agreements with Minnesota attract a large number of students (River Falls, Superior, Stout, Eau Claire and La Crosse). The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education institutions in either state without paying nonresident tuition. In the fall of 2007, 10,530 undergraduate and 778 graduate Wisconsin residents attended Minnesota institutions and 13,071 undergraduate and 655 graduate Minnesota residents attended college in Wisconsin under this agreement.

Enrollment

Table 1 shows headcount enrollments for the 2007 fall semester at each of the campuses. Enrollment

Table 2 shows changes in headcount enrollment by institution from fall, 1997, to fall, 2007. System-

Table 1: UW Enrollment (Headcount) -- 2007 Fall Semester

	Undergraduate			Graduate and Professional			Total
	Resident	Non-Resident	% Non-Resident	Resident	Non-Resident	% Non-Resident	
Madison*	20,026	10,140	33.6%	5,076	6,321	55.5%	41,563
Milwaukee	23,455	940	3.9	3,636	1,307	26.4	29,338
Eau Claire	7,909	2,280	22.4	550	115	17.3	10,854
Green Bay	5,547	364	6.2	187	12	6.0	6,110
La Crosse	7,020	1,527	17.9	1,211	236	16.3	9,994
Oshkosh	10,876	270	2.4	1,575	51	3.1	12,772
Parkside	4,466	424	8.7	103	17	14.2	5,010
Platteville	5,389	1,025	16.0	484	291	37.5	7,189
River Falls	3,107	2,900	48.3	283	162	36.4	6,452
Stevens Point	7,998	696	8.0	363	58	13.8	9,115
Stout	5,203	2,348	31.1	619	307	33.2	8,477
Superior	1,315	1,182	47.3	157	99	38.7	2,753
Whitewater	8,764	644	6.8	1,145	184	13.8	10,737
Colleges	<u>12,568</u>	<u>461</u>	3.5	---	---	---	<u>13,029</u>
Total	123,643	25,201	16.9%	15,389	9,160	37.3%	173,393

*Graduate figures include 1,940 resident and 581 nonresident professional students.

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

	Fall	Fall	Change	
	1997	2007	Number	Percent
Madison	39,911	41,563	1,652	4.1%
Milwaukee	22,296	29,338	7,042	31.6
Eau Claire	10,625	10,854	229	2.2
Green Bay	5,657	6,110	453	8.0
La Crosse	9,175	9,994	819	8.9
Oshkosh	11,327	12,772	1,445	12.8
Parkside	4,696	5,010	314	6.7
Platteville	5,221	7,189	1,968	37.7
River Falls	5,428	6,452	1,024	18.9
Stevens Point	8,755	9,115	360	4.1
Stout	7,563	8,477	914	12.1
Superior	2,610	2,753	143	5.5
Whitewater	10,808	10,737	-71	-0.7
Colleges	<u>8,887</u>	<u>13,029</u>	<u>4,142</u>	46.6
Total	152,959	173,393	20,434	13.4%

wide, this period was one of moderate and sustained growth. Over that time period, headcount enrollments increased at all UW institutions except at Whitewater where enrollments declined by less than 1%. Overall, system enrollment increased by 20,434 students (13.4%) during the period.

However, growth rates at individual institutions varied widely. Three institutions, Milwaukee, Platteville, and the UW Colleges, saw enrollments grow by more than 30%, far greater than the systemwide average. Indeed, increases in enrollments at these three institutions accounted for more than 60% of the increases in enrollments systemwide.

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

Enrollment Management Plans

Most of the changes in enrollment levels over the last twenty years have been the result of four plans approved by the Board of Regents and

known as Enrollment Management (EM) I, II, and III, and Enrollment Management 21. These enrollment plans were designed to increase, decrease, or maintain enrollment levels with particular objectives in mind. EM I and II were intended to improve the quality of educational services offered at UW institutions by reducing enrollments systemwide and redistributing enrollments from overcrowded campuses to those which had excess capacity. During EM I, which extended from the fall of 1987 to the fall of 1990, full-time equivalent (FTE) enrollments were reduced by approximately 4% with the purpose of increasing student access to courses. During EM II (fall, 1991 to fall, 1994), enrollments dropped an additional 6%. Under these first two EM plans, the number of FTE students decreased by approximately 10%, slightly more than the target of 9.1%.

The primary goal of EM III (fall, 1995 to fall, 2000) was to maintain high quality educational services while increasing enrollments to accommodate an expected increase in the number of high school graduates. Under this plan, total system enrollment increased by approximately 6,300, or 5.0%. At the same time, the average class rank of incoming freshman decreased slightly but was still above the pre-EM planning levels. ACT scores of new freshman, another common measure of student quality, increased.

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

Beginning in 2005-06, the UW System has projected enrollments on a biennial basis instead of using a longer-term enrollment management plan such as EM I, II, III, or 21. Overall enrollment targets for the UW System increased from 136,319 in 2006 to 147,110 in 2007 and 149,069 in 2008.

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

Table 3: Enrollment According to Attendance Status (Headcount)

	2007 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	36,795	4,768	11.5%
Milwaukee	22,415	6,923	23.6
Eau Claire	9,531	1,323	12.2
Green Bay	4,677	1,433	23.5
La Crosse	8,570	1,424	14.2
Oshkosh	8,896	3,876	30.3
Parkside	3,580	1,430	28.5
Platteville	5,803	1,386	19.3
River Falls	5,699	753	11.7
Stevens Point	8,173	942	10.3
Stout	6,945	1,532	18.1
Superior	2,103	650	23.6
Whitewater	9,033	1,704	15.9
Colleges	<u>8,305</u>	<u>4,724</u>	36.3
Total	140,525	32,868	18.3%

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. Table 4 indicates FTE enrollments, by campus for the fall, 2007, semester. Campuses with a large number of part-time students (UW Colleges, Parkside, and Oshkosh) have a relatively lower FTE when compared to their headcount enrollment.

Students of Color and Diversity Planning

A total of 16,909 students of color were enrolled in the UW System in the fall semester of 2007, comprising 9.8% of total enrollment. Of the 173,393 students who were enrolled in the System at that time,

Table 4: Enrollment (FTE) -- 2007 Fall Semester

	Undergraduate	Graduate & Professional	Total
Madison	27,110	10,027	37,137
Milwaukee	20,720	3,059	23,779
Eau Claire	9,484	254	9,738
Green Bay	4,933	88	5,021
La Crosse	8,267	976	9,243
Oshkosh	9,557	616	10,173
Parkside	3,930	54	3,984
Platteville	5,996	274	6,270
River Falls	5,602	238	5,840
Stevens Point	8,068	199	8,267
Stout	6,821	499	7,320
Superior	2,125	121	2,246
Whitewater	8,793	691	9,484
Colleges	<u>9,450</u>	---	<u>9,450</u>
Total	130,856	17,096	147,952

2.9% were African Americans, 3.6% are Asian Americans, 2.4% were Hispanic or Latino and 0.8% were American Indian. Table 5 contains enrollment statistics by race and ethnicity for each campus. About 57% of all students of color enroll at either Madison or Milwaukee. Parkside (21.5%), Milwaukee (15.3%), and Madison (12.2%) have the highest proportion of these students, while Platteville (5.0%), Eau Claire (5.1%), Stevens Point (5.3%), Stout (5.4%), and River Falls (5.5%) have the lowest.

