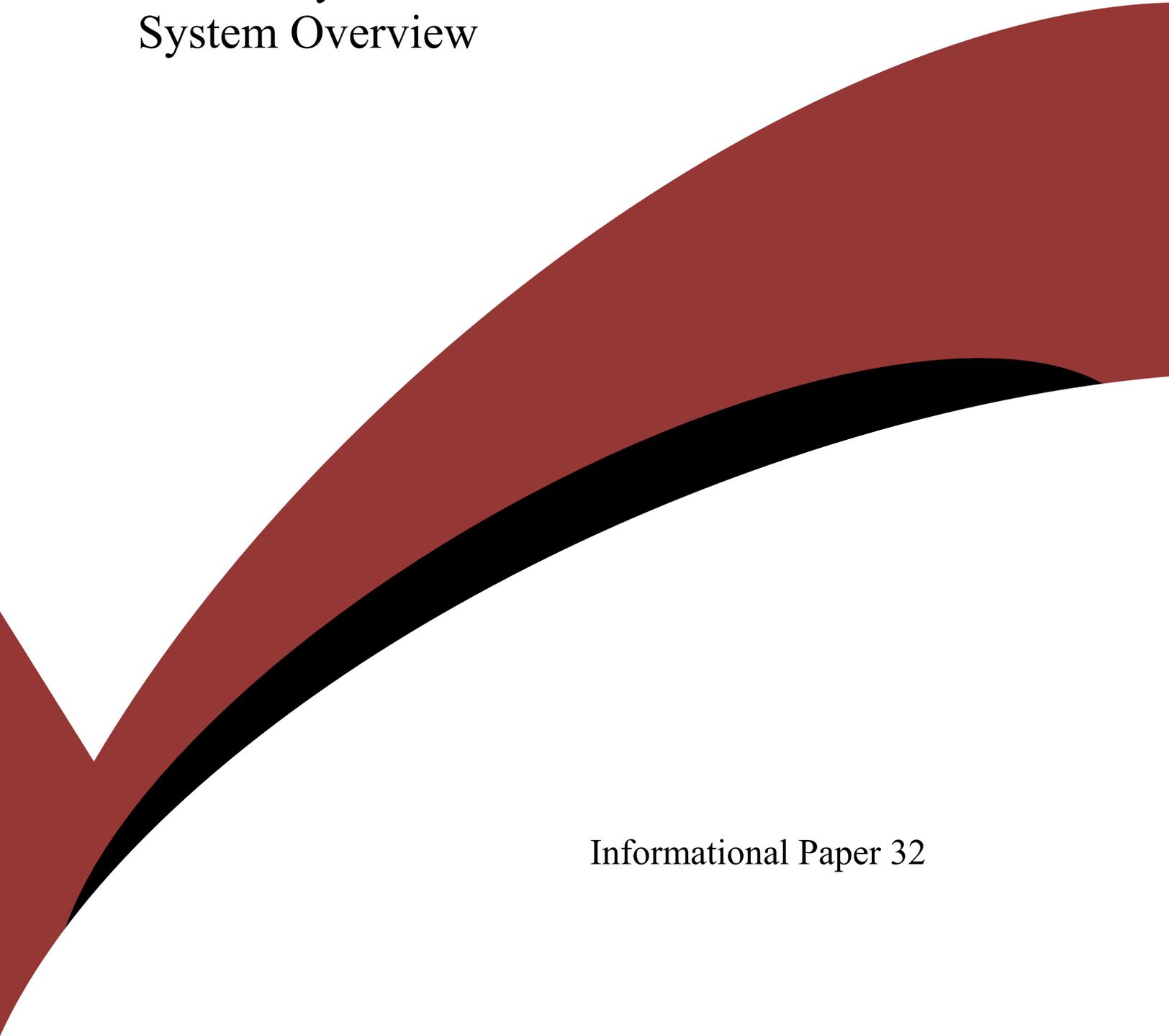


# University of Wisconsin System Overview



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# University of Wisconsin System Overview

This paper provides an overview of the University of Wisconsin System including a description of the System's history, governance, enrollment, admissions, campus characteristics, academic programs, budget, tuition, and personnel.

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## History

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Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin, consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System, consisting of the Eau Claire, La Crosse, Oshkosh, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater campuses plus four freshman-sophomore centers. Chapter 100, Laws of 1971, merged the two university systems under a single Board of Regents. The 1971 legislation did not create a single, consolidated statutory chapter to govern the system but, rather, provided for a study committee to develop such a chapter for the merged university system. Legislation passed in 1974 completed the merger process by establishing Chapter 36 of the statutes as the statutory foundation of the University of Wisconsin System now consisting 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 180,000 students.

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

Milwaukee (created by a merger of extension facilities and a state teacher's college in 1956), Green Bay (1968), and Parkside (1968); 10 freshman-sophomore centers (separated from the statewide extension facilities in 1964); and statewide extension. Total 1971 enrollment was 69,554. Governance was by the Regents of the University of Wisconsin, a board of 10 members, nine of whom were appointed by the Governor and confirmed by the Senate for nine-year terms. The State Superintendent of Public Instruction served as the tenth member of the board.

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

The current UW System (see Figure I) consists of two doctoral campuses (Madison, Milwaukee), which grant baccalaureate, master's, doctoral, and advanced professional degrees; eleven comprehensive campuses (Eau Claire,

Green Bay, La Crosse, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater), which grant associate, baccalaureate, and selected graduate and professional doctorate degrees; thirteen two-year campuses, known as the UW Colleges (Baraboo, Barron, Fond du Lac, Fox Valley, Manitowoc, Marathon, Marinette, Marshfield, Richland, Rock, Sheboygan, Washington and Waukesha), which serve primarily as freshman-sophomore liberal arts transfer institutions and offer general education associate degrees and select baccalaureate degrees through partnerships with four-year institutions; and a statewide extension with offices in every county.

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## Governance

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

### Board of Regents

The Board of Regents of the University of Wisconsin System consists of 18 members: 14 citizen members appointed by the Governor and confirmed by the Senate to seven-year, staggered terms; two student members, one of whom must be over the age of 24 and represent the views of nontraditional students, appointed by the Governor to two-year terms; and two ex-officio members, the State Superintendent of Public Instruction and the President of the Wisconsin Technical College System Board or his or her designee from the members of that Board. Service on the Board of Regents is voluntary and Regents are not paid for their service.

Under 2011 Act 89, the Governor must appoint Regents such that there is at least one Regent from each of the state's congressional districts. The Governor began appointing Regents based on congressional district on May 1, 2013; by 2019, all congressional districts must be represented on the Board of Regents.

The Regents have eight regular meetings a year. Additional special meetings may be scheduled as needed. The Board President, Vice President, a full-time secretary, and a trust officer are elected for one-year terms during the annual meeting in June. The executive committee consists of the President, Vice President, the chairpersons of five of the Regents' standing committees, the immediate past President, and one other member appointed by the President.

The Board President appoints members of all other Regents' committees. In addition to the executive committee, the Board has eight standing committees: education; business and finance; capital planning and budget; research, economic development, and innovation (established August, 2012); audit (established July, 2013); personnel matters review; faculty and academic staff collective bargaining; and student discipline and student governance appeals. Of these committees, the first four meet at all two-day Board meetings.

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

**FIGURE I**

**Campuses of the University of Wisconsin System**



The Board appoints the President of the University System; the chancellors and vice chancellors of the 13 universities and the UW-Extension and UW Colleges; the deans who head each of the UW Colleges; and all other UW System employees except those appointed by the UW System President. The Board also appoints the directors of the State Laboratory of Hygiene and the Psychiatric Institute, the State Cartographer, and the State Geologist. Through July 1, 2015, the Board of Regents sets the salaries of all unclassified UW employees. Beginning on July 1, 2015, the Board will set the salaries of all UW employees except the salaries of employees assigned to UW-Madison, which will be set by the chancellor of that institution, and employees covered by collective bargaining agreements.

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

The President of the UW System is charged with implementing Regent policies and administering the UW System. The President directs UW System Administration, located in Madison. UW System Administration was established to assist the Board of Regents and the UW System President in: (1) establishing policies and monitoring, reviewing, and evaluating those policies; (2) coordinating program development and operation among institutions; (3) planning the programmatic, financial, and physical development of the system; (4) maintaining fiscal control; and (5) compiling and recommending educational programs, operating budgets, and building programs for the Board.

In addition to a President, there is a senior vice president for administration, who serves as the chief operating officer of the UW System; a senior vice president for academic and student affairs; a vice president for finance; and a vice president for university relations within System administration. While the UW System President has the power to appoint and dismiss each System senior vice president, vice president, associate vice president, and assistant vice president,

the Board sets the salaries and duties of these administrators. For 2014-15, System Administration has a total budget of \$14.8 million and 70 authorized positions.

**Chancellors:** There are 14 chancellors in the UW System: one for each of the thirteen four-year institutions and one joint chancellor for the UW Colleges and UW-Extension. The chancellors serve at the pleasure of the Board of Regents and report to the UW System President and the Board. As the executive heads of their respective faculties and institutions, chancellors are responsible for administering Board policies under the direction of the UW System President. Subject to Board policy and in consultation with their faculties, the chancellors are responsible for curriculum design; setting degree requirements; determining academic standards; establishing grading systems; defining and administering institutional standards for faculty appointments, evaluation, promotion, and recommendations for tenure; recommending individual merit increases; administering auxiliary services; and budget management.

Under 2011 Act 32, additional responsibilities were granted to the UW-Madison Chancellor. During the 2011-13 biennium, the UW-Madison Chancellor was responsible for the development of a new personnel system for all employees assigned to UW-Madison and was authorized to provide supplemental pay plans to UW-Madison employees if approved by the Joint Committee on Employment Relations (JCOER). The Board of Regents was responsible for the development of a new personnel system for, and could provide supplemental pay plans to, all other UW employees. Beginning in the 2011-13 biennium and continuing in future biennia, the UW-Madison chancellor is required to submit an annual accountability report to the Governor and the Legislature for that institution and may create or abolish general purpose revenue (GPR) positions at UW-Madison pursuant to a memorandum of understanding with the Department of Administration.

Beginning on July 1, 2015, the UW-Madison Chancellor will have the authority to set salaries for UW-Madison employees subject to state statutes and the state compensation plan, will submit recommendations to the Director of the Office of State Employment Relations regarding pay plan adjustments for UW-Madison employees, and will negotiate contracts with labor organizations representing UW-Madison employees subject to approval by JCOER. With regard to all other UW institutions and employees, statutes grant these responsibilities to the Board of Regents.

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

**Academic Staff:** The academic staff members of each institution have the right to be active participants in the immediate governance of and policy development for the institution. They have primary responsibility for the formulation and review of all policies and procedures concerning academic staff including personnel matters. The academic staff of each institution has the right to determine their own organizational structure and to select representatives to participate in institutional governance.

**Students:** The students of each institution have primary responsibility for the formulation and review of policies concerning student life, services, and interests, and may actively participate in the immediate governance of and policy development for the institution. In consultation with the chancellor, subject to final confirmation of the Board, students are responsible for disposition of those student fees which constitute substantial support for campus student activities. The

students of each institution have the right to determine their own organizational structure and to select representatives to participate in institutional governance.

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## Relationships With Other Agencies and Programs

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

The UW System and WTCS also work together to facilitate the transfer of students between the two systems. As required by 2013 Act 20, the Board of Regents and the WTCS Board entered into an agreement to allow students to transfer no fewer than 30 general education credits earned at any institution within the two systems to any other institution within the two systems. The agreement, which took effect on July 1, 2014, identifies specific courses offered by the technical colleges and each UW institution whose credits would be transferable.

In addition, UW institutions and technical colleges may enter into articulation agreements or work together on collaborative degree programs. Articulation agreements provide that certain courses taken at one institution will transfer to the other institution. There are currently two WTCS and UW systemwide articulation agreements in the areas of nursing and early childhood

education and more than 500 program-to-program articulation agreements in place between individual UW institutions and technical college districts. Collaborative degree programs are degree programs offered by two or more partner institutions. As of 2013-14, there were 13 collaborative degree programs offered by partnered UW and WTCS institutions.

