



University of Wisconsin System Overview

Informational Paper 32

Wisconsin Legislative Fiscal Bureau

January, 2017

University of Wisconsin System Overview

Prepared by

Emily Pope

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

TABLE OF CONTENTS

History	1
Governance.....	2
Relationships with Other Agencies and Programs	5
Missions of UW System Institutions	6
Enrollment	8
Admissions	13
Campus Characteristics.....	15
Academic Programs	18
Budget.....	19
Program Revenue Balances	23
Tuition and Fees	26
UW Personnel.....	29

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.

History

Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin, consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System, consisting of the Eau Claire, La Crosse, 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 179,000 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.

Governance

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 otherwise limited by that chapter and subject to the Building Commission's authority to sell or lease state-owned property. Specific powers and duties 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 investment of gifts, grants, and donations; (5) the management of, and police authority on, University property; (6) the condemnation of property

FIGURE I

Campuses of the University of Wisconsin System



for the use of the University; and (7) the granting of sabbatical leave to faculty.

The Board appoints the President of the University System; the chancellor of each of the 13 universities and the UW Colleges and UW-Extension; 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. The Board of Regents sets the salaries of all UW employees except 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 are four vice presidents, one each for academic and student affairs, administration, finance, and university relations. While the UW System President has the power to appoint and dismiss each System vice president, associate vice president, and assistant vice president, the Board sets the salaries and duties of these administrators. For 2016-17, System Administration has a total budget of \$13.3 million and 104 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 Administrator of the Division of Personnel Management in the Depart-

ment of Administration 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 has the primary responsibility for advising the chancellor regarding 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. The faculty of each institution is required to ensure that faculty from academic disciplines related to science, technology, engineering, and mathematics are adequately represented in the faculty organizational structure.

Academic Staff: The academic staff members of each institution have the primary responsibility for advising the chancellor regarding the formulation and review of all policies and procedures concerning academic staff, including personnel matters, and must also be represented in the development of those policies. 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 advising the chancellor regarding the formulation and review of policies concerning student life, services, and interests. In consultation with the chancellor and subject to the final confirmation of the Board, students are responsible for the 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.

Relationships With Other Agencies and Programs

Coordination with the Wisconsin Technical College System (WTCS). Coordination of UW and technical college programs is required by statute. Under Chapter 36, the Board of Regents may not broaden the UW System's post-high school training mission without the approval of the WTCS Board. Likewise, the 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 should be transferable.

In addition, UW institutions and technical colleges may enter into articulation agreements or work together on collaborative degree programs. Articulation agreements allow students who have earned a particular certificate or degree at a Wisconsin technical college to receive credit towards a degree offered by a UW institution. There are currently 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 2014-15, there were 17 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 2015, cities and counties budgeted a total of \$8.5 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; 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 16 radio stations, 10 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. Under 2015 Act 55, the statutory provisions creating WEEB will be deleted on July 1, 2017.

Missions of UW System Institutions

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. Basic to every purpose of the system is the search for truth."

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 professional degrees; conduct organized programs of research; and encourage others in the UW System and in other state and national agencies to seek the benefit of the unique educational and research resources of the doctoral institutions.

Comprehensive Campuses (11 four-year institutions). To offer associate, baccalaureate, and selected graduate programs consistent with the institution's mission; offer an environment that emphasizes teaching excellence and meets the educational and personal needs of students through effective teaching, academic advising, counseling, and through university-sponsored cultural, recreational, and extra-curricular programs; offer a core of liberal studies as a foundation for its degrees; offer a program of preprofessional curricular offerings consistent with its mission; expect scholarly activity, including research, scholarship, and creative endeavor, that supports its programs and mission; and participate in interinstitutional relationships.

The core missions of both the doctoral and

comprehensive cluster also require those institutions to promote integration of the extension function, assist UW-Extension in meeting its responsibility for statewide coordination, and encourage faculty and staff to participate in outreach activities; serve the needs of women, minority, disadvantaged, disabled, and non-traditional students and 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 UW institution is known as its "select mission." The select mission of each institution defines the particular purpose and focus of that institution and often lists the types of degree to be granted. These mission statements serve as the planning documents for the growth and development of the institution. 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 the people of Wisconsin and beyond. For Wisconsin individuals, families, businesses, and communities, UW-Extension fulfills its mission by supporting personal growth, professional success, and organizational effectiveness through

formal and informal learning; offering professionally-focused and cross-disciplinary competency-based credit certificates and associates and baccalaureate degrees in the area of business and management; addressing the changing needs of the state and society by conducting, applying, and conveying relevant university research; and building 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.

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, of Extension, Stevens Point, and Superior in 2015, of Oshkosh in 2016. The Board also approved addendums to the select missions of Green Bay, La Crosse, and Stout in 2014 and Eau Claire in 2016.