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

Table 5: Enrollment by Race/Ethnicity* (Headcount) -- 2007 Fall Semester

	African American	Hispanic/Latino	Asian American	American Indian	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	1,195	1,319	2,283	287	5,084	41,563	12.2%
Milwaukee	1,913	1,122	1,233	215	4,483	29,338	15.3
Eau Claire	57	118	311	72	558	10,854	5.1
Green Bay	44	85	179	108	416	6,110	6.8
La Crosse	101	136	305	64	606	9,994	6.1
Oshkosh	138	186	354	133	811	12,772	6.3
Parkside	525	364	153	34	1,076	5,010	21.5
Platteville	139	90	91	36	356	7,189	5.0
River Falls	93	62	170	28	353	6,452	5.5
Stevens Point	98	111	209	61	479	9,115	5.3
Stout	103	78	208	68	457	8,477	5.4
Superior	43	18	33	91	185	2,753	6.7
Whitewater	465	274	271	45	1,055	10,737	9.8
Colleges	<u>200</u>	<u>285</u>	<u>420</u>	<u>85</u>	<u>990</u>	<u>13,029</u>	7.6
Total	5,114	4,248	6,220	1,327	16,909	173,393	9.8%

*Based on optional self-identification at registration.

In May of 1998, the Board of Regents adopted "Plan 2008: Educational Quality Through Racial and Ethnic Diversity" for the succeeding 10-year period. Like its predecessor, Plan 2008 includes seven goals, although the goals under Plan 2008 were somewhat less specific than those included in "Design for Diversity." For example, the first goal was to increase the number of Wisconsin high school graduates of color who apply, are accepted, and who enroll at UW System institutions. Strategies for achieving this goal included: increasing and expanding precollege programs; developing recruitment programs targeted to adults of color; increasing recruitment efforts for traditional-age students of color; and increasing participation in precollege programs by American Indian students. Other goals of Plan 2008 were to increase retention and graduation rates for students of color to the level of the student body as a whole, increase financial aid for needy students, and increase the proportion of faculty and staff of color to equal the proportion of these individuals who are available in relevant job pools.

In April 2004, the Regents reviewed the progress that has been made during Phase I of Plan

2008. Over the first five years of Plan 2008, 2,000 additional students of color enrolled in the UW System, which is equivalent to 25% of all enrollment growth for that time period. Despite the increased minority enrollment, the actual service rate, equal to the percent of minority high school graduates enrolled, fell from 23% to 20.4%, because the total number of minority students graduating from high school increased at a faster rate than the number of minority students enrolling in the UW System. Plan 2008 also sought to close the retention and graduation gap between minority students and the student body as a whole; while both the retention and graduation rates have increased, they both remained below those of the student body as a whole.

The Plan 2008 Phase I assessment found positive progress toward four of the seven goals and mixed results in terms of minority student aid. The report found successful progress toward the goals of increasing pre-college program enrollment, increasing minority faculty and staff, creating an environment that enhances learning and a respect for racial and ethnic diversity, and improving institutional accountability related to measuring and

evaluating diversity programs and performance goals. Financial aid funding for minority students has struggled to keep pace with tuition increases and funding increases have largely come from private sources.

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

As of December, 2008, the outcomes of Plan 2008 were being assessed and planning had begun on a future diversity initiative. It was anticipated that a final report on Plan 2008 would be presented to the Board of Regents in the spring of 2009 and that a new diversity plan would be adopted in late 2009.

Table 6 compares enrollment of students by race and ethnicity in the fall of 1997 and the fall of 2007. During this period, total enrollment increased by 13.4% while the total number of students of color increased by 44.2%. However, the increase was not consistent across all race and ethnic groups. For example, the number of Asian American students increased by 64.9% and the

number Hispanic and Latino American students increased by 47.9% while the number of African Americans and American Indian students increased by 27% and 25.8%, respectively.

As a whole, the UW System has grown more diverse during the past 10 years. While students of color made up 7.7% of the total student population in fall of 1997, these students made of 9.8% of the student population in fall of 2007. The increase in enrollment by students of color has been greatest at the Madison campus. Enrollment by students of color increased by 38% over the time period, from 3,678 in fall of 1997 to 5,084 in fall of 2007. Students of color currently make up 12.2% of the total student population at UW-Madison, up from 9.2% in fall of 1997.

By contrast, the percentage of the student population who are students of color decreased at the Milwaukee campus, from 16.0% in fall of 1997 to 15.3% in fall of 2007. While enrollments by students of color increased over that time period, this increase was smaller in percentage terms than the increase in enrollments by white students. For example, from fall of 1997 to fall of 2007, enrollments by African American students increased by 3.2% while total campus enrollment increased by 31.6%. Despite this, UW-Milwaukee is still the second most diverse campus in the UW System behind only Parkside.

Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 1997 to 2007

	Fall 1997		Fall 2007		% Change 1997 to 2007
	Number	% of Total	Number	% of Total	
Students of Color					
African American	4,026	2.6%	5,114	2.9%	27.0%
Hispanic/Latino	2,872	1.9	4,248	2.4	47.9
American Indian	1,055	0.7	1,327	0.8	25.8
Asian American	<u>3,772</u>	<u>2.5</u>	<u>6,220</u>	<u>3.6</u>	64.9
Subtotal	11,725	7.7%	16,909	9.8%	44.2%
International	5,469	3.6	5,511	3.2	0.8
White	<u>135,765</u>	<u>88.8</u>	<u>150,973</u>	<u>87.1</u>	11.2
UW System Total	152,959	100.0%	173,393	100.0%	13.4%

Many of the comprehensive campuses are also becoming more diverse. The African American population at UW-Stevens Point more than doubled from fall of 1997 to fall of 2007 while the Asian American population doubled at UW-Whitewater over the same period of time. In addition, enrollment by American Indians increased by more than 90% at UW-Oshkosh from fall of 1997 to fall of 2007. By contrast, UW-Eau Claire has seen declines in both its African American and American Indian student populations.

International enrollment declined systemwide from fall of 1997 to fall of 2007 following a national trend. Most of this decline occurred in the first few years after the September 11, 2001, terrorist attacks and the increased restrictions on visas that followed. Despite this, a handful of campuses, including Platteville, River Falls, and La Crosse, have seen increases in enrollment of international students of greater than 90%. Enrollment by international students in the UW System increased in fall 2007 for the first time since 2002.

Enrollment by Sex

Table 7 contains headcount enrollment by sex, for the fall 2007 semester. Systemwide, 53.8% of undergraduate students are women. Female

enrollment peaked at 55.6% of undergraduate enrollment in the fall of 2002. Prior to that time, female enrollment within the UW had been increasing steadily for more than a decade, reflecting a nationwide trend.

Green Bay and Platteville are the most gender imbalanced institutions in the UW System. At Green Bay, 65.6% of undergraduates are female; in contrast, 61.2% of undergraduates are male at Platteville. Undergraduate enrollment by gender is nearly even at the Stout and Whitewater campuses. At all other institutions, female undergraduate enrollment exceeds male undergraduate enrollment by at least 4%.

At the graduate level, women make up an even greater proportion of enrolled students. In fall of 2007, 58.3% of all graduate and professional students were female. While the percentage of undergraduates who are female have been declining in recent years, female enrollment at the graduate level has been increasing steadily for more than two decades.