The WTCS Board and the Board of Regents entered into a data exchange agreement in 2001 to allow the UW System to track transfer students from WTCS institutions, assess the outcomes of these students, and identify potential areas for new transfer students. The UW System Office of Policy Analysis and Research periodically releases studies related to students who have transferred from Wisconsin technical colleges to UW institutions.

**City and County Relationships with the UW Colleges.** The counties, and in some cases the cities, in which the two-year UW Colleges are situated own and maintain the buildings, facilities, and grounds of the campuses. In 2013, cities and counties budgeted a total of \$11.3 million for debt service, small projects, and operations related to the UW Colleges.

**Educational Communications Board (ECB).** This agency is responsible for maintaining statewide public radio and television networks and for the presentation of educational, cultural, informational, and public service programming. Statutes direct the Board of Regents to maintain and operate a public radio station and a public television station, WHA and WHA-TV, both located in Madison; to enter into an affiliation agreement with ECB to air educational programming on those stations; and to provide ECB with access to equipment and space. Together, ECB and UW-Extension's Division of Broadcast and Media Innovations operate Wisconsin public radio (WPR) and Wisconsin public television (WPT). Including WHA, the Board of Regents holds licenses for 15 radio stations, nine of which

are affiliated with WPR. By statute, one UW Regent and one UW System designee sit on the ECB Board.

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

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

**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 UW-Madison for the purpose of aiding in agricultural development; (2) the Geological and Natural History Survey, operated by the UW-Extension and located in Madison, which studies the geology, water, soils, plants, fish, and animal life of the state; (3) the State Laboratory of Hygiene, attached to UW-Madison and governed by its own board, which serves as the state's public and environmental health laboratory; (4) the Veterinary Diagnostic Laboratory, attached to UW-Madison and governed by its own board; (5) the State Cartographer, located at UW-Madison; and (6) the Wisconsin Environmental Education Board (WEEB), located at UW-Stevens Point, which is charged with the development, dissemination, and presentation of environmental education programs.

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### Missions of UW System Institutions

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As provided in Chapter 36 of the statutes, the

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

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

### **Core Missions**

**Doctoral Campuses** (Madison and Milwaukee). To offer baccalaureate, master's, doctoral, and advanced professional degrees; conduct organized programs of research; assist UW-Extension in its function and encourage faculty and academic staff to participate in outreach activities; provide educational and research resources unique to doctoral campuses to other campuses and government agencies; seek racial and ethnic diversification of the student body and staff; and support activities designed to promote the economic development of the state.

**Comprehensive Campuses** (11 four-year institutions). To offer associate, baccalaureate, and selected graduate programs; emphasize teaching excellence; provide a core of liberal studies as a foundation for its degrees; offer programs of preprofessional curricular offerings; engage in scholarly activity; assist UW-Extension in its

function and encourage faculty and staff to participate in outreach activities; participate in inter-institutional relationships; seek racial and ethnic diversification of the student body and staff; and support activities designed to promote the economic development of the state.

### **Select Missions**

The mission of each individual institution is known as its "select mission." The select mission of each institution defines the particular purpose and focus of that institution. These mission statements serve as the planning documents for the growth and development of the institution. However, a mission statement does not provide any particular program entitlement not specifically authorized by the Board. The content of individual institution's select missions is varied. Some include populations to be served, some name subjects to be taught, and some specify academic approaches to be taken.

An institution's select mission can be revised following a process provided in Board policy. Most recently, the Board approved revisions to the select missions of La Crosse and Stout in 2009, of Eau Claire and Oshkosh in 2010, of the UW Colleges in 2011, of Platteville in 2014, and approved addendums to the select missions of Green Bay, La Crosse, and Stout in 2014. The UW Colleges, UW-Extension, and UW System Administration also have select missions.

**UW Colleges** (13 two-year institutions). The UW Colleges serve primarily as freshman-sophomore liberal arts transfer institutions. The UW Colleges awards Associate of Arts and Science degrees and, beginning in fall, 2013, a single baccalaureate degree, the Bachelor of Applied Arts and Sciences, aimed at meeting local and individual needs. The mission of the UW Colleges includes providing high-quality educational programs that are accessible and affordable and bringing the resources of the University to the communities in which its campuses are located.

**UW-Extension.** By partnering with the 26 UW campuses, county and tribal governments, and other public and private organizations, UW-Extension brings the resources of the University to all Wisconsin residents. Its activities enable individuals, families, businesses, and communities to achieve personal growth, professional success and organizational effectiveness through formal and informal learning; address the changing needs of the state and society by applying relevant university research; and gain greater access to educational, cultural, and civic resources through the use of technologies. In addition, Extension supports the UW System mission by providing leadership for the university's statewide public service mission; integrating scholarly approaches to outreach across many academic disciplines; and addressing the specific educational needs of underserved, disadvantaged, and nontraditional students.

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

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## Enrollment

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Table 1 shows headcount and full-time equivalent (FTE) enrollments for the fall, 2013, semester at each of the 13 four-year institutions and the UW Colleges. Headcount enrollments ranged from 2,656 students at Superior to 42,903 students at Madison. The undergraduate focus of the nondoctoral campuses is reflected in the relatively small ratio of graduate students to undergraduate students.

When assessing the budgetary or space needs of a campus, FTE enrollment is often a more relevant statistic than headcount. For undergraduates, FTE enrollment is determined by dividing the total number of credits taken in a semester by 15; for master's students, the divisor is 12; and for doctoral students, the divisor is seven. Campuses with a large number of part-time students have relatively low FTE enrollments compared to their headcount enrollments.

Table 2 shows headcount enrollments by institution for the fall of 1996, 2001, 2006, 2010,

**Table 1: UW Enrollment (Headcount) -- 2013 Fall Semester**

	Headcount			FTE		
	Undergraduate	Graduate and Professional	Total	Undergraduate	Graduate and Professional*	Total
Madison	30,972	11,931	42,903	28,018	10,481	38,499
Milwaukee	23,004	4,780	27,784	19,806	3,290	23,096
Eau Claire	10,388	519	10,907	9,652	243	9,895
Green Bay	6,444	223	6,667	4,938	113	5,051
La Crosse	9,684	818	10,502	9,286	582	9,868
Oshkosh	12,623	1,279	13,902	10,310	520	10,830
Parkside	4,489	128	4,617	3,630	64	3,694
Platteville	7,867	850	8,717	7,428	336	7,764
River Falls	5,787	384	6,171	5,292	212	5,504
Stevens Point	9,292	351	9,643	8,609	197	8,806
Stout	8,180	1,106	9,286	7,064	527	7,591
Superior	2,522	134	2,656	2,129	73	2,202
Whitewater	10,852	1,163	12,015	10,075	662	10,737
Colleges	<u>14,058</u>	<u>0</u>	<u>14,058</u>	<u>9,718</u>	<u>0</u>	<u>9,718</u>
Total	156,162	23,666	179,828	135,955	17,300	153,255

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

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

	Fall	Fall	Fall	Fall	Fall	Change from	
	<u>1996</u>	<u>2001</u>	<u>2006</u>	<u>2010</u>	<u>2013</u>	1996 to 2013	Number
Madison	39,506	41,159	41,028	42,180	42,903	3,397	8.6%
Milwaukee	21,937	24,648	28,309	30,470	27,784	5,847	26.7
Eau Claire	10,640	10,842	10,766	11,413	10,907	267	2.5
Green Bay	5,733	5,989	5,690	6,636	6,667	934	16.3
La Crosse	9,135	9,684	9,849	10,135	10,502	1,367	15.0
Oshkosh	11,179	11,994	12,530	13,629	13,902	2,723	24.4
Parkside	4,664	5,068	5,007	5,160	4,617	-47	-1.0
Platteville	5,205	5,620	6,813	7,928	8,717	3,512	67.5
River Falls	5,355	5,880	6,229	6,902	6,171	816	15.2
Stevens Point	8,747	8,888	9,048	9,500	9,643	896	10.2
Stout	7,402	8,052	8,372	9,339	9,286	1,884	25.5
Superior	2,672	2,851	2,924	2,856	2,656	-16	-0.6
Whitewater	10,679	10,566	10,502	11,557	12,015	1,336	12.5
Colleges	<u>8,839</u>	<u>12,416</u>	<u>12,639</u>	<u>14,385</u>	<u>14,058</u>	<u>5,219</u>	59.0
Total	151,693	163,657	169,706	182,090	179,828	28,135	18.5%

and 2013. Systemwide, enrollments increased from the 1996-97 academic year through the 2010-11 academic year before decreasing slightly in the 2011-12, 2012-13, and 2013-14 academic years. Over the time period shown, headcount enrollments increased at every UW institution except UW-Parkside and UW-Superior and total systemwide enrollment increased by 18.5%.

Increases and decreases in enrollment have varied greatly by institution. From 1996-97 through 2010-11, enrollments at three institutions (Milwaukee, Platteville, and the UW Colleges) increased by more than 30%. Indeed, increases in enrollments at these three institutions accounted for more than half of the total systemwide increase in enrollment during that period. By contrast, Eau Claire, Madison, Stevens

Point, Superior, and Whitewater increased enrollments by less than 10%, or less than half the systemwide average of 20%, during that period.

Similarly, recent enrollment declines have not been spread evenly across all UW institutions. While total UW System enrollment decreased by 1.3% from fall, 2010, to fall, 2013, enrollments at four institutions (Milwaukee, Parkside, River Falls, and Superior) have decreased by more than 7%. Meanwhile, enrollments at seven institutions

(Green Bay, La Crosse, Madison, Oshkosh, Platteville, Stevens Point, and Whitewater) actually grew over that three-year period.

Table 3 shows undergraduate students by residency status in fall, 2013. Resident students make up the majority of all undergraduate students enrolled in UW institutions accounting for nearly 80% of total undergraduate enrollments.

Over the past 10 years, the number of nonres-

**Table 3: Undergraduate Students by Residency Status, Fall 2013**

	Resident	% of Total	Reciprocity	% of Total	Other Nonresidents	% of Total	Total
Madison	19,502	63.0%	3,165	10.2%	8,305	26.8%	30,972
Milwaukee	20,990	91.2	354	1.5	1,660	7.2	23,004
Eau Claire	7,624	73.4	2,256	21.7	508	4.9	10,388
Green Bay	5,967	92.6	61	0.9	416	6.5	6,444
La Crosse	7,788	80.4	1,270	13.1	626	6.5	9,684
Oshkosh	12,072	95.6	62	0.5	489	3.9	12,623
Parkside	3,843	85.6	8	0.2	638	14.2	4,489
Platteville	6,004	76.3	122	1.6	1,741	22.1	7,867
River Falls	2,792	48.2	2,732	47.2	263	4.5	5,787
Stevens Point	8,231	88.6	359	3.9	702	7.6	9,292
Stout	5,462	66.8	2,226	27.2	492	6.0	8,180
Superior	1,294	51.3	958	38.0	270	10.7	2,522
Whitewater	9,258	85.3	55	0.5	1,539	14.2	10,852
Colleges	<u>13,449</u>	95.7	<u>159</u>	1.1	<u>450</u>	3.2	<u>14,058</u>
Total	124,276	79.6%	13,787	8.8%	18,099	11.6%	156,162

ident undergraduate students not covered by reciprocity agreements has increased dramatically, from 9,924 in fall, 2003, to 18,099 in fall, 2013. Nonresident students can be an important source of revenue for institutions as they generally pay higher tuition than resident students. Nonresident undergraduate tuition is \$16,250 higher than resident tuition at Madison, \$9,729 higher at Milwaukee, and \$7,573 higher at the comprehensive institutions. Because nonresident tuition is set at an amount higher than instructional costs, nonresident tuition revenues can be used to fund additional resident students or to partially offset reductions in state general purpose revenue (GPR) funding for the University.