Enrollment

Table 1 shows headcount and full-time equivalent (FTE) enrollments for the fall, 2015, semester at each of the 13 four-year institutions and the UW Colleges. Headcount enrollments ranged from 2,489 students at Superior to 43,064 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 undergradu-

Table 1: UW Enrollment (Headcount) -- 2015 Fall Semester

	Headcount			FTE		
	Undergraduate	Graduate and Professional	Total	Undergraduate	Graduate and Professional*	Total
Madison	31,365	11,699	43,064	28,308	10,524	38,832
Milwaukee	22,284	4,835	27,119	19,132	3,359	22,491
Eau Claire	9,956	575	10,531	9,351	269	9,620
Green Bay	6,528	251	6,779	4,704	131	4,835
La Crosse	9,702	784	10,486	9,298	639	9,937
Oshkosh	12,710	1,349	14,059	10,124	529	10,653
Parkside	4,300	143	4,443	3,564	66	3,630
Platteville	7,983	967	8,950	7,491	362	7,853
River Falls	5,507	451	5,958	5,008	254	5,262
Stevens Point	8,857	398	9,255	8,109	183	8,292
Stout	8,388	1,147	9,535	7,165	574	7,739
Superior	2,362	127	2,489	1,987	71	2,058
Whitewater	11,142	1,209	12,351	10,257	671	10,928
Colleges	<u>13,552</u>		<u>13,552</u>	<u>8,703</u>		<u>8,703</u>
Total	154,636	23,935	178,571	133,201	17,632	150,833

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

ates, 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 1995, 2000, 2005, 2010, and 2015. Systemwide, enrollments increased from the 1995-96 academic year through the 2010-11 academic year, but have declined since that year. Over the time period shown, headcount enrollments increased at every UW institution except UW-Parkside and UW-Superior and total systemwide enrollment has increased by 17.2%.

Increases and decreases in enrollment have varied greatly by institution. From 1995-96 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, Parkside, Stevens Point, Superior, and Whitewater increased en-

rollments by less than 10% during that period compared while the UW System as a whole grew by 19.5%.

Similarly, recent enrollment declines have not been spread evenly across all UW institutions. While total UW System enrollment decreased by 2.0% from fall, 2010, to fall, 2015, enrollments at four institutions (Milwaukee, Parkside, River Falls, and Superior) have decreased by more than 10%. Meanwhile, enrollments at seven institutions (Green Bay, La Crosse, Madison, Oshkosh, Platteville, Stout, and Whitewater) actually grew over that three-year period.

Table 3 shows undergraduate students by residency status in fall, 2015. Resident students make up the majority of all undergraduate students enrolled in UW institutions accounting for nearly 78.1% of total undergraduate enrollments.

Over the past 10 years, the number of nonresident undergraduate students not covered by reciprocity agreements has increased dramatically, from 10,194 in fall, 2005, to 20,355 in fall, 2015. Nonresident students can be an important source of revenue for institutions as they generally pay higher tuition than resident students. Nonresident undergraduate tuition is \$22,250 higher than res-

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

	Fall	Fall	Fall	Fall	Fall	Change from	
	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2015</u>	<u>1995 to 2015</u>	<u>Number</u>
Madison	39,684	40,881	41,106	42,180	43,064	3,380	8.5%
Milwaukee	22,375	23,953	27,978	30,470	27,119	4,744	21.2
Eau Claire	10,377	10,689	10,726	11,413	10,531	154	1.5
Green Bay	5,607	5,767	5,820	6,636	6,779	1,172	20.9
La Crosse	8,858	9,441	9,421	10,135	10,486	1,628	18.4
Oshkosh	11,326	11,684	12,485	13,629	14,059	2,733	24.1
Parkside	4,973	4,980	5,018	5,160	4,443	-530	-10.7
Platteville	5,180	5,572	6,518	7,928	8,950	3,770	72.8
River Falls	5,417	5,899	6,126	6,902	5,958	541	10.0
Stevens Point	8,850	8,806	8,837	9,500	9,255	405	4.6
Stout	7,237	7,877	8,227	9,339	9,535	2,298	31.8
Superior	2,600	2,891	2,876	2,856	2,489	-111	-4.3
Whitewater	10,594	10,687	10,769	11,557	12,351	1,757	16.6
Colleges	<u>9,288</u>	<u>11,440</u>	<u>12,597</u>	<u>14,385</u>	<u>13,552</u>	<u>4,264</u>	45.9
Total	152,366	160,567	168,504	182,090	178,571	26,205	17.2%

Table 3: Undergraduate Students by Residency Status, Fall 2015

	Resident	% of Total	Reciprocity	% of Total	Other Nonresidents	% of Total	Total
Madison	19,478	62.1%	3,039	9.7%	8,848	28.2%	31,365
Milwaukee	19,657	88.2	360	1.6	2,267	10.2	22,314
Eau Claire	7,068	71.0	2,335	23.5	553	5.6	9,956
Green Bay	6,023	92.3	64	1.0	441	6.8	6,528
La Crosse	7,822	80.6	1,296	13.4	584	6.0	9,702
Oshkosh	12,023	94.6	59	0.5	628	4.9	12,710
Parkside	3,551	82.6	8	0.2	741	17.2	4,300
Platteville	5,952	74.6	135	1.7	1,896	23.8	7,983
River Falls	2,632	47.8	2,548	46.3	327	5.9	5,507
Stevens Point	7,721	87.2	336	3.8	800	9.0	8,857
Stout	5,457	65.1	2,286	27.3	645	7.7	8,388
Superior	1,153	48.8	888	37.6	321	13.6	2,362
Whitewater	9,361	84.0	66	0.6	1,715	15.4	11,142
Colleges	<u>12,810</u>	94.5	<u>153</u>	1.1	<u>589</u>	4.3	<u>13,552</u>
Total	120,708	78.1%	13,573	8.8%	20,355	13.2%	154,666

ident tuition at Madison, \$10,358 higher at Milwaukee, and between \$7,573 and \$8,573 higher at the comprehensive institutions. Because non-resident 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 Milwaukee, 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. At that time, UW-Madison pledged to increase the number of Wisconsin students who were admitted and enrolled as new freshmen. In October, 2015, the Regents approved a waiver to the 27.5% nonresident enrollment limit for UW-Madison from 2016-17 through 2019-20, with the provision that UW-Madison must enroll and maintain a minimum of 3,600 Wisconsin residents in each new freshman class.