Women account for more than two-thirds of enrollments in graduate programs at eight UW System institutions. However, graduate and professional enrollment at Madison, which

Table 7: Enrollment by Sex (Headcount) -- 2007 Fall Semester

	<u>Undergraduate</u>			<u>Graduate and Professional</u>			<u>Total</u>		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	14,221	15,945	52.9%	5,559	5,838	51.2%	19,780	21,783	52.4%
Milwaukee	11,665	12,730	52.2	1,863	3,080	62.3	13,528	15,810	53.9
Eau Claire	4,208	5,981	58.7	227	438	65.9	4,435	6,419	59.1
Green Bay	2,040	3,871	65.5	60	139	69.8	2,100	4,010	65.6
La Crosse	3,566	4,981	58.3	468	979	67.7	4,034	5,960	59.6
Oshkosh	4,550	6,596	59.2	568	1,058	65.1	5,118	7,654	59.9
Parkside	2,198	2,692	55.1	65	55	45.8	2,263	2,747	54.8
Platteville	4,068	2,346	36.6	333	442	57.0	4,401	2,788	38.8
River Falls	2,501	3,506	58.4	129	316	71.0	2,630	3,822	59.2
Stevens Point	4,050	4,644	53.4	108	313	74.3	4,158	4,957	54.4
Stout	3,868	3,683	48.8	249	677	73.1	4,117	4,360	51.4
Superior	1,068	1,429	57.2	90	166	64.8	1,158	1,595	57.9
Whitewater	4,745	4,663	49.6	529	800	60.2	5,274	5,463	50.9
Colleges	<u>6,010</u>	<u>7,019</u>	53.9	---	---	---	<u>6,010</u>	<u>7,019</u>	53.9
Total	68,758	80,086	53.8%	10,248	14,301	58.3%	79,006	94,387	54.4%

accounts for almost half of all such enrollment systemwide, is nearly equal with female students representing a slight majority at 51.2%. Male enrollment at the graduate level exceeds female enrollments only at Parkside, which also has the lowest graduate enrollment in the UW System.

Admissions

In February, 2007, the Board of Regents adopted a revised freshman admissions policy, first affecting those applying for admission in fall of 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. Regent policy provides minimum admissions requirements for freshman applicants but allows the institutions to establish additional, more specific requirements. When considering applicants for admission, the institutions are instructed to perform a comprehensive review of each application and are directed to consider the following criteria: (1) academics, including quality and rigor of coursework, grade point average, class rank, and trend in grades; (2) ACT or SAT scores; and (3) other factors. Other factors that should be considered include student experiences, work experiences, leadership qualities, motivation, community service, special talents, status as a nontraditional or returning adult, veteran status, whether the applicant is socioeconomically disadvantaged, and whether the applicant is a member of a historically underrepresented racial or ethnic group. Regent policy also restricts nonresident enrollment at any UW institution to no greater than 25%. This restriction does not apply to Minnesota reciprocity students.

Minimum Requirements

To be considered for admission as a freshman at any of the UW System institutions, an applicant

must meet the following requirements: (1) graduate from a recognized high school or the equivalent; (2) complete and submit the admissions application by the required deadline; (3) submit ACT or SAT scores to the institution; and (4) satisfy certain academic requirements described below. Institutions have the discretion to waive one or more of the above requirements for particular students.

To satisfy the academic requirements, students must have earned 17 high school units including: (1) four units of English; (2) three units of social science; (3) three units of mathematics; (4) three units of natural science; and (5) four units of elective courses. Elective courses may include foreign language, fine arts, computer sciences, other academic areas, or additional units of English, social sciences, mathematics, and natural sciences. In addition to these minimum requirements, Madison and Eau Claire each 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 of 2007, the systemwide admission rate for new freshman was 94% for Wisconsin residents, 70% for nonresidents, and 78% for Minnesota reciprocity students. Systemwide, 44.5% of new freshmen who were admitted and enrolled in fall, 2007, were in the top quartile of their high school class and 77.7% were in the top half of their class. The average high school rank of new freshmen was 67.2, down from 69.2 in fall, 1997. The average ACT score for new freshmen enrolling in fall, 2007, was 23.2, compared to 23.0 for new

freshmen enrolling in fall, 1997.

Prior Admissions Policy

Prior to February, 2007, when the Regents adopted its policy of "comprehensive review," class rank was the primary determinant of admission. At that time, 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. Institutions were permitted, but not required, to consider minority group status, physical or learning disability, veteran status, age group, or economic or educational disadvantage. When the revised admissions policy was adopted, all "automatic" admissions were eliminated. UW-Madison already employed a comprehensive review for the purpose of admissions so its policy was not significantly changed by the change in Regent policy.

Transfer Students and Agreements

Transfer students represent a significant portion of new enrollments. During the 2007-08 academic year, 8,083 undergraduates entered the UW System as transfer students. Of these students, 49.6% transferred from institutions in other states and U.S. territories, 35.9% transferred from Wisconsin Technical Colleges, 11.3% transferred from private colleges within Wisconsin, and the remaining 3.2% transferred from institutions in foreign countries. For these students, the statewide admission rate was 88% in the fall of 2007. In addition to the above transfer students, 3,364 students transferred among the UW System four-year and doctoral institutions and 2,194 transferred from the UW Colleges and UW-Extension to UW System four-year institutions.

In recent years, the Board of Regents have adopted policies to facilitate student transfers from Wisconsin Technical College System institutions into the UW System. Under current Regent policy, which was most recently modified in 2004, stu-

dents transferring from the liberal arts collegiate transfer programs at Madison, Milwaukee, and Nicolet Area Technical Colleges may transfer up to 72 credits to a four-year UW institution. In addition, students who have completed an Associate of Arts or an Associate of Science degree in one of the above programs are considered to have satisfied the general education requirements of the receiving UW institution. New collegiate transfer programs were approved at Chippewa Valley Technical College (CVTC) in 2007 and Western Technical College in 2008.

WTCS students not transferring from the Madison, Milwaukee, and Nicolet programs may transfer up to 30 general education credits in the areas of communications, behavioral sciences, social sciences, mathematics, and natural sciences. UW institutions may also accept for transfer occupational and technical courses on a course-by-course basis.

As a result of these changes in policy, transfers by technical college students to UW System institutions have increased significantly. Data shows that there has been a significant increase in transfers from Wisconsin Technical College System (WTCS) institutions to the UW System over the period from 2000-01 to 2007-08. The total number of new transfers, which includes transfers within the UW System, grew by only 2% over this time, while transfers from WTCS institutions increased by 26%.

Articulation agreements provide that certain courses taken at a particular technical college or UW Colleges campus are pre-approved for transfer to another institution, or vice versa. These agreements may involve a UW System four-year campus, a Wisconsin Technical College, a UW Colleges campus, or a private institution. There are more than 500 program-to-program articulation agreements in place between WTCS and UW campuses.

UW-Madison also offers a special program, known as the UW-Madison connections program, for Wisconsin resident students who are academically qualified for admission but cannot be admitted due to space limitations. Program participants

receive many of the same privileges extended to UW-Madison students, including access to libraries, student support services, and the opportunity to purchase student tickets to athletics events, and may transfer to the campus after completing 54 credits at a partner institution. Partner institutions include the 13 UW Colleges, three technical colleges, the College of the Menominee Nation, UW-Green Bay, and, beginning in fall, 2009, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Stout. From the program's inception in 2001 through 2007, 437 students have participated in the program.

Campus Characteristics

Table 8 contains various statistics illustrating the unique nature of each of the four-year campuses. Madison, the "flagship" research university of the system, draws its student body from a wider geographic region than do the other campuses. In addition, its freshmen class enters with a higher average high school class rank and higher average test scores, and statistics indicate that the class will be more likely to graduate and to do so in a somewhat shorter time than do the incoming freshmen at the other UW campuses. Of the comprehensive campuses, the student body at Eau Claire and La Crosse most closely resembles the student body of Madison with higher average class rank and test scores than most other UW campuses. By contrast, Green Bay, Oshkosh, Parkside, and Superior have older student bodies, more part-time students, and lower six-year graduation rate. These statistics reflect the larger non-traditional populations on those campuses.