The largest percentages of nonresident students not covered by a reciprocity agreement are found at Madison and Platteville. As the flagship institution, Madison attracts students from a wider geographic area than other UW institutions. The relatively high percentage of non-reciprocity, nonresident students enrolled at Platteville is attributable to a tuition discount which has been offered to Illinois and Iowa students enrolled in certain programs since fall, 2005. In addition to Madison and Platteville, nonresident students not covered by reciprocity agreements made up more than 10% of undergraduate enrollment at Parkside, Superior, and Whitewater.

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

The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education

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

	2013 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	38,081	4,822	11.2%
Milwaukee	21,535	6,249	22.5
Eau Claire	9,583	1,324	12.1
Green Bay	4,372	2,295	34.4
La Crosse	9,529	973	9.3
Oshkosh	9,335	4,567	32.9
Parkside	3,365	1,252	27.1
Platteville	7,125	1,592	18.3
River Falls	5,337	834	13.5
Stevens Point	8,733	910	9.4
Stout	7,047	2,239	24.1
Superior	2,068	588	22.1
Whitewater	10,283	1,732	14.4
Colleges	<u>8,015</u>	<u>6,043</u>	43.0
Total	144,408	35,420	19.7%

institutions in either state without paying nonresident tuition. The largest percentages of reciprocity students are found at UW institutions located closest to the Minnesota border (Eau Claire, La Crosse, River Falls, Stout, and Superior) and UW-Madison. One UW Colleges campus, UW-Marinette, has a reciprocity agreement with two community colleges located in Michigan's Upper Peninsula. More information on tuition reciprocity programs can be found in the Legislative Fiscal Bureau's informational paper entitled "Education and Income Tax Reciprocity Agreements."

To indicate student attendance patterns, Table 4 shows the numbers of students attending part-time and full-time at each campus. The relatively high proportion of part-time students at the UW Colleges, Green Bay, and Oshkosh reflect the commuter nature of those campuses.

### **Students of Color, Diversity Planning, and International Students**

Beginning in 1987, the Board of Regents has enacted a series of initiatives to increase diversity and improve educational quality and access for all UW students. Most recently, the Board of Regents adopted a framework known as "Inclusive

**Table 5: Enrollment by Race/Ethnicity\* (Headcount) -- 2013 Fall Semester**

	African American	Hispanic/Latino	Asian American	American Indian	Hawaiian/Pacific Islander	Two or More Races	Total Students of Color	Total Enrollment	Percent Students of Color
Madison	985	1,871	2,201	112	42	978	6,189	42,903	14.4%
Milwaukee	2,132	1,905	1,491	114	21	799	6,462	27,784	23.3
Eau Claire	70	205	356	43	5	177	856	10,907	7.8
Green Bay	78	233	165	98	7	148	729	6,667	10.9
La Crosse	79	276	263	33	7	212	870	10,502	8.3
Oshkosh	243	393	486	117	8	229	1,476	13,902	10.6
Parkside	413	521	134	8	10	176	1,262	4,617	27.3
Platteville	185	219	101	20	9	117	651	8,717	7.5
River Falls	87	138	156	19	5	114	519	6,171	8.4
Stevens Point	165	274	219	49	8	173	888	9,643	9.2
Stout	140	203	293	33	12	140	821	9,286	8.8
Superior	49	55	27	69	2	70	272	2,656	10.2
Whitewater	551	490	216	28	9	263	1,557	12,015	13.0
Colleges	<u>288</u>	<u>710</u>	<u>536</u>	<u>61</u>	<u>18</u>	<u>285</u>	<u>1,898</u>	<u>14,058</u>	13.5
Total	5,465	7,493	6,644	804	163	3,881	24,450	179,828	13.6%

\*Based on optional self-identification at registration.

Excellence" in March, 2009, to address equity, diversity, and inclusion. Unlike previous initiatives, "Inclusive Excellence" has no set end date nor any specific goals. The central premise of "Inclusive Excellence" is that, to be successful, UW System institutions must integrate their diversity efforts into the core aspects of their institutions. Under "Inclusive Excellence" the UW System will continue efforts to increase the number of students of color enrolled and the number of employees who are people of color. In addition, each institution will focus on efforts to create learning environments in which both students of color and white students can succeed.

Table 5 contains enrollment statistics by race and ethnicity for each campus. In fall, 2013, a total of 24,450 students of color were enrolled in the UW System. More than half of these students were enrolled either at Madison or Milwaukee. Students of color made up the greatest percentage of the student body at Parkside (27.3%), Milwaukee (23.3%), and Madison (14.4%) while these students make up the lowest percentage of the student body at Platteville (7.5%), Eau Claire

(7.8%), La Crosse (8.3%), and River Falls (8.4%).

Table 6 shows total enrollment of students by race and ethnicity in fall, 2003, and fall, 2013. In fall, 2013, 3.0% of UW students were African Americans, 3.7% were Asian Americans, 4.2% were Hispanic or Latino, 0.4% were American Indian, 0.1% were Hawaiian or Pacific Islanders, and 2.2% reported being two or more races. As shown in the table, enrollment by students of color increased at a much higher rate (76.7%) from 2003 to 2013 than did total system enrollments (11.9%). As a result, students of color made up a greater percentage (13.6%) of the total student body in fall, 2013, than in fall, 2003 (8.6%).

However, this increase was not consistent across all racial and ethnic groups or all institutions. The Hispanic/Latino student population grew the fastest, by 117%, while the American Indian student population decreased by 24%. Enrollment of students of color increased at all UW institutions but more than doubled at seven insti-

**Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 2003 to 2013**

	Fall 2003		Fall 2013		% Change 2003 to 2013
	Number	% of Total	Number	% of Total	
Students of Color					
African American	4,341	2.7	5,465	3.0%	25.9%
Hispanic/Latino	3,446	2.1	7,493	4.2	117.4
Asian American	4,996	3.1	6,644	3.7	33.0
American Indian	1,056	0.7	804	0.4	-23.9
Hawaiian/Pacific Islander	NA	0.0	163	0.1	0.0
Two or More Races	NA	0.0	3,881	2.2	0.0
Subtotal	13,839	8.6%	24,450	13.6%	76.7%
International	5,490	3.4	8,650	4.8	57.6
White/Unknown	141,374	88.0	146,728	81.6	3.8
UW System Total	160,703	100.0%	179,828	100.0%	11.9%

tutions: Green Bay, Oshkosh, Platteville, Stevens Point, Stout, Superior, and the UW Colleges.

Systemwide, enrollment of international students increased by 58% from fall, 2003, to fall, 2013. Consistent with national trends, enrollment by international students declined during the first few years after the September 11, 2001, terrorist attacks but has rebounded in recent years. Increases in international student enrollment have been greatest at Eau Claire, La Crosse, Milwaukee, River Falls, and Stout, where enrollments

more than doubled from 2003 to 2013. International students, many of whom pay the full non-resident tuition rate, can be an important source of revenue for UW institutions.

### Enrollment by Gender

Table 7 shows headcount enrollment by gender, for fall, 2013. Systemwide, 52.9% of undergraduate students were women. Female enrollment peaked at 55.6% of undergraduate enrollment in fall, 2002. Prior to that time, female en-

**Table 7: Enrollment by Gender (Headcount) -- 2013 Fall Semester**

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	15,133	15,839	51.1%	5,977	5,954	49.9%	21,110	21,793	50.8%
Milwaukee	11,303	11,701	50.9	1,943	2,837	59.4	13,246	14,538	52.3
Eau Claire	4,253	6,135	59.1	206	313	60.3	4,459	6,448	59.1
Green Bay	2,229	4,215	65.4	81	142	63.7	2,310	4,357	65.4
La Crosse	4,230	5,454	56.3	268	550	67.2	4,498	6,004	57.2
Oshkosh	5,100	7,523	59.6	395	884	69.1	5,495	8,407	60.5
Parkside	2,166	2,323	51.7	74	54	42.2	2,240	2,377	51.5
Platteville	5,130	2,737	34.8	457	393	46.2	5,587	3,130	35.9
River Falls	2,291	3,496	60.4	120	264	68.8	2,411	3,760	60.9
Stevens Point	4,459	4,833	52.0	83	268	76.4	4,542	5,101	52.9
Stout	4,360	3,820	46.7	327	779	70.4	4,687	4,599	49.5
Superior	1,014	1,508	59.8	35	99	73.9	1,049	1,607	60.5
Whitewater	5,328	5,524	50.9	546	617	53.1	5,874	6,141	51.1
Colleges	6,485	7,573	53.9	0	0	NA	6,485	7,573	53.9
Total	73,481	82,681	52.9%	10,512	13,154	55.6%	83,993	95,835	53.3%

rollment within the UW had been increasing steadily for more than a decade, reflecting a nationwide trend.

Female undergraduate enrollment exceeded male undergraduate enrollment by at least 10% at six of the 11 comprehensive campuses. Women made up the largest percentage of the student population at Green Bay where they were 65.4% of total undergraduates. Conversely, 65.2% of undergraduates were male at Platteville. Stout is the only UW institution other than Platteville where there were more male than female undergraduate students.

At the graduate level, women made up an even greater proportion of enrolled students. In fall, 2013, 55.6% of all graduate and professional students were female. Women accounted for more than two-thirds of enrollments in graduate programs at six UW System institutions. However, graduate and professional enrollment at Madison, which accounts for half of all such enrollments, was nearly equal with male students representing a slight majority at 50.1%. Male enrollment at the graduate level also exceeded female enrollments at Parkside and Platteville.

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## **Admissions**

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In February, 2007, the Board of Regents adopted a revised freshman admissions policy, first affecting those applying for admission in fall, 2008. Under this revised policy, institutions are to admit students whose academic preparation, background, and personal experience suggest that they will succeed at the institution, benefit from that educational experience, and contribute to the educational environment. Prior to 2007, all UW institutions except UW-Madison had established "automatic" admissions based on class rank or a combination of class rank, grade point average, and ACT/SAT scores if the appli-

cant had satisfied the other basic requirements and applied before the priority date.

Regent policy provides minimum admissions requirements for freshman applicants but allows the institutions to establish additional, more specific requirements. When considering applicants for admission, the institutions are instructed to perform a comprehensive review of each application and are directed to consider the following criteria: (1) academics, including quality and rigor of coursework, grade point average, class rank, and trend in grades; (2) ACT or SAT scores; and (3) other factors. Other factors that should be considered include student experiences, work experiences, leadership qualities, motivation, community service, special talents, status as a nontraditional or returning adult student, veteran status, whether the applicant is socioeconomically disadvantaged, and whether the applicant is a member of a historically underrepresented racial or ethnic group.

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

To satisfy the academic requirements for admission, 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. Eau Claire specifies that two of the four credits of electives must be 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, 2013, the systemwide admission rate for new freshman was 94.0% for Wisconsin residents, 79.4% for Minnesota reciprocity students, and 62.9% for other nonresidents. The average ACT score for new freshmen enrolling in fall, 2013, was 23.6, compared to 23.1 for new freshmen enrolling in fall, 2003. In 2012, the most recent year for which data is available, 31.5% of Wisconsin students who graduated from high school in the spring enrolled in a UW institution the following fall. This service rate is down slightly from 33.1% in 2007.

### **Transfer Students and Agreements**

Transfer students represent a significant portion of new enrollments at UW institutions. During the 2012-13 academic year, 9,396 undergraduates entered the UW System as new transfer students. Of these students, 45.8% transferred from institutions in other states and U.S. territories, 39.4% transferred from Wisconsin technical colleges, 10.5% transferred from private colleges within Wisconsin, and the remaining 4.2% transferred from institutions in foreign countries. In addition to the above transfer students, 5,824 students transferred from one UW institution to another. This number includes 2,557 students who transferred from the UW Colleges to UW four-

year institutions. For students transferring into or within the UW System, the statewide admission rate was 85.9%.