The Minnesota-Wisconsin Higher Education Reciprocity Agreement allows Minnesota and Wisconsin residents to attend higher education institutions in either state without paying nonresident tuition. The largest percentages of reciprocity students are found at UW institutions located closest to the Minnesota border (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 institutions.

Table 4: Enrollment According to Attendance Status (Headcount)

	2015 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	38,009	5,055	11.7%
Milwaukee	20,932	6,187	22.8
Eau Claire	9,288	1,243	11.8
Green Bay	4,065	2,714	40.0
La Crosse	9,573	913	8.7
Oshkosh	8,851	5,208	37.0
Parkside	3,300	1,143	25.7
Platteville	7,178	1,772	19.8
River Falls	5,062	896	15.0
Stevens Point	8,238	1,017	11.0
Stout	7,128	2,407	25.2
Superior	1,922	567	22.8
Whitewater	10,367	1,984	16.1
Colleges	<u>6,634</u>	<u>6,918</u>	51.0
Total	140,547	38,024	21.3%

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 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, 2015, a total of 26,818 students of color were enrolled in the UW System. 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 (28.8%), Milwaukee (25.7%), and Whitewater (16.6%) while these students make up the lowest percentage of the student body at La Crosse (8.7%), Platteville (8.7%), and Eau Claire (9.1%).

Table 6 shows total enrollment of students by race and ethnicity in fall, 2005, and fall, 2015. As shown in the table, the number of students of color who were enrolled in UW institutions increased by 75.1% from fall, 2005, to fall, 2015, while total system enrollments increased by only 6.0% over same time period. As enrollment of students of color increased at a faster rate than enrollment in the UW System as a whole, students of color made up a greater percentage (15.0%) of the total student body in fall, 2015, than in fall, 2005 (9.1%). Enrollment of students of color increased at all UW institutions but more than doubled at seven institutions: Green Bay, Oshkosh, Platteville, Stevens Point, Stout, Whitewater, and the UW Colleges.

Changes in enrollment varied significantly by racial and ethnic group. Enrollment of African American, Asian American, and Hispanic/Latino students all increased with the number of Hispanic/Latino students more than doubling. Meanwhile, enrollment by American Indian students decreased by 46% and enrollment by white students decreased by 2%.

Table 5: Enrollment by Race/Ethnicity* (Headcount) -- 2015 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	949	1,975	2,237	102	45	1,119	6,427	43,064	14.9%
Milwaukee	2,043	2,224	1,650	105	26	915	6,963	27,119	25.7
Eau Claire	97	245	383	25	9	196	955	10,531	9.1
Green Bay	104	256	208	97	8	154	827	6,779	12.2
La Crosse	84	322	246	19	5	232	908	10,486	8.7
Oshkosh	264	485	521	89	10	300	1,669	14,059	11.9
Parkside	378	579	141	7	8	167	1,280	4,443	28.8
Platteville	204	274	128	18	11	148	783	8,950	8.7
River Falls	119	144	163	11	2	136	575	5,958	9.7
Stevens Point	222	334	260	48	6	192	1,062	9,255	11.5
Stout	163	233	335	22	11	157	921	9,535	9.7
Superior	55	55	27	45	3	80	265	2,489	10.6
Whitewater	546	662	227	25	8	577	2,045	12,351	16.6
Colleges	<u>397</u>	<u>813</u>	<u>532</u>	<u>77</u>	<u>13</u>	<u>306</u>	<u>2,138</u>	<u>13,552</u>	15.8
Total	5,625	8,601	7,058	690	165	4,679	26,818	178,571	15.0%

*Based on optional self-identification at registration.

Systemwide, enrollment of international students increased by 75.4% from fall, 2005, to fall, 2015. Nearly 60% of all international students enrolled in the UW System are enrolled at UW-Madison. In percentage terms, increases in international student enrollment have been greatest at Milwaukee, Platteville, River Falls, and Stout, where enrollment of international students more than doubled from 2005 to 2015. These students,

many of whom pay the full non-resident tuition rate, can be an important source of revenue for UW institutions. Madison and Platteville charge international students an additional \$1,000 above nonresident tuition.

Enrollment by Gender

Table 7 shows headcount enrollment by gen-

Table 6: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 2005 to 2015

	Fall 2005		Fall 2015		% Change 2005 to 2015
	Number	% of Total	Number	% of Total	
Students of Color					
African American	4,728	2.8%	5,625	3.2%	19.0%
Hispanic/Latino	3,751	2.2	8,601	4.8	129.3
Asian American	5,572	3.3	7,058	4.0	26.7
American Indian	1,268	0.8	690	0.4	-45.6
Hawaiian/Pacific Islander	NA	0.0	165	0.1	NA
Two or More Races	<u>NA</u>	<u>0.0</u>	<u>4,679</u>	<u>2.6</u>	NA
Subtotal	15,319	9.1%	26,818	15.0%	75.1%
International	5,289	3.1	9,277	5.2	75.4
White	144,606	85.8	141,414	79.2	-2.2
Unknown	<u>3,290</u>	<u>2.0</u>	<u>1,062</u>	<u>0.6</u>	-67.7
UW System Total	168,504	100.0%	178,571	100.0%	6.0%