At least 30% of the student body at River Falls, Stout, and Superior enter through the Minnesota-Wisconsin reciprocity agreement. Aside from Minnesota students, out-of-state undergraduates do not comprise a significant share of the student bodies at the comprehensive campuses, with the exception of Platteville and Whitewater where nonresi-

dent non-reciprocity students make up 18.7% and 10.4% of the freshman class, respectively. The large number of nonresident students enrolled at Platteville is attributable in part to the Tri-State initiative which provides discounted nonresident tuition to undergraduate students from Illinois and Iowa. La Crosse, Stevens Point, and Superior also have significant international student populations.

The average number of credits taken by bachelor's degree recipients ranged from 122 credits at UW-Madison to 145 credits at UW-Oshkosh and UW-Platteville. The System average credits-to-degree has fallen from 145 in 1993-94 to 134 in 2006-07. Several factors influence the number of credits that undergraduate students take while earning bachelor's degrees, including student factors, such as an accumulation of college credit through high school advanced placement courses, a change in major, transfer to other UW institutions, taking extra electives, and institutional factors, such as the number of credits required for degree completion, course availability, academic advising programs, and the number of credits accepted for transfer.

In addition to credits-to-degree, time-to-degree is another measure of efficiency. For full-time new freshmen entering in fall 2001 (the most recent year six-year graduation rates can be computed), 58.6% graduated from the same institution within six years of matriculation. An additional 6.2% of fall, 2001 full-time new freshmen graduated at another UW institution for a systemwide six-year graduation rate of 64.8%. Madison, La Crosse, Eau Claire, and Stevens Point have the highest six-year graduation rates, while Milwaukee, Parkside and Superior graduate the smallest percentage of entering freshmen within six years.

The UW institutions with the highest percentage of contact hours taught solely or partially by faculty are Stevens Point (76%) and La Crosse (69%). Milwaukee (37%), Parkside (43%), the UW Colleges (53%), Oshkosh (54%), and Whitewater (58%) all have less than 60% of their contact hours taught solely or partially by faculty;

Table 8: Characteristics of Undergraduate Students at UW Four-Year Campuses -- Fall Semester, 2007

	Madison	Milwaukee	Eau Claire	Green Bay	La Crosse	Oshkosh	Parkside	Platteville	River Falls	Stevens Point	Stout	Superior	Whitewater
Profile of New Freshmen													
% of Freshmen who are:													
Compact*	11.6%	2.1%	23.2%	2.9%	12.4%	0.7%	0.1%	1.4%	48.6%	2.9%	32.0%	35.7%	0.7%
Other Nonresident	30.0	4.0	1.6	3.9	6.6	2.3	6.9	18.7	2.0	5.1	4.3	6.9	10.4
In Top 10% of H.S.	60.0	7.0	19.0	NA	31.0	9.0	8.0	10.0	10.0	14.0	7.0	13.0	10.0
Average H.S. Rank (Upper %)	10.9	43.0	24.5	NA	17.6	31.0	43.0	36.0	38.0	27.9	37.9	33.9	36.1
Average ACT Score	27.9	22.0	24.5	22.5	24.7	22.5	20.2	22.2	21.9	22.8	21.4	22.0	22.2
Profile of Academics													
% Full-Time Undergraduates	90.9	82.8	92.5	78.4	95.2	78.0	72.9	89.4	92.8	92.6	88.1	81.8	92.0
Avg. Attempted Credits to Degree****	122	134	137	132	140	145	139	145	132	140	139	134	138
% of Freshmen who:													
Graduate from Same Campus**	79.0	41.0	60.0	54.0	66.0	46.0	32.0	53.0	52.0	59.0	53.0	40.0	53.0
Graduate from Another UW Campus**	3.0	6.0	8.0	11.0	11.0	7.0	6.0	6.0	4.0	8.0	6.0	3.0	8.0
Graduate within Six Years**	82.0	47.0	68.0	65.0	77.0	53.0	38.0	59.0	56.0	67.0	59.0	43.0	61.0
% of Undergraduates who:													
Are Over 24 Years Old	5.0	16.0	7.0	19.0	4.0	16.0	21.0	9.0	7.0	11.0	12.0	29.0	8.0
% of Undergrad Contact Hours Taught by:													
Faculty***	61.0	37.0	62.0	65.0	69.0	54.0	43.0	62.0	66.0	76.0	64.0	63.0	58.0
Academic Staff	29.0	49.0	37.0	35.0	31.0	46.0	57.0	38.0	35.0	24.0	36.0	37.0	43.0
Teaching Assistants	9.0	14.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Primary Undergraduate Degrees	Poli. Science Psychology	Comm. Mkting	Business Comm.	Business Biology	Biology Phys. Ed.	Nursing Education	Business Crim. Just.	Business Mech. Eng.	Business Education	Biology Business	Business App. Arts	Business Education	Education Business

*Compact includes Minnesota and Michigan reciprocity agreements.

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

***Includes sections taught solely and partially by faculty. Systemwide, the percentage of sections taught at least partially by faculty is 59%.

**** For 2006-07 graduates.

these campuses rely heavily on academic staff to perform undergraduate teaching. The state's two doctoral campuses also utilize a significant number of graduate students for undergraduate teaching. At Madison, 9% of all undergraduate courses are taught by teaching assistants compared to 14% at Milwaukee.

Academic Programs

At the 13 UW campuses that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from 25 at Superior to 135 at Madison. Most campuses offer the traditional liberal arts degrees as well as undergraduate majors in business and education. However, only six undergraduate majors (art, business, computer science, education, mathematics, and psychology) are offered at all thirteen campuses. Four campuses (Madison, Milwaukee, Platteville, and Stout) offer undergraduate engineering programs, and four (Madison, Platteville, River Falls, and Stevens Point) offer undergraduate programs in agriculture. There are five schools of nursing in the UW System (Eau Claire, Green Bay, Madison, Milwaukee, and Oshkosh), one school of architecture at Milwaukee, and one school of pharmacy at Madison. Business and psychology are currently the most prevalent undergraduate degrees granted by UW institutions.

The number of master's degree programs offered by the comprehensive campuses ranges from four at Parkside and Green Bay to 19 at La Crosse and Stout. UW-La Crosse also offers a doctor of physical therapy degree in collaboration with UW-Milwaukee and UW-Stevens Point offers a doctor of audiology degree in collaboration with UW-Madison. Milwaukee offers 51 master's programs while Madison offers 157. The most common graduate programs are in education. A master's of business administration (MBA) degree is offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, River Falls, Stevens Point (offered in collaboration with UW-Oshkosh),

and Whitewater. Madison and Milwaukee are the only campuses that offer doctoral (PhD) programs with 27 programs at Milwaukee and 115 at Madison. Finally, the professional schools of law, medicine, and veterinary medicine are all located on the Madison campus.

Collaborative Programs

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

Collaborative degree programs are offered at all thirteen UW Colleges campuses. These programs are agreements between one or more UW College campus and one or more UW four-year institutions that permit students to complete the lower-level coursework required for a specific bachelor's degree program at the UW College campus. UW College campuses do not necessarily choose to collaborate with the most proximate four-year campus; indeed, UW-Milwaukee serves as the four-year partner in the majority of these programs, including collaborations with the more far-flung college campuses such as UW-Barron County, UW-Richland, and UW-Marinette. Since 1998, the number of collaborative degree programs has increased significantly, increasing from only three such programs to more than 60.

In addition to these collaborative degree programs involving the UW Colleges, there are a number of collaborative programs involving two or more of the four-year campuses. These programs include two collaborative nursing degree programs and three dual degree programs in engineering. There are also 11 master's-level collaborative programs that award degrees in business administration, public administration, and education fields. Finally, there are two collaborative doctoral degree programs, one in physical therapy and one in audiology.