In recent years, the Board of Regents have adopted policies to facilitate student transfers from Wisconsin technical colleges institutions to the UW System. Under current Regent policy, which was most recently modified in 2011, students may generally transfer up to 72 credits from a non-baccalaureate institution, including a Wisconsin technical college, to a four-year UW institution. Students who have completed an Associate of Arts or an Associate of Science degree through a WTCS liberal arts collegiate transfer program that is specifically aligned with associate degrees awarded by UW institutions are considered to have satisfied the general education requirements of the receiving UW institution. There are currently liberal arts collegiate transfer programs at five technical colleges: Chippewa Valley, Madison, Milwaukee, Nicolet, and Western.

In addition, the Board of Regents and the WTCS Board entered into an agreement in June, 2014, which allows students to transfer no fewer than 30 general education credits earned at any institution within the two systems to any other institution within the two systems. The agreement, which was required by 2013 Act 20, will be in effect from July 1, 2014, to June 30, 2015, and will be renewed annually. The agreement identifies 11 WTCS courses totaling 38 credits that can be transferred to any UW institution and would satisfy general education or general degree requirements at the receiving institution. The agreement similarly identifies between 9 and 11 courses at each UW institution, totaling between 31 and 40 credits, that can be transferred to any other UW institution or Wisconsin technical college.

Transfers by technical college students to UW institutions increased significantly through 2010-11 but have declined slightly since that year.

From 2000-01 to 2010-11, the number of new transfers from WTCS institutions increased by 67%, from 2,290 to 3,816. From 2010-11 to 2012-13, the most recent year for which data is available, these transfers declined by 3%.

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## Campus Characteristics

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Table 8 contains various statistics illustrating the unique nature of each of the four-year institutions. Madison, the UW System's "flagship" research university, has the lowest admission rate of any UW institution and its freshmen class enters with the highest average test scores. Of the comprehensive institutions, Eau Claire and La Crosse are the most selective with both relatively low admissions rates and relatively high average ACT scores. Similar to Madison, students at these institutions are more likely to attend full-time and be younger than 25 years old. By contrast, Green Bay, Parkside, and the UW Colleges have older student bodies and more part-time students. These statistics reflect the larger non-traditional populations of those campuses.

Madison, Milwaukee, and Oshkosh, the three largest of the four-year institutions, have the largest class sizes for undergraduate students. At Madison, 17% of lower division courses have 100 or more students compared to 10% at Milwaukee and 8% at Oshkosh. By contrast, courses offered by the UW Colleges, Parkside, Stout, and Superior are more likely to be smaller. At the UW Colleges and Superior, 81% of lower-division courses have 30 or fewer students. Superior offers the highest percentage of upper-division courses with 30 or fewer students with 90% of upper-division courses falling into that category. At Stout, 81% of upper-division courses have fewer than 30 students and 80% of such courses are of that size at Parkside.

Of UW institutions, Stevens Point has the

highest percentage of contact hours taught solely by faculty, at 72%. By contrast, less than 50% of contact hours are taught solely by faculty at Milwaukee (30%), Madison (47%), Oshkosh (49%), and the UW Colleges (49%). Milwaukee, Oshkosh, Parkside, and the UW Colleges rely heavily on academic staff to perform undergraduate teaching. Madison and Milwaukee also use a significant number of graduate students as instructors. At Madison, 10% of all undergraduate courses are taught by teaching assistants compared to 15% at Milwaukee.

Degrees in business were the most common bachelor's degrees awarded to graduates in 2012-13 at seven of the 13 UW four-year institutions. The popularity of health professions degrees at La Crosse, engineering degrees at Platteville, agriculture degrees at River Falls, and natural resources and conservation degrees at Stevens Point reflects an emphasis on those disciplines at those institutions.

Table 9 shows three measures of institutional productivity: the first-to-second year retention rate, the six-year graduation rate, and the average number of credits attempted by bachelor's degree recipients. As shown in the table, the first-to-second year retention rate for the system as a whole was 80.7% for new freshmen enrolling in both fall, 2002, and fall, 2012. Over that period of time, retention rates increased at five of the UW four-year institutions but decreased at the other eight.

While the average first-to-second year retention rate did not change, the six-year graduation rate increased during the most recent ten year period for which data is available. For the UW System as a whole, the six-year graduation rate was 65% for new freshmen in fall, 2007, compared to 62% for new freshmen in fall, 1997. Graduation rates increased at 10 of the 13 four-year campuses over that time period. The increase in the six-year graduation rate was particularly large at Eau Claire, Oshkosh, Stout, and Superior. It is

**Table 8: Select Characteristics of UW Four-Year Institutions**

	<u>Profile of New Freshmen*</u>		<u>Undergraduate Enrollment*</u>		<u>% of Undergraduate Courses Taught By:</u>		<u>% of Lower-Division Courses with More than 100 Students</u>	<u>% of Upper-Division Courses With Fewer Than 30 Students</u>	<u>Most Popular Bachelor's Degree**</u>
	Average ACT Score	% of Applicants Admitted	% Full-Time	% Under Age 25	Faculty	Teaching Assistants			
Madison	28	63%	91%	93%	47%	10%	17%	65%	1. Biology and Biomedical Sciences 2. Social Sciences
Milwaukee	22	88	82	76	30	15	10	72	1. Business 2. Health Professions
Eau Claire	24	80	91	92	64	0	3	65	1. Business 2. Health Professions
Green Bay	23	84	67	73	61	0	5	63	1. Multidisciplinary Studies 2. Business
La Crosse	25	77	94	95	66	0	2	78	1. Business 2. Biology and Biomedical Sciences
Oshkosh	23	78	73	85	49	0	8	73	1. Business 2. Health Professions
Parkside	21	94	74	76	51	0	1	80	1. Business 2. Criminal Justice and Corrections
Platteville	23	94	89	90	55	0	2	76	1. Engineering 2. Criminal Justice and Corrections
River Falls	22	84	90	88	59	0	2	77	1. Agriculture 2. Education
Stevens Point	23	89	93	89	72	0	5	75	1. Natural Resources and Conservation 2. Education
Stout	22	92	83	83	60	0	1	81	1. Business 2. Visual and Performing Arts
Superior	22	90	80	70	69	0	1	90	1. Business 2. Education
Whitewater	22	83	91	91	57	0	3	55	1. Business 2. Education
UW Colleges	21	99	57	77	49	0	0	NA	

\*For fall, 2013.

\*\*For 2012-13 graduates.

**Table 9: First-to-Second Year Retention Rate, Six-Year Graduation Rates, and Credits to Degree by Institution**

	First-to-Second		Six-Year Graduation Rate		Average Attempted	
	Year Retention Rate		At Any UW Institution		Credits by Bachelor's	
	Fall, 2002	Fall, 2012	Fall, 1997	Fall, 2007	2002-03	2012-13
Eau Claire	82.9%	82.3%	64.9%	73.9%	142	125
Green Bay	81.4	71.9	57.2	54.3	131	143
La Crosse	84.8	86.6	68.4	76.4	142	135
Madison	92.8	95.2	78.2	85.2	128	132
Milwaukee	71.6	70.1	43.1	47.4	143	137
Oshkosh	75.8	75.2	54.0	61.2	142	140
Parkside	67.0	72.7	38.8	35.3	140	143
Platteville	81.2	75.3	56.4	60.1	146	141
River Falls	76.1	72.0	60.4	55.6	138	133
Stevens Point	76.2	78.9	63.9	67.5	139	139
Stout	72.7	73.3	53.5	59.9	142	137
Superior	66.4	65.7	37.0	46.4	138	136
Whitewater	78.3	76.9	58.8	60.2	140	137
UW System Total	80.7	80.7	62.2	65.0	140	137

important to remember that the graduation data represents different cohorts of students than the first-to-second year retention rate data due to the time-lag in six-year graduation rates.

The UW System average credits-to-degree, has fallen from 146 in 1993-94 to 137 in 2012-13. (For context, most UW institutions require a minimum of 120 credits for a bachelor's degree.) The average number of credits taken by bachelor's degree recipients in 2012-13 ranged from 125 credits at Madison to 143 credits at Milwaukee and Parkside. Several factors can influence the number of credits that undergraduate students take while earning bachelor's degrees, including student factors and institutional factors. Student factors include the accumulation of college credit through high school advanced placement courses, changes in major, transferring to another institution, and taking extra electives. Institutional factors include the number of credits required for degree completion, course availability, academic advising programs, and the number of credits accepted for transfer.

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### Academic Programs

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At the 13 UW institutions that offer both bachelor's and master's degrees, the number of undergraduate majors ranges from 30 at Superior to 136 at Madison. Most institutions offer traditional liberal arts degrees as well as undergraduate degrees in business and education. Degrees in art, mathematics, and psychology are offered at all 13 four-year institutions while degrees in accounting, biology, chemistry, computer science, elementary education, English, history, music, political science, and theatre are offered by 12 of the 13 four-year institutions. In 2012-13, the most common majors for students graduating with bachelor's degrees were business, social sciences (including anthropology, economics, geography, and sociology), biology, and education.

Four UW institutions offer undergraduate engineering degrees (Madison, Milwaukee, Platteville, and Stout) and three offer undergraduate programs in agriculture (Madison, Platteville, and River Falls). There are four schools of nursing in the UW System (Eau Claire, Madison,

Milwaukee, and Oshkosh) and one school of architecture at Milwaukee.

The number of master's degree programs offered by the comprehensive institutions ranges from four at Parkside to 21 at Stout. Milwaukee offers 53 master's programs while Madison offers 148. The most common master's degree programs are in business, education, and the health professions. Master's of business administration (MBA) degrees are offered at Madison, Milwaukee, Eau Claire, La Crosse, Oshkosh, Parkside, River Falls, and Whitewater.

Madison and Milwaukee are the only UW institutions that offer doctoral (Ph.D.) programs. Madison offers 104 Ph.D. programs while Milwaukee offers 31. However, five of the comprehensive institutions currently offer professional doctorates. Eau Claire and Oshkosh offer a professional doctorate in nursing practice, La Crosse offers a doctor of physical therapy degree, Whitewater offers a doctorate in business administration, and Stevens Point offers a doctorate in education in career and technical education and a doctor of audiology degree in collaboration with Madison. The professional schools of law, medicine, veterinary medicine, and pharmacy are all located on the Madison campus.

### **Collaborative Degree Programs**

The UW System offers additional educational opportunities through collaborations between institutions both within and outside of the UW System. Collaborative degree programs are formal arrangements among institutions to provide access to a degree program at multiple locations, to provide courses offered by different institutions as part of a single program, or both. Since 1998, the number of collaborative degree programs has increased significantly from only three such programs in that year to 82 programs in 2013-14.

All UW System institutions, including each UW Colleges campus, participate in at least one

collaborative degree program. Of the 82 collaborative programs in place in 2013-14, 20 involved two or more UW four-year institutions, 26 involved a four-year institution and one or more UW Colleges campuses, 13 involved one or more four-year institutions and one or more Wisconsin technical college, and 23 involved one or more UW four-year institution and a private college located in this state or a college or university located in another state or country.

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

All UW institutions offer distance learning programs, the majority of which are now offered online. These programs have been aggregated by the UW System at its "e-campus" site. Currently, 47 certificate programs, two associate degree programs, 36 bachelor's degree programs, 44 master's degrees programs, and two doctorate degree programs are accessible via the UW System "e-campus." In addition, a small number of courses are offered through video or audiconferencing or in print or multimedia formats. Some distance courses are "blended" meaning that they include some number of on-campus, in-person sessions. In 2012-13, a total of 5,442 distance education courses were offered and total enrollment in these courses exceeded 128,000. Distance education course offerings and enrollments have more than quadrupled since 2003-04.

Beginning in January, 2014, students have been able to enroll in self-paced, competency-based programs offered through the UW Flexible Option platform. Designed for working adults, these programs are offered entirely online and do not use the traditional semester-based calendar. Instead, students enroll in three-month "subscription periods" which begin on the second day of each month. Students make progress towards a degree by completing assessments to demonstrate that they have mastered a competency.