Table 7: Enrollment by Gender (Headcount) -- 2015 Fall Semester

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	15,498	15,867	50.6%	5,818	5,881	50.3%	21,316	21,748	50.5%
Milwaukee	10,790	11,494	51.6	1,961	2,874	59.4	12,751	14,368	53.0
Eau Claire	3,928	6,028	60.5	206	369	64.2	4,134	6,397	60.7
Green Bay	2,173	4,355	66.7	74	177	70.5	2,247	4,532	66.9
La Crosse	4,249	5,453	56.2	248	536	68.4	4,497	5,989	57.1
Oshkosh	5,205	7,505	59.0	374	975	72.3	5,579	8,480	60.3
Parkside	2,044	2,256	52.5	64	79	55.2	2,108	2,335	52.6
Platteville	5,219	2,764	34.6	520	447	46.2	5,739	3,211	35.9
River Falls	2,163	3,344	60.7	135	316	70.1	2,298	3,660	61.4
Stevens Point	4,232	4,625	52.2	90	308	77.4	4,322	4,933	53.3
Stout	4,554	3,834	45.7	403	744	64.9	4,957	4,578	48.0
Superior	918	1,444	61.1	39	88	69.3	957	1,532	61.6
Whitewater	5,588	5,554	49.8	548	661	54.7	6,136	6,215	50.3
Colleges	<u>6,322</u>	<u>7,230</u>	53.4	<u>0</u>	<u>0</u>	NA	<u>6,322</u>	<u>7,230</u>	53.4
TOTAL	72,883	81,753	52.9%	10,480	13,455	56.2%	83,363	95,208	53.3%

der, for fall, 2015. 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 enrollment 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 66.7% of total undergraduates. Conversely, 65.4% of undergraduates were male at Platteville. Male undergraduate students also outnumber female undergraduate students at Stout and Whitewater.

At the graduate level, women made up an even greater proportion of enrolled students. In fall, 2015, 56.2% 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 nearly half of all such

enrollment systemwide, was nearly equal with female students representing a slight majority at 50.3%. Male enrollment at the graduate level exceeded female enrollments only at Platteville.

Admissions

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

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

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

To satisfy the academic requirements 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, 2015, the systemwide admission rate for new freshman was 93.1% for Wisconsin residents, 78.7% for Minnesota reciprocity students, and 61.9% for other nonresidents. The average ACT score for new freshmen enrolling in fall, 2015, was 23.7, compared to 23.2 for new freshmen enrolling in fall, 2005. In 2014, 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 2014-15 academic year, 8,913 undergraduates entered the UW System as new transfer students. Of these students, 43.9% transferred from institutions in other states, 42.5% transferred from Wisconsin technical colleges, 10.1% transferred from private colleges within Wisconsin, and the remaining 3.5% transferred from institutions in foreign countries. In addition to students who transferred from institutions outside of the UW System, 5,191 students transferred from one UW institution to another. This number includes 2,329 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 82.8%.

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 2014, 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, first took effect on July 1, 2014, and is renewed biannually.

Transfers by technical college students to UW institutions increased significantly through 2010-11 but have leveled off 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. In 2014-15, the most recent year for which data is available, new transfers from WTCS institutions totaled 3,787.

Campus Characteristics

Table 8 contains various statistics illustrating the unique nature of each UW institution. 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, La Crosse is the most selective with both a relatively low admission rate and relatively high average ACT score. By contrast, the UW Colleges, which serves as an access institution, admitted nearly 100% of all applicants. Along with Madison, Eau Claire, La Crosse, Platteville, River Falls, Stevens Point, and Whitewater all have largely "traditional" student populations meaning that most students are under the age of 25 and are enrolled full-time. Compared to other UW institutions, Green Bay, Parkside, Superior, and the UW Colleges enroll larger number of older students and students enrolled part-time, frequently referred to as "non-traditional" students.

Of UW institutions, Stevens Point has the highest percentage of contact hours taught solely by faculty, at 75%. By contrast, less than 50% of contact hours are taught solely by faculty at Milwaukee (30%), Madison (46%), and the UW Colleges (47%). Milwaukee, Oshkosh, 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, 9% of all undergraduate courses are taught by teaching assistants compared to 13% at Milwaukee. Madison, Eau Claire, Green Bay, and Stevens Point have the largest class sizes for undergraduate students. By contrast, courses offered by Stout, Superior, and the UW Colleges are more likely to be smaller.