Nursing agreements encourage nursing students enrolled at UW Colleges campuses and other institutions to "cross enroll." These agreements provide students with greater access to courses required to complete a degree. Currently, five UW Colleges participate in nursing agreements. These agreements are generally made with a nearby technical college or four-year UW institution.

Budget

The University's 2008-09 budget totals approximately \$4,731.7 million of which \$1,189.8 million, or 25.1%, is funded from state general purpose revenue (GPR). The University's operating budget, by fund source, is shown in Table 9. Not all of the funding listed in the table is available for discretionary use by the Regents to support university programs. Significant amounts are dedicated to specific purposes such as: (1) state-funded debt service payments and energy costs (\$252.3 million); (2) federally-funded contractual obligations (\$976.2 million); (3) auxiliary operations for activities such as dormitories, athletics, student centers (\$678.0 million); and (4) gifts and trust income (\$537.9 million). Apart from these examples, other funds provided for specific purposes by the Legislature must be used for those purposes; examples of this funding include monies provided for laboratory modernization, library acquisitions, and increasing racial and ethnic diversity. Indirect cost reimbursements are federal monies for indirect costs related to grants and contracts. Operational receipts are fees for services for other operations such as non-credit outreach programs.

Most of the University's GPR budget is provided under three appropriations: general program operations (70.2%), debt service (10.8%) and energy costs (11.7%). The latter two represent items for which an agency normally receives sufficient funds

Table 9: UW System Operating Budget -- 2008-09 Fiscal Year

Source of Funds	Amount	Percent
State GPR	\$1,189,756,579	25.1%
Tuition	980,981,001	20.7
Federal	976,154,705	20.6
Auxiliary Operations	678,035,944	14.3
Gifts and Trust Income	537,865,286	11.4
Operational Receipts	200,658,063	4.2
Indirect Cost Reimbursement	132,244,963	2.8
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.8</u>
Total	\$4,731,696,541	100.0%

to cover its needs. General program operations cover most instruction, student services, academic support, and public service activities. The University has the ability to combine its GPR-general program operations allocation with money received from tuition and certain federal indirect cost reimbursements to create a pool of funds that it may use to run its operations. In 2008-09, the University had a general program operations budget of approximately \$1.9 billion.

The bulk of federal funds and gifts and trust income result from specific project proposals at individual campuses. Due to the manner in which these funds are generated, Madison receives the majority of these funds, including 58% of the System's federal funds and 84% of its gift and trust fund income.

Table 10 shows a history of the UW budget by major funding source and budgeted enrollments. Enrollment targets are shown rather than actual FTE students because these figures are used for budgeting purposes. Over the most recent 10-year period, total GPR funding increased at about one-third of the rate of increase in tuition revenue. Indeed, tuition revenues, which grew by 117%, increased at a greater rate than all other sources of funding. Federal funds and gifts and trust income also more than doubled during that time period.

The University utilizes a national higher educa-

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

	State GPR	Tuition	Federal	Gifts & Trust	Other*	Total	FTE Students	GPR/FTE Student
1998-99	\$910.6	\$451.4	\$479.1	\$267.3	\$613.4	\$2,721.8	127,768	\$7,127
1999-00	961.1	493.7	517.7	297.9	651.9	2,922.3	128,156	7,499
2000-01	1,034.9	522.2	554.3	320.4	691.9	3,123.7	130,986	7,901
2001-02	1,057.3	570.1	589.6	354.9	741.4	3,313.3	131,837	8,020
2002-03	1,080.5	625.0	624.7	387.0	779.4	3,496.7	133,211	8,111
2003-04	1,002.8	714.1	705.6	415.4	831.0	3,669.0	135,343	7,409
2004-05	992.9	807.1	772.7	442.3	867.8	3,882.8	134,885	7,361
2005-06	991.4	860.0	902.4	470.5	906.1	4,130.3	135,841	7,298
2006-07	1,044.9	909.2	907.5	486.4	967.4	4,315.4	136,319	7,665
2007-08	1,128.4	939.5	938.5	519.8	1,007.3	4,533.5	147,110	7,670
2008-09	1,189.8	981.0	976.2	537.9	1,046.8	4,731.7	149,069	7,982
Annualized Rate of Change 1998-99 to 2008-09	2.71%	8.07%	7.38%	7.24%	5.49%	5.69%	1.55%	1.14%

*Auxiliaries and other program revenues.

Source: UW System internal budget allocation documents.

tion accounting model developed by the federal government for allocating activities into subprograms. The University budgets using 12 subprograms. The first three (instruction, research, and public service) are considered the primary activities of the University with all other subprograms supporting these first three. Although administrative activities are generally classified under instructional 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** (25.4% of the total budget for 2008-09). 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** (21.1%). All activities conducted under the terms of a research contract, a project funded by external agencies, or a project funded by an institution's operating budget. Included are expenditures for individual and project research, as well as those of research institutes and centers. Also includes data processing costs supporting these activities. Research excludes such departmental activities as course preparation, curriculum development, and institutional studies projects.

3. **Public Service** (6.5%). Service activities that produce benefits for individuals or groups external to the institution. Includes continuing education, which are nondegree credit courses, workshops, and seminars; all other noncredit instruction; cooperative extension services; community service; and broadcast radio and television, including WHA-TV.

4. **Academic Support** (7.6%). All activities related to the collection, cataloging, and dissemination of published materials; all instructional computing activities except those budgeted

in teaching departments on a chargeback basis; all media, audio-visual, and other academic activities that support other subprograms; services that directly assist the academic functions of the institution; and academic administration.

5. **Hospitals** (0.8%). This subprogram was removed from the UW budget in 1996-97 due to the transfer of the UW Hospital and Clinics to a separate hospital board and authority. The moneys remaining in the budget represent funding for hospital activities remaining in the UW-Madison budget.

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

7. **Student Services** (8.4%). All activities, such as student health services, financial aid administration, student organizations, intramural athletics, intercollegiate athletics, cultural events, registration, and admissions, established to provide for the social and cultural development of the student body; supplemental or remedial instruction; clinical counseling; career guidance; and placement. Student services excludes course bulletins, catalogs, and timetables.

8. **Financial Aid** (8.8%). 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.

9. **Auxiliary Enterprises** (7.3%). Activities such as student food services, housing, and parking that provide services to students, faculty, and staff and are managed as essentially self-supporting activities. Auxiliary enterprises exclude power plant overhead costs.

10. **Physical Plant** (6.6%). Facilities maintenance, operation, and security activities. Excluded are space management, capital budget planning and construction liaison, and special repair and maintenance projects for campus departments, which are budgeted under other subprograms and custodial and maintenance services provided to auxiliary enterprises.

11. **Institutional Support** (4.4%). Executive management, planning and programming, campus and community relations, general administrative services, and support services, such as chancellors, academic planning, alumni relations, capital and operating budget planning, administrative data processing, and purchasing. Institutional support excludes proportionate salary amounts for those individuals engaged in both teaching activities and instructional computing, research computing, and student services computing.

12. **Debt Service on Academic Buildings** (2.9%). Principal and interest payments on general obligation debt.

Table 11 provides a detail of 2008-09 budget allocations by campus for the 12 subprograms as well as source of funds data. Individual campus allocations are determined by System Administration according to past allocations, budget initiatives, planned enrollment changes, and planned programmatic changes.

Since 1998, the portions of the University budget devoted to research, financial aid, physical plant, and debt service on academic buildings have increased at faster rates than all other subprograms. Of these subprograms, research and financial aid are primarily supported by outside funds while physical plant and debt service are primarily funded by GPR.