There are currently four degree programs and three certificates offered through the Flexible Op-

tion. These programs include an associate's degree of arts and sciences; bachelor's degrees in nursing, biomedical sciences diagnostic imaging, and information science and technology; and certificates in business and technical communications, global skills, and sales. The associate's degree is offered by the UW Colleges, the bachelor's degrees and the certificate in business and technical communications are offered by UW-Milwaukee, and the remaining two certificates are offered by UW-Parkside. The degrees in nursing and biomedical sciences diagnostic imaging are only open to individuals who have already completed associate's degrees in those fields. Through September, 2014, a total of 214 students had enrolled in UW Flexible Option programs.

tracts, and appropriations, including funding for research and student financial aid other than direct student loans (\$870.7 million); (2) federal direct student loans (\$794.2 million); (3) auxiliary operations for activities such as dormitories, athletics, and student centers (\$848.2 million); (4) gifts and trust income (\$572.8 million); and (5) state-funded debt service payments (\$245.1 million). Indirect cost reimbursements are federal monies for indirect costs related to grants and contracts. Operational receipts are fees for services for other operations such as non-credit outreach programs.

The University combines its GPR-general program operations allocation with money received from tuition and a portion of federal indirect cost reimbursements to create a pool of funds that it uses to fund its general program operations. This pool is known as the "GPR/fees pool." The GPR/fees pool excludes tuition generated by differential tuition, self-supporting programs, and increases in enrollment and GPR provided for debt service. In 2014-15, the University had a general program operations budget of \$2.2 billion.

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

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### Budget

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The University's 2014-15 budget totals \$6,097.9 million of which \$1,178.2 million, or 19.3%, is funded from state general purpose revenue (GPR). The University's operating budget is shown by fund source in Table 10. Not all of the funding listed in the table is available for discretionary use by the Regents to support university programs. Significant amounts are dedicated to specific purposes such as: (1) federal grants, con-

**Table 10: UW System Operating Budget -- 2014-15 Fiscal Year**

Source of Funds	Amount	Percent
State GPR	\$1,178,197,283	19.3%
Tuition	1,348,961,629	22.1
Federal	1,664,977,207	27.3
Auxiliary Operations	848,179,027	13.9
Gifts and Trust Income	572,847,745	9.4
Operational Receipts	299,560,054	4.9
Indirect Cost Reimbursement	149,147,917	2.4
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.6</u>
Total	\$6,097,870,862	100.0%

benefit of the general fund.

Other than federal funds provided for financial aid, most federal grants and contracts result from specific project proposals at individual institutions. Gifts are usually provided to specific institutions, as opposed to the system as a whole, and may be provided for a specific purpose. Due to the manner in which these funds are generated, Madison accounts for the largest share of these funds, including 83% of federal special projects grants and contracts expenditures and 94% of gift expenditures in 2013-14.

Table 11 shows the UW budget by major fund source and FTE enrollments from 2004-05 to 2014-15. As shown in the table, tuition revenues have increased three times faster than GPR funding provided for the University over the past ten years.

Table 11 also shows a large increase in federal funds received from 2009-10 to 2010-11. Most

of this increase is attributable to a change in federal law regarding direct lending for student loans that took effect on July 1, 2010. Due to this change, federal funds received by the University increased by \$681.8 million. Excluding these funds, federal funding for the University grew at an annualized rate of 3.3% from 2004-05 to 2014-15.

The University assigns all of its budgeted expenditures to one of 11 programs described by the National Association of College and University Business Officer (NACUBO) in its Financial and Reporting Manual for Higher Education. The first three programs (instruction, research, and public service) are considered the primary activities of the University with all other programs supporting those activities. Under the NACUBO definitions debt service payments for academic buildings are included in the physical plant category. However, UW System budget documents show debt service on academic buildings separately. Consistent with this practice, this paper

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

	State GPR	Tuition	Federal Grants & Contracts	Auxiliary Enterprises	Gifts & Trust	Other*	TOTAL	Enrollment (FTEs)	GPR/FTE Student**
2004-05	\$992.9	\$807.1	\$772.7	\$610.0	\$442.3	\$257.8	\$3,882.8	142,209	\$6,982
2005-06	991.4	860.0	902.4	583.0	470.5	323.1	4,130.3	144,298	6,870
2006-07	1,044.9	909.2	907.5	628.9	486.4	338.4	[4,315.3	144,814	7,215
2007-08	1,128.4	939.5	938.5	649.4	519.8	357.9	4,533.5	147,956	7,627
2008-09	1,189.8	981.0	976.2	678.0	537.9	368.9	4,731.7	149,493	7,959
2009-10	1,139.8	1,051.4	881.4	719.0	572.3	390.4	4,754.3	153,193	7,440
2010-11	1,179.3	1,111.7	1,607.9	717.9	573.1	401.2	5,591.1	156,039	7,558
2011-12	1,001.5	1,209.0	1,641.7	765.7	574.4	396.9	5,589.2	155,163	6,455
2012-13	1,135.2	1,277.4	1,693.4	811.1	580.8	403.4	5,901.4	154,843	7,331
2013-14	1,151.4	1,318.9	1,673.5	834.4	574.3	444.6	5,997.1	153,252	7,513
2014-15	1,178.2	1,349.0	1,665.0	848.2	572.8	484.7	6,097.9	NA	NA
Annualized Rate of Change									
2004-05									
2014-15	1.7%	5.3%	8.0%	3.4%	2.6%	6.5%	4.6%	0.8%	0.8%

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

\*\* Annualized rate of change for 2004-05 to 2013-14.

shows debt service on academic buildings separately from physical plant.

1. **Instruction** (22.1% of the total budget for 2014-15). All activities through which a student may earn credit toward a degree or certificate granted by the University. Expenditures for remedial instruction are also included even though these courses may not carry degree credit. This program also includes costs for curriculum planning and development, departmental research and public service not separately budgeted; course catalogs, bulletins, and timetables; computing costs charged back to users; library, media services, and special course fees; departmental computer labs; credit-bearing internships and co-op programs; recruitment and retention of instructional faculty; and the administration of study abroad programs. Instruction excludes: (a) all non-credit instruction other than remedial instruction; (b) separately budgeted academic advising; (c) separately budgeted course and curriculum development; (d) professional development for faculty members and sabbaticals; and (e) campus, college, or school-wide computer labs.

2. **Research** (17.5%). All research 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 grants administration costs including proposal development and accounting services. Research excludes departmental research that is not separately budgeted.

3. **Public Service** (4.6%). Activities that primarily benefit individuals or groups external to the institution and all non-credit instruction other than remedial instruction. This program includes community service programs, conferences, institutes, general advisory services, reference bureaus, radio and television, and consulting services. Radio and television broadcasts that

primarily support instruction or are operated as a student service program are excluded.

4. **Academic Support** (7.2%). Activities that primarily support the institution's instructional, research, and public service missions. These activities include: (a) the retention, preservation, and display of educational materials, generally in libraries or museums; (b) the provision of services that directly assist the academic functions of the institution, such as demonstration schools; (c) media, such as audiovisual services, and technology, such as computing support; (d) academic administration and personnel development; and (e) separately budgeted support for course and curriculum development.

5. **Hospitals** (0.6%). This program was removed from the UW budget in 1996-97 due to the transfer of the UW Hospital and Clinics to a separate hospital authority. The moneys remaining in the budget represent expenditures by UW-Madison that are reimbursed by the University of Wisconsin Hospital and Clinics Authority.

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

7. **Student Services** (8.2%). All activities whose primary purpose is to contribute to the emotional and physical well-being of students and their intellectual, cultural, and social development outside of formal instruction. These activities include student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, counseling, career guidance, student aid administration, student health services, child care, and transportation. This program also includes the admissions and registrar functions of the institution including orientation programs and the maintenance of student records.

8. **Financial Aid** (19.1%). All scholarships, fellowships, and loans provided to students. This

program excludes student employment, which is budgeted among the various other programs where such employment is used, and administrative costs.

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

**9. Auxiliary Enterprises (7.0%).** Self-supporting activities that exist to provide goods or services to students, faculty, and staff, and that charge fees directly related to the cost of those goods and services. This program includes housing, food services, retail sales, and parking.

**10. Physical Plant (5.6%).** All expenditures related to the operation and maintenance of facilities and grounds other than those charged to auxiliary enterprises. This program includes facilities planning and capital budgeting, utilities, fire protection, and similar items. Operations and maintenance services provided to auxiliary enterprises are shown in that program and excluded here.

**11. Institutional Support (4.0%).** This program includes: (a) executive management, including the chancellor, the chancellor's cabinet, and their immediate office support staff, costs related to the Board of Regents and the faculty Senates, and legal services; (b) fiscal operations, including the accounting office, budget office, bursar, and audit functions; (c) general administration and logistical services, including personnel administration and payroll, space management, risk management, purchasing, institutional research, campus-wide communications, and protective services; (d) administrative computer support; and (e) public relations and devel-

opment.

Institutional support excludes administrative duties related to specific functions, like an academic department secretary or a research grant administrator, which are included under the functional area they support, such as instruction or research.

**12. Debt Service on Academic Buildings (4.0%).** Principal and interest payments on general obligation debt.

Table 12 provides a detail of 2014-15 budget allocations by institution and program, including debt service on academic buildings. Table 12 also shows the source of funds for each program. GPR funding for individual institutions is determined by the Board of Regents and is based on past allocations and funding changes approved by the Legislature. The amounts shown for auxiliary enterprises in Tables 11 and 12 differ because certain activities, such as intercollegiate athletics and student health services, are classified as auxiliary enterprises in one table and as student services in the other.

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### Program Revenue Balances

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All of the UW System's program revenue appropriations are continuing appropriations. This means that unspent balances can be carried over from one year to the next. In April, 2013, legislators became aware that the UW System had program revenue appropriation balances totaling over \$1 billion as of June 30, 2012, including \$414.1 million in tuition revenue balances. In response, the 2013-15 biennial budget bill was modified to require the UW System to transfer a portion of those funds to the Higher Educational Aids Board (HEAB) to fund the Wisconsin Grant program for UW students in 2013-14. The UW System was also required to fund a number of