Degrees in business were the most common bachelor's degrees awarded to graduates in 2015-

Table 8: Select Characteristics of UW Four-Year Institutions

	Profile of New Freshmen*		Undergraduate Enrollment*		% of Undergrad Courses Taught by:				Average Undergraduate Class Size	Most Popular Bachelor's Degrees**
	Average ACT Score	% of Applicants Admitted	% Full-Time	% Under Age 25	Faculty	Academic Staff	Teaching Assistants	Combination		
Madison	29	58%	90%	93%	46%	31%	9%	14%	30	Biology Economics
Milwaukee	22	86	82	77	30	55	13	2	25	Marketing Communication and Media Studies
Eau Claire	24	85	92	93	73	26	0	1	29	Business Nursing
Green Bay	23	85	61	73	62	34	0	2	28	Business Liberal Arts
La Crosse	25	80	94	96	65	35	0	0	26	Biology Psychology
Oshkosh	22	81	68	88	52	47	0	1	27	Nursing Elementary Education (tie) Human Services (tie)
Parkside	21	82	76	76	56	44	0	0	25	Business Psychology
Platteville	23	94	89	90	55	42	0	3	25	Mechanical Engineering (tie) Criminal Justice and Corrections (tie)
River Falls	22	90	89	89	65	35	0	0	26	Business Animal Sciences
Stevens Point	22	90	92	90	75	24	0	0	28	Business Biology
Stout	22	93	82	83	59	41	0	0	24	Business Design and Applied Arts
Superior	21	94	79	68	68	32	0	0	18	Business Multidisciplinary Studies
Whitewater	23	80	89	91	53	46	0	1	27	Business Finance and Financial Management Services
UW Colleges	21	100	49	80	47	52	0	0	18	

*For fall, 2015.

**For 2015-16 graduates.

16 at eight of the 13 UW four-year institutions. The popularity of nursing degrees at Eau Claire and Oshkosh, mechanical engineering and criminal justice and corrections degrees at Platteville, animal sciences at River Falls, and finance and financial management services at Whitewater reflects an emphasis on those disciplines at those institutions.

Table 9 shows three measures of institutional productivity: the six-year graduation rate, the first-to-second year retention rate, and the average number of credits attempted by bachelor's degree recipients. As shown in the table, the six-year graduation rate increased for the UW System as a whole during the most recent ten year period for which data is available from 53.7% for new freshmen in fall, 1999, to 60.7% for new freshmen in fall, 2009. Graduation rates increased all but two of the four-year UW institutions over that time period. The increase in the six-year graduation rate was particularly large at Parkside, Stevens Point, and Whitewater.

Because graduation rates are not available until six years after a class of students first enrolls,

first-to-second year retention rates are often used as early indicators of student and institutional success. The first-to-second year retention rate for the UW System as a whole increased from 80.5% for new freshmen enrolling in fall, 2004, to 81.6% for new freshmen in fall, 2014. However, retention rates decreased at eight of the 13 four-year UW institutions over that time period. The increase in the systemwide retention rate is primarily attributable to increases in retention at large institutions, such as Madison and Oshkosh, which more than offset decreases in retention at other, smaller institutions.

The number of credits attempted by students who have earned a bachelor's degree reflects the amount of time and money students spend in earning their degree. The UW System average credits-to-degree has fallen from 146 in 1993-94 to 136 in 2014-15. (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 2014-15 ranged from 125 credits at Madison to 148 credits at Milwaukee. Several factors can influence the number of credits that undergraduate

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

	First-to-Second Year Retention Rate		Six-Year Graduation Rate At Any UW Institution		Average Attempted Credits by Bachelor's Degree Recipients	
	Fall, 2004	Fall, 2014	Fall, 1999	Fall, 2009	2004-05	2014-15
Eau Claire	83.7%	80.1%	58.9%	64.6%	142	135
Green Bay	75.7	74.9	47.2	45.7	134	132
La Crosse	87.7	84.6	63.9	68.3	144	137
Madison	94.0	95.9	77.3	84.9	129	125
Milwaukee	71.8	71.8	41.4	40.8	147	148
Oshkosh	76.9	77.7	48.4	50.9	147	145
Parkside	64.7	74.4	28.0	33.1	140	147
Platteville	76.0	74.9	51.8	54.0	145	143
River Falls	76.1	74.2	56.4	57.1	137	134
Stevens Point	76.2	76.0	57.7	63.7	144	141
Stout	73.5	76.0	52.7	57.3	144	138
Superior	71.7	67.4	36.9	40.4	143	136
Whitewater	77.0	80.9	50.5	60.0	143	139
UW System Total	80.5	81.6	57.3	60.7	139	136

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.

Academic Programs

At the 13 UW institutions that both bachelor's degrees, the number of undergraduate majors ranges from 28 at Superior to 132 at Madison. Most institutions offer traditional liberal arts degrees as well as undergraduate degrees in business and education. Degrees in psychology are offered at all 13 four-year institutions while degrees in accounting, biology, chemistry, economics, English, history, mathematics, and political science are offered by 12 of the 13 four-year institutions. In 2014-15, the most common majors for students graduating with bachelor's degrees were business, biology, education, and social sciences (including anthropology, economics, geography, and sociology).

Five UW institutions offer undergraduate engineering degrees (Madison, Milwaukee, Platteville, Stevens Point, 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 seven at Parkside to 24 at Stout. Milwaukee offers 60 master's programs while Madison offers 146. 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 research doctoral degrees (Ph.D.). Madison offers 114 Ph.D. programs while Milwaukee offers 34. In addition, six 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, Stout offers a doctorate in education in career and technical education, and Steven Point offers a doctor of audiology degree in collaboration with Madison.

The professional schools of law, medicine, veterinary medicine, and pharmacy are all located on the Madison campus.

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, 45 certificate programs, two associate degree programs, 36 bachelor's degree programs, 46 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 2015-16, a total of 6,691 distance education courses were offered and total enrollment in these courses exceeded 164,000. Distance education course offerings have more than tripled and enrollments have more than quadrupled since 2005-06.