Table 11: University of Wisconsin System, 2008-09 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)

	2008-09	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Institt'l Support	Debt Service on Academic Buildings	
	Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Institt'l Support	Debt Service on Academic Buildings
Madison	\$2,386,329,962	\$473,503,919	\$921,198,362	\$105,533,481	\$140,559,811	\$36,026,100	\$11,252,234	\$164,948,342	\$101,869,018	\$120,254,600	\$177,744,352	\$67,355,635	\$66,084,108
Milwaukee	565,356,075	156,248,686	56,460,416	10,709,631	46,694,316	36,026,100	36,026,100	53,654,383	131,351,702	44,829,036	28,831,855	22,979,230	13,596,820
Subtotal	\$2,951,686,037	\$629,752,605	\$977,658,778	\$116,243,112	\$187,254,127	\$36,026,100	\$11,252,234	\$218,602,725	\$233,220,720	\$165,083,636	\$206,576,207	\$90,334,865	\$79,680,928
Eau Claire	\$174,583,885	\$55,786,983	\$1,392,785	\$1,991,762	\$16,383,453			\$19,171,625	\$37,795,106	\$16,963,430	\$9,800,507	\$9,191,737	\$6,106,497
Green Bay	79,508,703	24,169,734	641,093	1,980,391	8,716,350			12,185,046	4,540,501	8,964,136	7,406,797	6,121,452	4,783,203
La Crosse	145,029,819	49,590,713	8,252,815	4,495,586	13,785,204			18,619,473	5,933,175	19,979,477	11,331,861	6,993,761	6,047,754
Oshkosh	167,927,058	61,238,684	1,574,781	8,403,317	14,094,403			20,617,595	10,060,086	26,594,230	9,663,640	9,302,398	6,377,924
Parkside	71,766,448	21,674,424	538,103	2,527,349	6,933,660			11,227,775	7,526,364	5,485,860	6,741,641	4,846,298	4,264,974
Platteville	98,414,918	32,297,774	445,767	1,555,589	10,872,058		771,510	10,738,533	7,043,288	16,243,732	7,579,732	5,970,374	4,896,561
River Falls	95,133,290	30,300,671	454,984	1,658,731	9,444,138		900,109	13,162,389	9,074,228	13,431,462	6,433,261	6,655,890	3,617,427
Stevens Point	147,717,680	47,955,497	2,965,670	10,218,673	14,239,767			17,447,605	10,726,607	18,610,434	9,506,153	9,819,164	6,228,110
Stout	141,615,206	52,427,559	359,427	6,793,031	12,957,579			15,318,529	11,633,476	18,047,290	8,371,004	9,773,328	5,933,983
Superior	58,354,487	15,299,736	1,493,082	219,217	3,768,072			6,118,395	14,509,693	5,285,540	4,389,102	4,242,064	3,029,586
Whitewater	191,776,562	48,922,618	647,223	4,543,264	15,140,575			20,038,529	54,636,708	22,367,506	7,917,949	10,958,237	6,603,953
Subtotal	\$1,371,828,056	\$439,664,393	\$18,765,730	\$44,386,910	\$126,335,259	\$0	\$1,671,619	\$164,645,494	\$173,479,232	\$171,973,097	\$89,141,647	\$83,874,703	\$57,889,972
Colleges	\$96,228,027	\$39,584,329	\$8,165	\$274,067	\$12,565,425			\$12,651,253	\$8,840,278	\$3,174,458	\$9,863,169	\$9,266,883	
Extension	216,005,529	37,145,298		147,404,417	23,178,443			1,007,468			1,186,050	6,083,853	
System Admin.	15,208,992											15,208,992	
Systemwide	80,739,900	54,761,776	1,530,896	417,013	10,074,169		5,884	1,525,254	43,118	6,481,721	3,007,422	2,892,647	
Total	\$4,731,696,541	\$1,200,908,401	\$997,963,569	\$308,725,519	\$359,407,423	\$36,026,100	\$12,929,737	\$398,432,194	\$415,583,348	\$346,712,912	\$309,774,495	\$207,661,943	\$137,570,900
Source of Funds													
GPR	\$1,189,756,579	\$340,138,619	\$94,223,079	\$75,993,598	\$110,662,688		\$6,706,634	\$45,990,106	\$18,625,872		\$202,658,917	\$157,186,166	\$137,570,900
Tuition	980,981,001	660,241,571	80,400		180,021,494			80,030,036			60,607,500		
Other	2,560,958,961	200,528,211	903,660,090	232,731,921	68,723,241	36,026,100	6,223,103	272,412,052	396,957,476	346,712,912	46,508,078	50,475,777	
Total	\$4,731,696,541	\$1,200,908,401	\$997,963,569	\$308,725,519	\$359,407,423	\$36,026,100	\$12,929,737	\$398,432,194	\$415,583,348	\$346,712,912	\$309,774,495	\$207,661,943	\$137,570,900
% of Total	100.00%	25.38%	21.09%	6.52%	7.60%	0.76%	0.27%	8.42%	8.78%	7.33%	6.55%	4.39%	2.91%

Tuition

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

Table 12 indicates the annual levels of resident

tuition which students have been charged at UW institutions since 1998-99. The table also shows the percentage of instructional costs covered by tuition in each year. Instructional costs include the portion of faculty salaries, fringe benefits, supplies and services, administration, libraries, and student services and support costs that are directly related to student instruction.

In addition to tuition charges, all students are assessed 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 on a campus basis according to institutional needs. In 2008-09, segregated fees at the four-year campuses range from \$654 at Stout to \$1,224 at Green Bay, while fees at the UW Colleges range from \$230 to \$373. Total tuition and fees by campus are shown in Table 13.

Table 12: Annual Resident Undergraduate Tuition

Year	Madison		Milwaukee		Comprehensives		Colleges		% of Instructional Cost			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
1998-99	\$3,001	4.9 %	\$2,987	4.9%	\$2,426	4.9 %	\$2,097	7.2 %	35.0%	38.1%	36.1%	37.8%
1999-00	3,290	9.6	3,194	6.9	2,594	6.9	2,264	8.0	37.6	38.6	36.7	39.0
2000-01	3,290	0.0	3,194	0.0	2,594	0.0	2,264	0.0	38.3	37.0	35.1	34.4
2001-02	3,568	8.4	3,462	8.4	2,776	7.0	2,422	7.0	39.7	40.9	36.8	38.3
2002-03	3,854	8.0	3,738	8.0	3,000	8.1	2,700	11.5	44.9	40.7	38.1	40.4
2003-04	4,554	18.2	4,438	18.7	3,500	16.7	3,200	18.5	47.6	49.8	45.9	49.6
2004-05	5,254	15.4	5,138	15.8	4,000	14.3	3,700	15.6	52.3	58.5	49.5	57.3
2005-06	5,618	6.9	5,494	6.9	4,277	6.9	3,977	7.5	54.0	62.9	52.4	56.6
2006-07	6,000	6.8	5,868	6.8	4,568	6.8	4,268	7.3	53.9	65.6	54.3	57.2
2007-08	6,330	5.5	6,191	5.5	4,819	5.5	4,268	0.0	53.4	66.3	55.1	53.7