**Table 12: University of Wisconsin System, 2014-15 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)**

	2014-15 Budget Total	Instruction	Research	Public Service	Academic Support	Hospitals	Farm Operations	Student Services	Financial Aid	Auxiliary Enterprises	Physical Plant	Instit'l Support	Debt Service on Academic Buildings
Madison	\$2,922,656,172	\$538,978,366	\$987,250,031	\$106,902,312	\$173,467,343	\$36,000,000	\$12,542,211	\$219,718,441	\$337,300,390	\$156,722,270	\$186,591,515	\$56,549,216	\$110,634,077
Milwaukee	704,609,577	169,201,096	58,960,627	10,274,504	55,414,753	0	0	63,054,552	213,646,463	50,865,946	31,290,326	29,256,169	22,645,141
Subtotal	\$3,627,265,749	\$708,179,462	\$1,046,210,658	\$117,176,816	\$228,882,096	\$36,000,000	\$12,542,211	\$282,772,993	\$550,946,853	\$207,588,216	\$217,881,841	\$85,805,385	\$133,279,218
Eau Claire	\$220,826,675	\$63,838,147	\$1,067,466	\$1,995,127	\$17,862,059	\$0	\$0	\$22,139,455	\$59,841,434	\$23,490,549	\$9,911,245	\$11,189,701	\$9,491,492
Green Bay	127,529,471	28,780,466	666,648	3,230,639	10,925,278	0	0	14,157,048	39,668,206	9,394,690	6,258,187	6,242,996	8,205,313
La Crosse	223,548,975	66,865,520	3,826,801	3,136,451	17,113,125	0	0	22,006,498	57,309,303	22,035,622	12,227,255	8,085,689	10,942,711
Oshkosh	265,464,029	79,302,849	2,033,299	4,288,671	15,366,547	0	0	25,313,453	76,055,899	29,961,729	10,080,265	10,010,913	13,050,404
Parkside	100,447,827	21,703,459	245,249	1,284,705	7,396,939	0	0	11,597,410	32,522,454	7,894,112	6,051,092	5,189,010	6,563,397
Platteville	188,041,742	42,081,343	910,341	2,338,313	18,656,310	0	1,213,641	15,922,535	53,766,859	24,456,400	7,932,597	11,724,527	9,038,876
River Falls	134,428,384	31,497,852	440,375	2,202,613	9,780,439	0	1,340,017	15,101,434	39,159,278	15,417,497	6,602,762	6,418,926	6,467,191
Stevens Point	219,649,424	50,083,658	5,129,659	8,131,422	14,423,512	0	0	21,261,007	63,802,991	26,412,582	10,473,711	10,442,776	9,488,106
Stout	209,213,835	55,538,194	488,108	5,140,241	17,530,524	0	0	19,469,695	58,167,014	21,478,386	8,893,932	11,174,968	11,332,773
Superior	74,460,302	17,004,117	2,603,982	195,550	3,855,583	0	0	8,222,031	19,567,557	6,633,529	4,797,866	4,252,447	7,327,640
Whitewater	219,278,612	58,242,534	229,931	3,796,801	17,311,907	0	0	23,268,845	50,813,318	29,787,424	9,969,406	11,073,518	14,784,928
Subtotal	\$1,982,889,276	\$514,938,139	\$17,641,859	\$35,740,533	\$150,222,223	\$0	\$2,553,658	\$198,459,411	\$550,674,313	\$216,962,520	\$93,198,318	\$95,805,471	\$106,692,831
Colleges	\$145,609,834	\$40,218,892	\$8,286	\$363,415	\$12,932,142	\$0	\$0	\$14,176,458	\$53,698,736	\$2,119,411	\$9,532,817	\$9,613,666	\$2,946,011
Extension	219,661,716	51,057,991	0	124,464,172	33,356,507	0	0	1,700,558	100,000	0	994,610	5,795,838	2,192,040
System Admin.	12,729,879	0	0	0	0	0	0	0	0	0	0	12,729,879	0
Systemwide	109,714,408	33,983,342	899,883	255,542	13,659,450	0	0	1,303,897	6,442,818	0	19,309,580	33,859,896	0
Total	\$6,097,870,862	\$1,348,377,826	\$1,064,760,686	\$278,000,478	\$439,052,418	\$36,000,000	\$15,095,869	\$498,413,317	\$1,161,862,720	\$426,670,147	\$340,917,166	\$243,610,135	\$245,110,100
Source of Funds													
GPR	\$1,178,197,283	\$227,341,261	\$95,574,229	\$65,749,281	\$86,923,751	\$0	\$6,207,789	\$32,540,456	\$26,843,694	\$0	\$211,776,068	\$180,130,654	\$245,110,100
Tuition	1,348,961,629	902,776,689	630,193	0	243,877,712	0	82,007	104,825,649	27,191,313	0	66,252,623	3,325,443	0
Other	3,570,711,950	218,259,876	968,556,264	212,251,197	108,250,955	36,000,000	8,806,073	361,047,212	1,107,827,713	426,670,147	62,888,475	60,154,038	0
Total	\$6,097,870,862	\$1,348,377,826	\$1,064,760,686	\$278,000,478	\$439,052,418	\$36,000,000	\$15,095,869	\$498,413,317	\$1,161,862,720	\$426,670,147	\$340,917,166	\$243,610,135	\$245,110,100
% of Total	100.0%	22.1%	17.5%	4.6%	7.2%	0.6%	0.2%	8.2%	19.1%	7.0%	5.6%	4.0%	4.0%

initiatives that had been included in the Governor's budget bill with program revenue balances instead of with new GPR as initially proposed. In addition, the Legislature froze resident undergraduate tuition rates at the 2012-13 level in both years of the biennium.

To ensure future monitoring of the UW's program revenue balances, the 2013-15 biennial budget act (2013 Act 20) required the Board of Regents to develop a methodology for the calculation of program revenue balances and reserves and to propose limits on those balances. Following review, modification, and approval by the Joint Legislative Audit Committee (JLAC) and the Joint Committee on Finance (JFC), the Board of Regents is required to submit a report to both committees annually by October 15 that includes the balances by institution as of June 30 of that year for the following revenue categories: (1) tuition; (2) auxiliary operations; (3) general operations; (4) other unrestricted program revenue; (5) federal indirect cost reimbursement; (6) gifts; (7) nonfederal grants and contracts; (8) federal grants and contracts; and (9) other restricted program revenue. Table 13 shows program revenues balances held by each UW institution by fund category as of June 30, 2014.

The Regents are also required to report balances for tuition, auxiliary operations, general operations, and other unrestricted program revenue as a percentage of expenditures for the fiscal year ending on June 30 of that year for each institution. Tuition balances are reported as a percentage of combined GPR and tuition expenditures less GPR expenditures for debt service. Institutions whose tuition, auxiliary operations, general operations, and other unrestricted program revenue balances that exceed 12% must submit justifications for those balances to the Board of Regents for approval. UW System Administration is also required to submit justifications for the UW Systemwide balance to the Regents for approval. Institutions that have negative tuition or auxiliary revenue balances must submit a plan to eliminate

the negative balance within a reasonable amount of time to the Regents for approval. These justifications and plans are included in the Regents report to JLAC and JFC.

Table 14 shows tuition, auxiliary operations, general operations, and other unrestricted program revenues balances as of June 30, 2014, as a percentage of expenditures for the fiscal year ending that day by institution.

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### Tuition

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The Board of Regents is delegated the authority to set tuition under s. 36.27 of the statutes. By statute, the Regents are permitted to set separate rates for resident and nonresident students, different classes of students, extension courses, summer sessions, and special programs. UW institutions have been permitted to charge differential tuition rates with the approval of the Board of Regents since 1996-97. Differential tuition rates may be for an entire institution or for a specific program within an institution.

During the two most recent biennia, the Legislature has included provisions specifically limiting the amount by which the Regents can increase resident undergraduate tuition rates in the biennial budget act. Under 2013 Act 20, the Regents were prohibited from increasing tuition for resident undergraduate students during the 2013-14 and 2014-15 years. This is the first time that tuition has been frozen for all resident undergraduate students for two consecutive years. Although not required to do so by law, the Regents also froze tuition for nonresident and graduate students in both years of the 2013-15 biennium.

During the 2011-13 biennium, the Regents were prohibited from increasing tuition for resident undergraduate students by more than 5.5%

**Table 13: UW System Program Revenue Balances by Institution and Fund Category as of June 30, 2014**

	Tuition	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimbursement	Gifts	Nonfederal Grants and Contract	Federal Grants and Contracts	Other Restricted Program Revenue	Total
Eau Claire	\$18,189,387	\$18,359,334	\$7,329,505	\$4,757,816	\$1,646,553	\$389,404	\$1,343,774	-\$368,787	\$398,218	\$52,045,204
Green Bay	9,131,468	6,437,376	4,651,429	453,393	1,526,943	370,452	415,344	-612,302	197,789	22,571,892
La Crosse	23,305,222	27,871,050	23,960,574	296,038	773,382	2,932,503	301,488	-89,645	568,004	79,918,616
Madison	84,561,883	116,193,178	19,547,947	26,204,976	140,049,252	161,550,374	19,321,655	10,890,315	-859,626	577,459,954
Milwaukee	56,452,594	11,231,722	8,365,451	1,823,916	6,325,770	-43,945	-1,586,154	-1,078,241	352,292	81,843,405
Oshkosh	15,777,042	17,969,207	14,568,005	227,527	1,190,101	86,105	1,854,396	-1,249,551	602,806	51,025,638
Parkside	8,473,025	-827,438	1,052,927	274,464	124,005	130,987	107,688	-46,716	216,397	9,505,339
Platteville	12,600,372	2,419,669	1,331,138	6,126,644	227,597	-190,631	194,553	-242,433	754,167	23,221,076
River Falls	8,990,387	5,001,344	911,648	4,522,994	236,232	125,775	-66,728	-264,900	1,156,673	20,613,425
Stevens Point	18,571,383	13,724,390	3,010,888	3,307,134	1,313,899	720,596	-975,324	1,096,679	2,724,998	43,494,643
Stout	1,991,358	1,359,278	7,472,528	388,992	710,271	-167,217	156,966	-536,207	2,474,502	13,850,471
Superior	2,153,055	-5,385,787	405,991	14,507	871,629	-224,499	154,586	-1,179,448	19,064	-3,170,902
Whitewater	30,922,636	6,499,709	4,164,486	3,217,433	793,622	-368,955	170	-572,987	1,725,503	46,381,617
UW Colleges	18,737,040	2,846,395	3,429,364	215,796	257,361	516,189	403,729	127,926	38,767	26,572,567
UW Extension	8,632,294	2,755,521	1,766,585	7,015,875	6,902,824	555,488	2,372,433	-320,743	-210,771	29,469,506
UW System Administration	0	374,382	562,853	0	10,773,506	0	1,110,750	0	0	12,821,491
UW Systemwide	<u>76,909,127</u>	<u>633,712</u>	<u>15,342,234</u>	<u>0</u>	<u>35,573</u>	<u>12,269,262</u>	<u>-24,271,643</u>	<u>17,084,095</u>	<u>0</u>	<u>98,002,360</u>
UW System Total	\$395,398,273	\$227,463,042	\$117,873,553	\$58,847,505	\$173,758,520	\$178,651,888	\$837,683	\$22,637,055	\$10,158,783	\$1,185,626,302

annually. The Regents were also prohibited from approving any new differential tuitions during that biennium if doing so would increase resident undergraduate tuition at any institution by more than 5.5%.

Unless modified by the Legislature during the 2015-17 session, there will be no limits on the Regents' authority to set resident undergraduate tuition beginning in 2015-16 academic year under current law. Consistent with past biennia, there will also be no restrictions on the amount of tuition increases the Regents may impose on graduate, nonresident, and other students. Additional information related to tuition and the state biennial budget is included in the Legislative Fiscal Bureau's informational paper entitled, "University of Wisconsin Tuition."

Table 15 shows annual tuition for full-time resident undergraduate students enrolled in UW institutions from 2004-05 to 2014-15. The table also shows tuition as a percentage of instructional costs in each year. Instructional costs include instructional faculty and academic staff salaries and fringe benefits, supplies and services, administration, libraries, and student services and support costs. Instructional costs are funded by a combi-

**Table 14: Program Revenue Balances as Percentage of Expenditures by Institution for Four Fund Categories, Fiscal Year 2014\***

	<u>Tuition</u>	<u>Auxiliary Operations</u>	<u>General Program Operations</u>	<u>Other Unrestricted</u>
Madison	8.1%	30.2%	9.2%	14.3%
Milwaukee	15.1	13.1	37.1	14.3
Eau Claire	15.2	52.3	92.4	87.1
Green Bay	16.2	32.8	136.5	32.6
La Crosse	20.9	80.7	269.8	4.0
Oshkosh	15.3	47.2	103.9	3.0
Parkside	18.2	-9.3	62.2	5.8
Platteville	15.5	7.4	11.4	99.3
River Falls	14.5	17.8	23.2	104.5
Stevens Point	19.4	32.4	38.9	34.8
Stout	2.1	4.5	30.0	6.7
Superior	5.8	-62.7	24.9	0.5
Whitewater	26.6	15.4	42.2	43.8
UW Colleges	23.3	36.2	78.6	10.7
UW Extension	14.9	41.4	28.4	709.8
UW System				
Administration	NA	140.2	382.5	NA
UW Systemwide	298.9	65.5	48.3	0.0
UW System Total	15.8%	28.2%	31.6%	22.3%

\* Balances as of June 30, 2014.

\*\* Expenditures are for tuition and state general purpose revenue less debt service.

nation of tuition revenue and state GPR funds.