Table 10: UW System Operating Budget -- 2016-17 Fiscal Year

Source of Funds	Amount	Percent
State GPR	\$1,048,705,300	16.8%
Tuition	1,537,059,240	24.6
Federal	1,663,744,320	26.6
Auxiliary Operations	902,043,250	14.4
Gifts and Trust Income	580,957,895	9.3
Operational Receipts	333,906,729	5.3
Indirect Cost Reimbursement	154,134,451	2.5
Services Provided to Hospital Authority	<u>36,000,000</u>	<u>0.6</u>
TOTAL	\$6,256,551,185	100.0%

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 five degree programs and four certificates offered through the Flexible Option. These programs include an associate's degree of arts and sciences; bachelor's degrees in business administration, nursing, biomedical sciences diagnostic imaging, and information science and technology; and certificates in business and technical communications, global skills, sales, project management, and substance use disorder counseling. The associate's degree is offered by the UW Colleges, the bachelor's in business administration is offered by UW-Extension, the other bachelor's degrees and the certificate in business and technical communications are offered by UW-Milwaukee, the certificate in substance use disorder counseling is offered by UW-Madison, and the remaining three certificates are offered by UW-Parkside. The degrees in nursing and biomedical sciences diagnostic imaging are only open to individuals who have already com-

pleted an associate's degree or have earned a credential in those fields. During the 2015-16 year, a total of 589 students enrolled in UW Flexible Option programs.

Budget

The University's 2016-17 budget totals \$6,256.6 million of which \$1,048.7 million, or 16.8%, 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, contracts, and appropriations, including funding for research and student financial aid other than direct student loans (\$874.0 million); (2) federal direct student loans (\$789.7 million); (3) auxiliary operations for activities such as dormitories, athletics, and student centers (\$902.0 million); (4) gifts and trust income (\$581.0 million); and (5) state-funded debt service payments (\$215.8 million). Indirect cost reimbursements are federal monies for indirect costs related to grants and contracts. Operational receipts are fees for services and includes fees charged for 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 and operational receipts 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 2016-17, 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 debt service, and one for grants to meet emergency financial need; 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 ten 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 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. Many donors choose to give to foundations established for the benefit of UW institutions and UW Colleges campuses instead of to the institution or college campus itself. These foundations are separate entities and are not included in the UW System's budget or financial reports, although transfers from the foundations to their respective institutions and campuses are included. Due to the manner in which federal grants and contracts and gifts are generated, Madison accounts for the largest share of these funds, including 85% of federal special projects grants and contracts expenditures and 94% of gift expenditures in 2015-16.

Table 11 shows the UW System budget by fund source and FTE enrollments from 2006-07 to 2016-17. As shown in the table, the UW System's total budget increased from \$4.3 billion to

\$6.1 billion over that time period. This increase in the UW System's budget is primarily due to increases in federal, tuition, and auxiliary revenues. The level of total GPR funding provided for the University was nearly the same in 2006-07 and 2016-17; however, GPR funding for debt service has increased while GPR funding for other purposes has decreased. As the number of full-time equivalent students grew without similar growth in GPR funding, the amount of GPR provided per FTE student decreased from \$7,215 in 2006-07 to \$6,827 in 2015-16, the most recent year for which final enrollment data is available. When GPR funding for debt service is excluded, GPR per FTE student declined by a greater amount, from \$6,390 to \$5,320.

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 1.5% from 2006-07 to 2016-17.

The University assigns all of its budgeted expenditures to one of 11 programs described by the National Association of College and University Business Officers (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 shows debt service on academic buildings separately from physical plant.

1. **Instruction** (22.3% of the total budget

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	Fall Enrollment (FTEs)***	GPR/FTE Student***
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	152,773	7,712
2015-16	1,029.7	1,392.2	1,670.7	895.6	578.5	492.8	6,059.5	150,833	6,827
2016-17	1,048.7	1,429.5*	1,663.8	902.0	581.0	524.0	6,149.0*	NA	NA

Annualized Rate of Change

2006-07									
2016-17	0.0%	4.6%	6.2%	3.7%	1.8%	4.5%	3.6%	0.5%	-0.6%

*Excludes \$107.6 million in one-time funding from tuition program revenue balances.

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

*** Annualized rate of change for 2006-07 to 2015-16.

for 2016-17). 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 do not carry degree credit. This program also includes costs for curriculum 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 coop 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** (16.7%). All activities organized to produce research outcomes, whether commissioned by an external agency or 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** (4.9%). 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, cooperative extension services, 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** (6.8%). 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 func-

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

7. **Student Services** (8.6%). 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** (18.9%). 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, which are budgeted under student services.

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** (7.2%). 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** (5.5%). 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** (4.8%). 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 development.

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 (3.4%). Principal and interest payments on general obligation debt.

Table 12 provides a detail of 2016-17 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.

Program Revenue Balances

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 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, 2016.