Table 13: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2008-09

	<u>Tuition</u>		Segregated Fees Paid by all Students **	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
DOCTORAL CLUSTER					
Undergraduate					
Madison	\$6,678	\$20,928	\$886	\$7,564	\$21,814
Milwaukee	6,531	16,259	774	7,305	17,033
Graduate					
Madison	\$9,132	\$24,054	\$886	\$10,018	\$24,940
Milwaukee	8,826	22,852	774	9,600	23,626
Law	13,840	33,764	886	14,726	34,650
Medical School	22,212	33,336	886	23,098	34,222
Veterinary Medicine	16,330	24,402	886	17,216	25,288
COMPREHENSIVE CLUSTER					
Undergraduate					
Eau Claire	\$5,240	\$12,813	\$785 *	\$6,025	\$13,598
Green Bay	5,084	12,657	1,224	6,308	13,881
La Crosse	5,643	13,216	848*	6,491	14,064
Oshkosh	5,194	12,767	843	6,037	13,610
Parkside	5,084	12,657	984	6,068	13,641
Platteville	5,184	12,757	823*	6,007	13,580
River Falls	5,156	12,729	921*	6,077	13,650
Stevens Point	5,084	12,657	981*	6,065	13,638
Stout	5,338	12,912	654*	5,992	13,566
Superior	5,234	12,807	1,068	6,302	13,875
Whitewater	5,262	12,835	766*	6,028	13,601
Graduate					
Eau Claire	\$6,426	\$16,771	\$785	\$7,211	\$17,556
Green Bay	6,426	16,771	1,224	7,650	17,995
La Crosse	6,485	16,830	848	7,333	17,678
Oshkosh	6,426	16,771	843	7,269	17,614
Parkside	6,426	16,771	984	7,410	17,755
Platteville	6,426	16,771	823	7,249	17,594
River Falls	6,426	16,771	921	7,347	17,692
Stevens Point	6,426	16,771	981	7,407	17,752
Stout	6,748	17,093	654	7,402	17,747
Superior	6,426	16,771	1,068	7,494	17,839
Whitewater	6,426	16,771	766	7,192	17,537
COLLEGES					
Baraboo/Sauk	\$4,268	\$11,252	\$373	\$4,641	\$11,625
Barron	4,268	11,252	290*	4,558	11,542
Fond du Lac	4,268	11,252	316	4,584	11,568
Fox Valley	4,268	11,252	230	4,498	11,482
Manitowoc	4,268	11,252	297	4,565	11,549
Marathon	4,268	11,252	262	4,530	11,514
Marinette	4,268	11,252	268	4,536	11,520
Marshfield/Wood	4,268	11,252	331	4,599	11,583
Richland	4,268	11,252	300*	4,568	11,552
Rock	4,268	11,252	290	4,558	11,542
Sheboygan	4,268	11,252	275	4,543	11,527
Washington	4,268	11,252	314	4,582	11,566
Waukesha	4,268	11,252	288	4,556	11,540

* There is an additional charge of \$130-\$174 for textbook rental on these campuses; on all other campuses, books are purchased by students

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

UW Personnel

In 2008-09, the UW System had 33,080 budgeted full-time equivalent (FTE) positions. This total includes approximately 30,170 faculty and staff and 2,910 student assistants. University personnel consist of two general categories of employees: classified and unclassified. Those employed in the classified service, such as nurses and clerical staff, are governed by statute and the administrative rules established by the Office of State Employment Relations. There are over 10,300 classified staff employed by the UW System. Most classified staff are eligible to participate in collective bargaining and, therefore, have not been the subject of recent legislative discussions regarding compensation.

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

There are 6,622 FTE faculty positions at UW campuses. By statute, faculty are defined as individuals holding a specific rank within an academic department or its functional equivalent. Their duties include teaching, research, and public service. There are four ranks of faculty: instructor, assistant professor, associate professor, and full professor. Systemwide, 40.5% of UW faculty are full professors, 29.6% are associate professors, 28.9% are assistant professors, and 0.9% are instructors or other unranked faculty. However, the percentage of full professors at the four-year campuses ranges from 19.8% (Green Bay) to 58.2% (Madison). For each salary rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 13,220 FTE academic staff. Academic staff are professional and

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

- Category A includes directors, managers and other professionals who work in administrative support, student services, business services, academic support, and the support aspects of research and instruction. Examples are librarians, counselors, and academic planners.
- Category B includes individuals who are not faculty but who engage in instruction or primary research. Examples are lecturers and research scientists.
- Category C includes specifically defined or mandated positions and positions defined primarily with respect to the nature of their appointment. Examples include chancellors, deans, the state geologist, and coaches.

The Madison campus accounts for 59% of all academic staff. Systemwide, approximately 53% of the System's academic staff are Category A, 35% are Category B, and 5% are Category C. The remaining 7% are employees in training. Each Category A title is assigned to one of thirteen salary grades with a specified salary minimum and maximum. Category B titles also have a minimum salary, which set at a percentage of the systemwide minimum for the corresponding faculty rank, but no maximum salary. More than half of all academic staff is funded from sources other than state tax revenues or academic student fees.

Table 14 shows budgeted, full-time equivalent faculty and staff by campus for 2008-09 for all funding sources, excluding student assistants. Including student assistants, the UW System employs about 46.6% of all authorized state

Table 14: 2008-09 Budgeted Faculty and Staff Positions* (Full-Time Equivalent)

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instruct.	Total Faculty	Academic Staff	Total Unclass.	Classif.	Total Staff
Eau Claire	165	134	113	0	412	295	707	419	1,126
Green Bay	37	74	76	0	187	226	413	210	623
La Crosse	113	100	112	0	325	303	628	325	953
Madison	1,226	419	460	1	2,106	7,811	9,917	5,304	15,221
Milwaukee	269	349	248	1	867	1,223	2,090	1,065	3,155
Oshkosh	104	146	143	1	394	484	878	415	1,293
Parkside	36	54	44	0	134	209	343	188	531
Platteville	107	67	87	0	261	260	521	261	782
River Falls	125	51	60	1	237	152	389	233	622
Stevens Point	125	125	87	12	349	340	689	366	1,055
Stout	95	69	139	0	303	332	635	412	1,047
Superior	45	28	42	0	115	134	249	155	404
Whitewater	<u>96</u>	<u>126</u>	<u>114</u>	<u>6</u>	<u>342</u>	<u>310</u>	<u>652</u>	<u>361</u>	<u>1,013</u>
Subtotal	2,543	1,742	1,725	22	6,032	12,079	18,111	9,714	27,825
Colleges	63	114	132	0	309	409	718	240	958
Extension	79	106	58	38	281	593	874	252	1,126
System Admin	0	0	0	0	0	78	78	65	143
Systemwide	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>61</u>	<u>61</u>	<u>54</u>	<u>115</u>
TOTAL	2,685	1,962	1,915	60	6,622	13,220	19,842	10,325	30,167

*Includes vacant positions. Does not include 2,909 student assistants in the UW System.

employees in 2008-09. Approximately 18,130 of the University's positions in 2008-09 are supported by general fund revenues (GPR), which represents about 51% of the state's total number of authorized GPR positions. Most of the University's GPR positions are funded through a combination of GPR and tuition and fees. GPR-funded positions are most commonly found in instruction, student services, academic support, institutional support, and physical plant activities. The approximately 14,150 remaining authorized positions are primarily funded through non-GPR funding such as gift and grant funds, auxiliary operations receipts, federal contracts, trust funds, and segregated funds. Non-GPR positions are most common in research, public service, and auxiliary activities.

Table 15 shows the UW authorized position counts for October of each fiscal year from 1999-00 to 2008-09. Since 1999-00, the total number of

authorized UW FTE positions has increased by 3,734, or 13.1%. However, authorized GPR-funded FTE positions have decreased by 117, or 0.6%, over this same period. This indicates that the growth in total University position authorization has occurred as a result of additional federally-funded positions, gift and grants funded positions, and other program revenue positions.