From 2004-05 to 2014-15, tuition increased by 76.5% at UW-Madison, by 57.5% at UW-

**Table 15: Annual Resident Undergraduate Tuition**

Year	<u>Madison</u>		<u>Milwaukee</u>		<u>Comprehensives*</u>		<u>Colleges</u>		<u>% of Instructional Cost</u>			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
2004-05	\$5,254		\$5,138		\$4,077		\$3,700		52.2%	58.5%	49.5%	57.3%
2005-06	5,618	6.9%	5,494	6.9%	4,358	6.9%	3,977	7.5%	54.0	62.9	53.3	56.6
2006-07	6,000	6.8	5,868	6.8	4,652	6.7	4,268	7.3	53.9	65.6	54.3	57.2
2007-08	6,330	5.5	6,191	5.5	4,912	5.6	4,268	0.0	53.4	66.3	55.1	53.7
2008-09	6,678	5.5	6,531	5.5	5,248	6.8	4,268	0.0	52.4	65.3	58.1	55.2
2009-10	7,296	9.3	6,890	5.5	5,589	6.5	4,268	0.0	53.7	66.2	62.5	57.2
2010-11	7,933	8.7	7,269	5.5	5,963	6.7	4,268	0.0	58.0	71.2	65.1	55.4
2011-12	8,592	8.3	7,669	5.5	6,333	6.2	4,503	5.5	64.8	78.9	70.4	63.7
2012-13	9,273	7.9	8,091	5.5	6,723	6.2	4,750	5.5	66.7	79.8	72.1	66.2
2013-14	9,273	0.0	8,091	0.0	6,723	0.0	4,750	0.0	67.6	82.5	70.3	61.8
2014-15	9,273	0.0	8,091	0.0	6,723	0.0	4,750	0.0	NA	NA	NA	NA

\*Average tuition.

Milwaukee, by an average of 64.9% at the comprehensive institutions, and by 28.4% at the UW Colleges. As tuition has increased at a faster rate than GPR support for the University, tuition as a portion of instructional costs has increased. In 2004-05, students paid between 49% and 59% of their instructional costs while in 2013-14 students pay between 61% and 83% of their instructional costs.

In addition to tuition charges, all students are assessed segregated fees to finance a wide variety of student activities including parking and transportation services, student activities, student unions and student centers, and intramural and intercollegiate athletics. Unlike tuition rates, segregated fees are determined by institution. In 2014-15, segregated fees at the four-year campuses range from \$908 at Platteville to \$1,460 at Green Bay, while fees at the UW Colleges range from \$269 to \$493. Total tuition and fees by campus are shown in Table 16.

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### **UW Personnel**

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In 2014-15, the UW System had 35,469 budgeted full-time equivalent (FTE) positions. This total includes 32,333 faculty and staff and 3,137 student assistants. Through June 30, 2015, university personnel will consist of four general categories of employees: faculty, academic staff, classified staff, and student assistants.

Faculty are defined as individuals holding a specific rank within an academic department or its functional equivalent. Duties of faculty members include teaching, research, and public service. In 2014-15, there are 6,879 budgeted FTE faculty positions at UW institutions. There are four ranks of faculty: instructor, assistant professor, associate professor, and full professor. All full professors and associate professors have been

granted tenure. By statute, the Board of Regents may grant tenure to a faculty member if the appropriate chancellor and academic department or functional equivalent have recommended such action. Prior to being granted tenure, faculty members have probationary appointments which may last up to seven years. The length of a probationary period may be extended if the faculty member takes a leave of absence during that time.

Systemwide, 39.2% of UW faculty are full professors, 28.7% are associate professors, 31.4% are assistant professors, and 0.7% are instructors or other unranked faculty. The percentage of full professors at the four-year campuses ranges from 18.9% (Green Bay) to 58% (Madison). For each faculty rank, there is a systemwide minimum salary, but no maximum.

The UW also employs 15,100 budgeted FTE academic staff. Academic staff are defined statutorily as professional and administrative personnel other than faculty whose duties are primarily associated with higher education institutions or their administration. Academic staff positions may involve teaching, research, public service, academic support activities, or academic program administration. Other positions are designated as academic staff because their duties require close peer relationships with members of the faculty and academic administrators or because the position is distinct to higher education. The Madison campus accounts for 59% of all academic staff. Approximately 68% of all academic staff is funded from sources other than GPR and tuition.

The UW System groups academic staff into eleven categories: (1) executives; (2) academic program directors; (3) instructional academic staff; (4) research academic staff; (5) directors; (6) administrative officers; (7) other academic staff; (8) program managers; (9) professionals; (10) employees in training; and (11) others. Professional, director, administrative officer, and

**Table 16: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2014-15**

	<u>Tuition</u>		Segregated Fees Paid by all Students	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
<b>DOCTORAL CLUSTER</b>					
<b>Undergraduate</b>					
Madison	\$9,273	\$25,523	\$1,137	\$10,410	\$26,660
Milwaukee	8,091	17,820	1,300	9,391	19,120
<b>Graduate</b>					
Madison	\$10,728	\$24,054	\$1,137	\$11,865	\$25,191
Milwaukee	10,387	22,852	1,300	11,687	24,152
Madison -- Business	13,184	26,678	1,137	14,321	27,815
Milwaukee -- Business	11,781	24,316	1,300	13,081	25,616
Law	20,235	38,932	1,137	21,372	40,069
Medicine	23,807	33,704	1,137	24,944	34,841
Veterinary Medicine	17,925	24,769	1,137	19,062	25,906
<b>COMPREHENSIVE CLUSTER</b>					
<b>Undergraduate</b>					
Eau Claire	\$7,361	\$14,934	\$1,180*	\$8,541	\$16,114
Green Bay	6,298	13,871	1,460	7,758	15,331
La Crosse	7,585	15,158	1,036*	8,621	16,194
Oshkosh	6,422	13,995	1,015	7,437	15,010
Parkside	6,298	13,871	1,028	7,326	14,899
Platteville	6,418	13,991	908*	7,326	14,899
River Falls	6,428	14,001	1,176*	7,604	15,177
Stevens Point	6,298	13,871	1,189*	7,487	15,060
Stout**	234	492	34*	268	526
Superior	6,535	14,108	1,459	7,994	15,567
Whitewater	6,519	14,092	923*	7,442	15,015
<b>Graduate</b>					
Eau Claire	\$7,640	\$16,771	\$1,180	\$8,820	\$17,951
Green Bay	7,640	16,771	1,460	9,100	18,231
La Crosse	7,780	16,911	1,036	8,816	17,947
Oshkosh	7,640	16,771	1,015	8,655	17,786
Parkside	7,640	16,771	1,028	8,668	17,799
Platteville	7,640	16,771	908	8,548	17,679
River Falls	7,640	16,771	1,176	8,816	17,947
Stevens Point	7,640	16,771	1,189	8,829	17,960
Stout**	367	778	46	413	824
Superior	7,640	16,771	1,459	9,099	18,230
Whitewater	7,640	16,771	923	8,563	17,694
<b>Business Masters</b>					
Eau Claire	\$8,195	\$17,351	\$1,180	\$9,375	\$18,531
La Crosse	8,334	17,491	1036	9,370	18,527
Oshkosh	8,195	17,351	1015	9,210	18,366
Parkside	8,195	17,351	1028	9,223	18,379
Whitewater	8,195	17,351	923	9,118	18,274
<b>COLLEGES</b>					
Baraboo/Sauk	\$4,750	\$11,734	\$429	\$5,179	\$12,163
Barron	4,750	11,734	421	5,171	12,155
Fond du Lac	4,750	11,734	442	5,192	12,176
Fox Valley	4,750	11,734	269	5,019	12,003
Manitowoc	4,750	11,734	333*	5,083	12,067
Marathon	4,750	11,734	371	5,121	12,105
Marinette	4,750	11,734	350	5,100	12,084
Marshfield/Wood	4,750	11,734	359	5,109	12,093
Richland	4,750	11,734	493	5,243	12,227
Rock	4,750	11,734	368	5,118	12,102
Sheboygan	4,750	11,734	354	5,104	12,088
Washington	4,750	11,734	344	5,094	12,078
Waukesha	4,750	11,734	352	5,102	12,086

\* There is an additional charge of \$148-\$240 for textbook rental on these campuses; on all other campuses, books are purchased by students.

\*\* UW-Stout charges tuition and segregated fees on a per credit basis. In addition, UW-Stout charges all students a laptop fee of \$27 per credit. The fee is excluded from the amounts shown in the table.

program manager job titles are assigned to one of eleven salary grades with a specified salary minima and maxima. Instructional academic staff and research academic staff titles are assigned a minimum salary, but no maximum salary.

Professionals, instructional academic staff, and research academic staff are three of the largest academic staff categories. Combined, these three categories make up 68% of the total academic staff. Professionals are the largest group of academic staff; in 2014-15, approximately 40% of all budgeted academic staff belong to this group. Examples of titles categorized as professionals include librarian, academic planner, advisor, budget planner, counselor, database administrator, editor, facility planning specialist, information manager, institutional planner, psychologist, residence hall manager, student health nurse, student services coordinator, and legal counsel.

Instructional academic staff is another large academic staff category at 20% of the total. Instructional academic staff provide credit instruction and training to students in an academic discipline. The number of instructional academic staff has increased significantly over the past decade. From 2004-05 to 2014-15, budgeted instructional academic staff increased from 2,042 to 2,993, or 47%. This far outpaced growth in the faculty and all other academic staff categories which increased by 5% and 26%, respectively.

Research academic staff account for an additional 8% of all academic staff. Research academic staff conduct research, identify research problems, design methodology, and perform other related activities. Over 90% of research academic staff positions are assigned to Madison which reflects its large research program.

Unlike faculty and academic staff positions, which are governed by statute, administrative rules, and UW Board of Regents policy, classified staff positions are governed by statute and the administrative rules established by the Office

of State Employment Relations (OSER). In 2014-15, there are 10,354 budgeted FTE classified staff positions within the UW System.

Under 2011 Act 32, the Board of Regents and the UW-Madison Chancellor were granted the authority to create two new personnel systems: one for all employees assigned to UW-Madison and one for all other UW employees. These personnel systems were to take effect on July 1, 2013, but 2013 Act 20 delayed the effective date of the personnel systems until July 1, 2015. The new personnel systems must include a civil service system, a grievance procedure that addresses employee terminations, and provisions that address employee discipline and workplace safety. Statutes require that the Joint Committee on Employment Relations (JCOER) approve the personnel systems before they can be implemented. JCOER approved both personnel systems in April, 2014.

When the new personnel systems take effect on July 1, 2015, all UW positions will be governed by statute, administrative rule, and UW Board of Regents policy and none will be governed by OSER administrative rules. In effect, there will cease to be any classified staff positions at UW institutions. Statutes provide that after the new personnel systems take effect UW employees who held classified staff positions on June 30, 2015, may only be removed, suspended without pay, discharged, reduced in base pay or demoted for just cause and may appeal all such actions.

Table 17 shows budgeted, full-time equivalent faculty and staff by institution for 2014-15 for all funding sources, excluding student assistants. As shown in Table 18, including student assistants, the UW System has 35,282 authorized positions, or half of all authorized state positions. When only GPR positions are considered, the University's 18,433 authorized GPR positions represent 51.3% of the state's total authorized GPR positions. Under 2011 Act 32 and 2013 Act 20, posi-

**Table 17: 2014-15 Budgeted Faculty and Staff Positions\* (Full-Time Equivalent)**

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instructor	Total Faculty	Academic Staff	Total Unclass.	Classif.	Total Staff
Eau Claire	170	123	148	0	440	349	789	420	1,210
Green Bay	33	88	55	0	177	251	428	217	645
La Crosse	101	108	195	0	404	416	820	373	1,193
Madison	1,241	388	510	0	2,139	8,876	11,016	5,088	16,104
Milwaukee	262	389	210	0	861	1,564	2,425	1,124	3,549
Oshkosh	131	111	164	4	410	517	927	399	1,327
Parkside	32	49	45	0	127	217	343	186	529
Platteville	117	60	115	0	291	362	653	321	974
River Falls	118	45	48	0	211	220	431	230	661
Stevens Point	145	99	123	9	376	359	734	384	1,118
Stout	68	96	146	0	311	366	676	403	1,079
Superior	40	27	61	0	127	128	255	150	405
Whitewater	99	142	162	0	403	374	777	410	1,187
Subtotal	2,558	1,723	1,982	13	6,276	13,999	20,276	9,706	29,981
Colleges	68	137	109	0	314	327	640	199	839
Extension	73	116	68	32	289	692	982	229	1,211
System Admin	0	0	0	0	0	51	51	51	102
Systemwide	0	0	0	0	0	31	31	168	199
Total	2,699	1,977	2,159	45	6,879	15,100	21,979	10,354	32,332

\*Includes vacant positions. Does not include 3,137 student assistants positions in the UW System.

tions authorized for the University will not be included in any state position report beginning on July 1, 2015.