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 12: University of Wisconsin System, 2016-17 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)

	2016-17 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	\$2,981,336,843	\$585,692,953	\$966,174,682	\$116,887,415	\$151,052,703	\$36,000,000	\$14,536,223	\$248,568,201	\$328,536,980	\$158,128,018	\$199,686,675	\$80,512,740	\$95,560,253
Milwaukee	688,651,824	153,724,621	60,682,219	18,913,901	53,171,903	0	0	62,724,206	198,710,325	47,678,436	32,789,326	34,541,470	25,715,417
Subtotal	\$3,669,988,667	\$739,417,574	\$1,026,856,901	\$135,801,316	\$204,224,606	\$36,000,000	\$14,536,223	\$311,292,407	\$527,247,305	\$205,806,454	\$232,476,001	\$115,054,210	\$121,275,670
Eau Claire	\$231,562,066	\$63,667,578	\$648,564	\$770,770	\$18,748,548	\$0	\$0	\$25,839,385	\$57,497,781	\$33,582,962	\$8,454,550	\$12,780,942	\$9,570,986
Green Bay	130,570,509	30,606,254	513,674	2,437,552	10,102,544	0	0	15,789,098	39,033,029	10,783,512	6,157,563	8,774,169	6,373,114
La Crosse	226,762,251	67,870,107	3,729,662	1,920,489	17,238,943	0	0	23,239,239	58,981,472	23,372,874	11,612,110	9,437,459	9,359,896
Oshkosh	267,774,524	70,472,538	2,291,861	4,497,810	16,702,050	0	0	28,272,522	80,120,380	33,591,371	10,531,444	10,261,872	11,032,676
Parkside	100,378,482	21,824,509	205,079	1,100,088	7,971,058	0	0	10,083,511	33,386,994	7,620,895	6,657,217	5,456,475	6,072,656
Platteville	190,449,019	36,810,611	528,200	2,008,216	21,223,307	0	1,406,622	15,798,752	60,769,172	24,486,800	10,102,704	10,763,671	6,550,964
River Falls	134,153,094	32,266,976	832,545	1,598,527	9,114,259	0	1,207,414	16,195,825	37,389,425	16,667,625	6,837,083	6,244,869	5,798,546
Stevens Point	229,920,734	54,140,555	3,166,474	8,482,995	17,051,319	0	0	24,021,677	61,389,220	30,217,299	10,208,412	13,689,022	7,553,761
Stout	212,738,993	57,315,271	606,930	7,474,022	19,352,633	0	0	19,535,624	57,363,182	22,953,838	8,388,956	10,679,604	9,068,933
Superior	72,890,917	16,312,644	2,035,064	374,395	3,948,493	0	0	9,164,311	19,033,287	5,660,002	4,895,462	4,554,981	6,912,278
Whitewater	264,975,923	64,597,589	318,513	4,232,318	18,194,532	0	0	24,556,433	87,493,189	31,955,553	9,608,731	11,592,587	12,426,478
Subtotal	\$2,062,176,512	\$515,884,632	\$14,876,566	\$34,897,182	\$159,647,686	\$0	\$2,614,036	\$212,496,377	\$592,457,131	\$240,892,731	\$93,454,232	\$104,235,651	\$90,720,288
Colleges	\$146,553,189	\$43,189,778	\$14,027	\$291,236	\$12,632,884	\$0	\$0	\$11,710,098	\$54,507,379	\$1,447,799	\$9,666,754	\$10,990,923	\$2,102,311
Extension	229,941,520	45,661,595	0	133,754,187	38,303,290	0	0	1,643,579	100,000	0	1,326,360	7,476,078	1,676,431
System Admin.	13,308,683	0	0	0	0	0	0	0	0	0	0	13,308,683	0
Systemwide	134,582,614	53,551,514	677,700	150,871	11,097,603	0	0	1,178,447	6,442,818	0	9,830,867	51,652,794	0
Total	\$6,256,551,185	\$1,397,705,093	\$1,042,425,194	\$304,894,792	\$425,906,069	\$36,000,000	\$17,150,259	\$538,320,908	\$1,180,754,633	\$448,146,984	\$346,754,214	\$302,718,339	\$215,774,700
Source of Funds													
GPR	\$1,048,705,300	\$167,225,748	\$78,217,605	\$69,325,160	\$75,679,217	\$0	\$6,216,289	\$24,215,790	\$23,906,504	\$0	\$203,775,800	\$184,368,487	\$215,774,700
Tuition	1,537,059,240	1,020,415,025	2,787,046	1,483,320	256,091,546	0	97,090	113,012,841	51,298,204	0	71,443,353	20,430,815	0
Other	3,670,786,645	210,064,320	961,420,543	234,086,312	94,135,306	36,000,000	10,836,880	401,092,277	1,105,549,925	448,146,984	71,535,061	97,919,037	0
Total	\$6,256,551,185	\$1,397,705,093	\$1,042,425,194	\$304,894,792	\$425,906,069	\$36,000,000	\$17,150,259	\$538,320,908	\$1,180,754,633	\$448,146,984	\$346,754,214	\$302,718,339	\$215,774,700
% of Total	100.0%	22.3%	16.7%	4.9%	6.8%	0.6%	0.3%	8.6%	18.9%	7.2%	5.5%	4.8%	3.4%

*Includes one-time use of tuition balances.