Table 15: Authorized UW FTE Positions 1999-00 to 2008-09

Year	GPR Positions	Total Positions
1999-00	18,250.9	28,547.7
2000-01	18,650.4	29,405.6
2001-02	18,717.4	30,032.3
2002-03	18,977.6	30,973.9
2003-04	18,652.6	31,127.9
2004-05	18,320.8	31,426.2
2005-06	18,110.9	31,524.7
2006-07	18,133.6	31,578.3
2007-08	18,133.6	31,890.3
2008-09	18,133.6	32,281.3

Compensation

Adjustments to UW faculty and academic staff compensation are determined using the same pay plan process by which compensation levels for all other non-represented state employees are established. Funding for all pay plan increases, both salary and fringe benefit adjustments, is not contained in agency budgets; instead, it is provided in separate compensation reserves for later allocation to agencies' appropriations. The state's non-represented pay plan is usually approved at approximately the same time as the biennial budget, but follows a separate process.

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

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

In addition, the statutes give the Board of regents the authority to increase salaries to correct inequities and recognize competitive factors. Generally, these salary increases are funded by internal reallocations. However, each of the past two biennial budgets provided additional funds to the UW System to support competitive compensation for

faculty in high-demand academic disciplines. Under 2005 Act 25, a total of \$5,000,000 GPR was provided for this purpose. This funding was distributed to each institution, including the UW Colleges and the UW Extension, based on its share of total system GPR/Fee-supported faculty. Using this method of distribution, UW-Madison received nearly 30% of the funds available in each year.

Under 2007 Act 20, the UW System received \$10,000,000 in recruitment and retention funds, including \$6,922,900 GPR and \$3,077,100 in tuition revenue authority. This funding has been allocated to institutions based on each institution's share of the system's total faculty and research academic staff payroll. In 2008-09, UW-Madison's faculty and academic staff payroll accounted for 52% of the system's total. As a result, UW-Madison was allocated \$1,449,600 of the \$3,333,400 in uncommitted recruitment and retention funds available in 2008-09 for additional salary costs. The fringe benefit costs associated with salary increases made from the fund are paid through a systemwide pool (equal to 16% of the available amount) and therefore not reflected in this allocation.

Table 16 shows the average salary increase for continuing faculty members (those faculty members present in consecutive years), by campus, for the past six years, along with consumer price index changes. The increase in average salary for continuing faculty rather than for all faculty members is used because these figures represent the change in the average salary of the same group of individuals from one year to the next and therefore provide a more accurate reflection of the increases realized by individual faculty members. The year-to-year salary increases for continuing faculty differs from the approved faculty pay plan because of adjustments made to reflect competitive factors and a reallocation of the funds within the UW System's salary base to provide additional pay increases for continuing faculty.

Over the time period shown, continuing faculty salaries have increased by 21% at UW-Madison,

17% at UW-Milwaukee, and 21% at the UW Colleges. Average salary increases at the comprehensive campuses have ranged from 16% at UW-Parkside, UW-Green Bay, UW- Eau Claire, and UW-River Falls to 23% at UW-Stout. While the systemwide average increase of 18% exceeded the cumulative increase in the consumer price index (17%), it was less than the average salary increases at national peer institutions, which were 24% at public doctoral institutions and 21% at public comprehensive universities.

Table 17 shows average faculty salaries, by campus and rank, for 2007-08. National averages

are shown for the purpose of comparison.

Under 2001 Act 16, the UW System's senior executive positions were removed from the state's salary plan and the Board of Regents were given the authority to set the salaries and salary ranges for these positions. The positions affected by this provision include the UW System President and senior vice presidents; the chancellors of UW four-year institutions; the chancellor of the UW Colleges and UW-Extension; and the vice chancellors serving as deputies at the Madison and Milwaukee campuses. Under the provision, the Board of Regents is required to base any changes to salary lev-

Table 16: Salary Increases for Continuing Faculty Members

Campus	2002-03	2003-04	2004-05	2005-06	2006-07*	2007-08
Madison	4.7%	1.4%	2.6%	3.6%	3.9%	3.0%
Milwaukee	4.7	0.3	1.7	3.0	3.2	2.8
Eau Claire	5.2	1.0	-0.2	2.9	3.2	3.0
Green Bay	4.4	0.4	1.6	3.2	2.9	2.5
La Crosse	5.6	0.6	1.9	1.9	3.2	2.4
Oshkosh	4.8	0.5	1.8	2.8	3.3	3.4
Parkside	4.5	0.1	1.8	2.8	2.9	2.6
Platteville	4.5	0.4	3.0	3.2	3.5	2.2
River Falls	4.7	0.5	1.8	2.5	2.4	3.4
Stevens Point	4.8	0.8	1.7	2.8	3.3	3.4
Stout	4.8	0.5	2.3	4.5	5.0	3.9
Superior	5.0	0.1	1.9	2.1	5.3	4.0
Whitewater	4.7	0.5	1.6	3.1	3.0	2.6
Colleges	4.8	1.9	3.8	2.9	3.5	2.3
Systemwide Average	4.8	0.8	2.0	3.1	3.5	2.8
Approved Faculty and Academic Pay Plan	4.2%	0%	1.1%	2.0%	4.3%	2.0%
National Avg Public Doctoral	2.9	2.2	4.5	4.5	4.1	3.8
National Avg Public Comprehensive	2.8	0.4	4.5	3.9	3.2	4.3
National Avg Public 2-year	3.7	0.1	4.6	4.0	4.2	NA
CPI (2002 thru 2007)	1.6%	2.3%	2.7%	3.4%	3.2%	2.8%

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

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

els on an analysis of salaries paid for similar positions at comparable universities in other states. The Board uses the peer group salaries to determine a salary range for each position with a midpoint equal to 95% of the median of the peer group salaries. According to Regent policy, the salary range is set between 90% and 110% of the midpoint established by the Board. The Board may pay a salary that exceeds 110% of the midpoint of any pay range if approved by the Joint Committee on Employment Relations. The salary ranges for the UW System President, the chancellor of UW-Madison, and the chancellors of the comprehensive campuses were most recently adjusted in February, 2008. The salary ranges for the UW System senior vice presidents, the chancellor of UW-Milwaukee, and the vice chancellors of UW-Madison and UW-Milwaukee were last adjusted in February, 2006.

Table 18 shows approved salary ranges and actual salaries for UW System senior executives for 2008-09.

Table 17: Average Salaries of Full-Time, Nine Month Faculty -- 2007-08

Campus	Professor	Assoc.	Asst.	Instructor	Average
		Prof.	Prof.		
Madison	\$104,700	\$80,300	\$69,100	\$50,800	\$89,300
Milwaukee	89,700	68,900	60,000	46,300	65,700
Eau Claire	69,300	56,800	53,000	43,900	56,900
Green Bay	68,100	55,100	46,300	38,200	53,500
La Crosse	74,900	58,000	53,100	NA	57,600
Oshkosh	71,300	59,200	53,800	NA	57,500
Parkside	73,100	61,000	56,500	NA	55,300
Platteville	70,100	57,000	50,300	NA	55,600
River Falls	66,200	57,400	51,000	NA	58,600
Stevens Point	69,000	56,800	48,200	44,900	55,700
Stout	70,000	57,400	51,200	NA	55,700
Superior	66,800	54,000	49,600	NA	55,700
Whitewater	73,200	60,600	54,100	53,600	57,500
Colleges	63,200	51,800	43,800	NA	50,400

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

Table 18: Salary Ranges for UW System Senior Executives -- 2008-09

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$360,126	\$440,154	\$414,593
Chancellor, UW-Madison*	369,907	452,109	437,000
Chancellor, UW-Milwaukee*	297,183	363,223	300,550
Vice Chancellor, UW-Madison	238,468	291,461	248,100
Senior Vice Presidents*	211,230	258,170	245,000
Vice Chancellor, UW-Milwaukee	194,307	237,487	226,643
Other Chancellors**	194,146	237,290	203,158

* Chancellor, UW-Madison includes \$100,000 in compensation from private sources; Chancellor, UW-Milwaukee includes \$20,000 in compensation from private sources.

** Average actual salary.