Most of the University's GPR positions are funded through the GPR/fees pool meaning that they are funded through a combination of GPR and tuition. Nearly half of all GPR positions are related to instruction. Additional GPR positions are found in the areas of academic support, physical plant, institutional support, and student services.

The other 16,849 positions authorized for the UW are funded with other revenue sources including federal contracts, gift and grants, auxiliary operations revenues, and segregated funds. Included in that number are 2,251 positions that are funded by tuition that is not part of the GPR/fees pool. Tuition that is excluded from the GPR/fees pool includes tuition revenues generated by differential tuition, self-supporting programs, and enrollment growth. The number of

positions funded by tuition has increased by more than 400% since 2004-05 when there were 387 such positions. Two-thirds of all positions funded solely by tuition are related to instruction. Additional tuition-funded positions are found in the areas of student services and academic support.

Almost half of all UW positions funded by sources other than GPR and tuition are related to research. Non-GPR, non-tuition positions are also found in public service, auxiliary operations, instruction, and student services.

Under current law, the Board of Regents and the UW-Madison Chancellor may create or abolish positions funded through all appropriations other than the UW's GPR general program operations appropriation without restriction. The Board must report the number of these positions that were created or abolished to the Department of Administration (DOA) and the Co-Chairs of the Joint Finance Committee quarterly. The Board of Regents and the UW-Madison Chancellor may

**Table 18: Authorized UW FTE Positions  
2005-06 to 2014-15\***

Year	GPR Positions	Total Positions
2005-06	18,110.9	31,524.7
2006-07	18,133.6	31,578.3
2007-08	18,133.6	31,890.3
2008-09	18,133.6	32,281.4
2009-10	18,454.9	33,296.0
2010-11	18,454.9	33,897.8
2011-12	18,403.8	34,542.7
2012-13	18,432.8	34,677.4
2013-14	18,432.8	35,062.1
2014-15	18,432.8	35,281.9

\* As of October of each fiscal year.

create or abolish positions funded by the UW's GPR general program operations appropriation under the terms of a memorandum of understanding with DOA. The Board and the Chancellor must report the number of positions that were created or abolished under this authority to DOA and the Finance Committee's Co-Chairs annually.

Table 18 shows the UW authorized position counts for October of each fiscal year from 2005-06 to 2014-15. Over that time period, the number of authorized GPR-funded FTE positions for the UW increased by 322, or 1.8%. At the same time, total authorized UW FTE positions increased by 3,757 positions or 11.9%. This indicates that most of the growth in UW authorized positions is attributable to additional program revenue and federally-funded positions.

## Compensation

Compensation adjustments for UW employees are approved through three separate processes: one for unclassified employees; one for classified employees not represented by labor organizations; and one for classified employees represented by labor organizations. Pay plans covering UW unclassified employees and classified employees not represented by labor organizations are usually approved at approximately the same time as the biennial budget, but follow a separate

process.

Compensation adjustments for UW unclassified employees, including senior executives, faculty, and academic staff, are determined through a process that begins with the submission by the Board of Regents of pay plan recommendations to the Director of the Office of State Employment Relations (OSER). The OSER Director then submits a recommendation for compensation adjustments for UW unclassified staff to the Joint Committee on Employment Relations (JCOER) which can approve, modify, or reject the OSER Director's recommendation. Any modification by JCOER of the OSER Director's recommendation is subject to gubernatorial veto.

Compensation adjustments for UW classified employees who are not represented by labor organizations are recommended by the OSER Director and approved by JCOER as part of the state compensation plan. The state compensation plan generally covers non-represented state employees other than UW unclassified employees.

UW employees who are represented by labor organizations may collectively bargain for base wage increases. Increases in base wages are limited to increases in the consumer price index (CPI). (An increase exceeding the CPI would require the approval of the voters in a statewide referendum.) Contracts negotiated by OSER require approval by JCOER and the full Legislature before they can take effect. As of November, 2014, 325 of the 10,197 UW classified employees who are eligible to participate in collective bargaining were represented by labor organizations.

After the new personnel systems take effect, the UW-Madison Chancellor and the Board of Regents will submit pay plan recommendations for all UW-Madison employees and all other UW employees to the OSER Director. In addition, the UW-Madison Chancellor and the Board of Regents, instead of OSER as under prior law, will

negotiate contracts with labor organizations representing UW-Madison employees and those representing employees at all other UW institutions. Any contracts negotiated by the UW-Madison Chancellor or the Board of Regents will require approval by JCOER and the full Legislature.

Because salary and fringe benefit adjustments are approved through a process that is separate from the biennial budget process, funding for salary and fringe benefit adjustments approved by JCOER is not included in agency appropriations during the biennium for which they are approved. Instead, the funding is provided in the state compensation reserve for later allocation to UW and other state agencies.

Although the pay plan process officially occurs outside the biennial budget process, provisions directly related to the compensation of UW 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, fund job reclassifications or promotions, or to recognize competitive factors. Generally, these salary increases are funded by internal reallocations; however, funding was provided in the 2005-07, 2007-09, and 2009-11 biennial budgets to support competitive compensation for faculty and academic staff in high-demand disciplines.

In 2013-14, the Regents awarded salary increases totaling \$29.3 million to 6,574 unclassified employees. Of this amount, \$7.6 million was awarded to fund job reclassifications or promotions and \$21.7 was awarded to correct salary

inequities or to recognize competitive factors. Salary increases to correct inequities or recognize competitive factors totaling \$10.1 million were awarded to 3,271 academic staff members while 2,181 faculty members received salary increases totaling \$11.6 million for the same purposes.

Table 19 shows the average salary increase for continuing faculty members (those faculty members employed in consecutive years) by institution for the past 10 years, along with salary increases as part of the compensation plan for UW unclassified employees and changes in the consumer price index. The year-to-year salary increases for continuing faculty differs from the approved faculty and academic staff pay plan because of adjustments made to fund job reclassifications or promotions, correct salary inequities, or recognize competitive factors.

Table 20 shows average faculty salaries, by institution and faculty rank, for 2013-14. 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 those positions. The positions affected by this provision include the UW System President and senior vice presidents; the chancellors of UW four-year institutions; the Chancellor of the UW Colleges and UW-Extension; and the vice chancellors serving as deputies at the Madison and Milwaukee campuses. Through the 2013-15 biennium, the Board of Regents is required to base any changes to salary levels for these positions on an analysis of salaries paid for similar positions at comparable universities in other states. Beginning in the 2015-17 biennium, the Regents will no longer be required to base salary range adjustments on any statutorily specified criteria.

Under current Regent policy, which was

**Table 19: Salary Increases for Continuing Faculty Members**

Campus	2004-05	2005-06	2006-07*	2007-08	2008-09	2009-10**	2010-11**	2011-12	2012-13	2013-14
Madison	2.6%	3.6%	3.9%	3.0%	2.9%	1.9%	1.3%	0.9%	1.1%	3.9%
Milwaukee	1.7	3.0	3.2	2.8	2.3	0.9	1.2	0.3	1.3	3.4
Eau Claire	-0.2	2.9	3.2	3.0	2.4	1.9	0.9	0.3	0.7	3.0
Green Bay	1.6	3.2	2.9	2.5	2.1	2.2	2.6	2.8	3.5	4.6
La Crosse	1.9	1.9	3.2	2.4	2.0	1.1	0.9	1.2	1.4	4.2
Oshkosh	1.8	2.8	3.3	3.4	2.2	1.4	1.4	2.0	0.8	3.7
Parkside	1.8	2.8	2.9	2.6	1.7	0.8	0.0	0.3	0.8	0.1
Platteville	3.0	3.2	3.5	2.2	2.0	0.9	1.3	0.6	0.1	3.7
River Falls	1.8	2.5	2.4	3.4	3.6	0.5	2.5	1.4	0.9	2.9
Stevens Point	1.7	2.8	3.3	3.4	2.8	1.2	1.4	1.8	0.7	2.9
Stout	2.3	4.5	5.0	3.9	3.2	1.7	0.9	1.4	1.0	3.8
Superior	1.9	2.1	5.3	4.0	1.3	1.4	1.6	0.1	1.6	0.1
Whitewater	1.6	3.1	3.0	2.6	1.4	2.1	1.6	1.4	1.6	2.8
Colleges	3.8	2.9	3.5	2.3	1.2	1.1	1.0	1.1	0.7	2.2
Systemwide Average	2.0	3.1	3.5	2.8	2.5	1.5	1.7	1.6	1.8	3.7
Approved Faculty & Academic Pay Plan	1.1%	2.0%	4.3%	2.0%	1.0%	0.0%	0.0	0.0	0.0	1.0
CPI	2.7%	3.4%	3.2	2.8	3.8	-0.4	1.6	3.2	2.1	1.5

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

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

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

**Table 20: Average Salaries of Full-Time, Nine Month Faculty -- 2013-14**

Campus	Professor	Assoc. Prof.	Asst. Prof.	Instructor	Average
Madison	\$123,500	\$93,300	\$81,600	\$53,200	\$104,100
Milwaukee	101,700	75,200	70,700	53,300	73,000
Eau Claire	74,900	62,300	59,900	47,700	62,000
Green Bay	70,700	58,800	57,400	NA	57,600
La Crosse	78,700	63,300	58,200	NA	60,400
Oshkosh	76,500	61,900	57,300	83,100	61,100
Parkside	74,400	63,700	55,700	NA	56,800
Platteville	69,000	56,400	54,900	NA	56,300
River Falls	71,600	66,400	56,400	NA	64,100
Stevens Point	68,500	58,600	53,200	47,200	57,600
Stout	71,200	61,400	57,200	NA	58,500
Superior	67,600	56,500	54,700	NA	56,900
Whitewater	79,500	65,200	65,700	NA	63,800
Colleges	62,300	50,400	44,900	NA	49,800
National Averages for Public Institutions					
Doctoral	\$127,000	\$86,600	\$75,400	\$50,000	\$91,900
Comprehensive	90,500	72,900	62,600	46,300	70,700
2-Year	77,700	62,300	53,800	47,000	61,200

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

amended in October, 2013, the Board uses peer group salaries to calculate salary ranges for each position. The midpoint of each range is set equal to 95% of the median of the peer group salaries. The salary range is between 80% and 120% of the midpoint. Prior to October, 2013, salary ranges were between 90% and 110% of the midpoint.

Table 21 shows approved salary ranges and actual salaries for selected UW System senior executives for 2014-15.

**Table 21: Salary Ranges for UW System Senior Executives -- 2014-15**

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$399,000	\$598,500	\$525,000
Senior Vice Presidents <sup>1</sup>	203,456	305,184	241,100
Chancellor, UW-Madison <sup>2</sup>	389,500	584,250	499,950
Chancellor, UW-Milwaukee <sup>3</sup>	304,000	456,000	304,000
Other Chancellors <sup>4</sup>	205,046	307,570	217,914
Vice Chancellor, UW-Madison	295,369	443,054	410,000
Vice Chancellor, UW-Milwaukee	240,798	361,196	264,796

1. The UW System has two senior vice president positions. The actual salary shown is the average of the salary for those two positions.

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

3. Interim.

4. Actual salary shown is the average of the salaries of the 11 comprehensive chancellors and the chancellor of the UW Colleges and Extension. The UW-Stevens Point chancellor's salary includes \$15,000 in compensation from private sources.