Table 13: UW System Program Revenue Balances by Institution and Fund Category as of June 30, 2016

	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	\$10,742,222	\$26,615,618	\$5,042,071	-\$71,111	\$680,141	-\$622,778	\$499,440	-\$277,658	\$1,112,671	\$43,720,616
Green Bay	10,139,906	6,208,356	2,454,460	591,959	1,327,722	432,915	635,521	80,072	117,652	21,988,563
La Crosse	11,982,572	8,409,522	9,439,592	193,253	699,524	2,842,995	312,656	-203,305	290,665	33,967,474
Madison	65,355,371	115,819,093	19,471,818	42,503,665	126,243,723	220,974,334	42,042,514	12,645,687	13,343,785	658,399,990
Milwaukee	39,919,323	26,480,468	12,204,074	266,177	3,056,151	-10,864	-1,610,373	-576,189	1,550,409	81,279,176
Oshkosh	8,648,196	19,076,427	9,956,494	182,609	876,100	113,662	3,551,584	-865,287	448,672	41,988,457
Parkside	12,871,536	-305,455	1,735,889	415,046	150,542	186,955	336,382	6,994	363,947	15,761,836
Platteville	14,783,940	9,282,735	772,603	7,115,405	358,004	-82,227	78,793	-124,451	614,490	32,799,292
River Falls	10,656,001	3,651,286	318,785	4,658,209	231,274	75,219	5,929	-130,788	1,117,237	20,583,152
Stevens Point	11,253,237	14,022,136	6,587,807	4,425,667	1,268,225	266,735	-947,910	619,336	1,787,695	39,282,928
Stout	6,125,302	5,451,484	8,035,644	267,926	525,841	-414,887	326,938	-423,441	2,756,849	22,651,656
Superior	5,849,562	-297,635	697,348	-56,960	1,543,313	-113,931	407,910	-580,155	74,328	7,523,780
Whitewater	25,435,299	11,777,247	4,335,962	3,670,770	855,539	-483,757	540,321	115,003	1,707,113	47,953,497
UW Colleges	17,428,984	3,436,826	4,400,851	563,277	253,469	684,439	345,671	128,490	48,316	27,290,323
UW Extension	6,396,304	3,141,961	1,635,955	6,452,234	6,870,853	1,103,066	2,825,518	657	-1,802,490	26,624,058
UW System Administration	0	167,680	570,197	0	9,365,013	0	594,137	0	0	10,697,027
UW Systemwide	<u>38,016,345</u>	<u>634,121</u>	<u>20,889,094</u>	<u>-5,252</u>	<u>66,512</u>	<u>5,276,318</u>	<u>-26,798,124</u>	<u>17,893,315</u>	<u>0</u>	<u>55,972,329</u>
UW System Total	\$295,604,100	\$253,571,870	\$108,548,644	\$71,172,874	\$154,371,946	\$230,228,194	\$23,146,907	\$28,308,280	\$23,531,339	\$1,188,484,154

Table 14: UW System Program Revenue Balances as of June 30, 2012 Thru June 30, 2016

	June 30, 2012	June 30, 2013	June 30, 2014	June 30, 2015	June 30, 2016
Unrestricted					
Tuition	\$459,509,950	\$551,499,294	\$395,398,273	\$337,355,516	\$295,604,100
Auxiliary Operations	178,672,330	188,731,478	227,463,042	240,387,829	253,571,870
General Operations	138,579,942	171,803,168	117,873,553	112,623,588	108,548,645
Federal Indirect Cost					
Reimbursement	147,839,379	148,183,494	173,758,520	167,972,823	154,371,947
Other Unrestricted	<u>28,403,030</u>	<u>36,957,876</u>	<u>58,847,505</u>	<u>65,580,358</u>	<u>71,172,874</u>
Subtotal	\$953,004,631	\$1,097,175,310	\$973,340,893	\$923,920,114	\$883,269,436
Restricted	\$92,018,238	\$176,311,045	\$212,285,409	\$258,516,001	\$305,214,720
Total	\$1,045,022,869	\$1,273,486,355	\$1,185,626,302	\$1,182,436,115	\$1,188,484,156

Table 14 shows total UW System program revenue balances by fund source as of June 30 for the five most recent fiscal years. As shown in the table, the UW System's total program revenue balances increased from \$1,045.0 million on June 30, 2012, to \$1,188.5 million on June 30, 2016. This increase is primarily attributable to restricted program revenue balances which increased from \$92.0 million to \$305.2 million over that time period. Gifts, grants, and contracts make up the majority of the UW System's restricted program revenue. In contrast, unrestricted program revenue balances, which include tuition revenues and other student fees, decreased from \$953.0 million on June 30, 2012, to \$883.3 million on June 30, 2016. Over that time period, the tuition revenue balance decreased from \$459.5 million to \$295.6 million. However, the auxiliary revenue balance, which includes student housing, dining, and parking fees, increased from \$178.7 million to \$253.6 million.

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 three most recent biennia, the Legislature has included provisions in the biennial budget act that have limited the amount by which the Regents could increase resident undergraduate tuition rates. Under 2011 Act 32, the Regents were prohibited from increasing tuition for resident undergraduate students by more than 5.5% annually in 2011-12 and 2012-13. 2013 Act 20 and 2015 Act 55 froze resident undergraduate tuition for the 2013-15 and 2015-17 biennia. An exception to the resident undergraduate tuition freeze under 2015 Act 55 allowed the Board of Regents to approve a differential tuition at UW-Stevens Point that increased resident undergraduate tuition at that institution in 2016-17.

Tuition and Fees

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,

Unless modified by the Legislature during the 2017-19 session, there will be no limits on the Regents' authority to set resident undergraduate tuition beginning in 2017-18 academic year under current law. However, in October, 2016, the Regents approved a resolution to freeze resident undergraduate tuition in 2017-18 and to increase

resident undergraduate tuition by no more than the increase in the consumer price index in 2018-19.

While the 2011-13, 2013-15, and 2015-17 biennial budgets restricted the Board of Regents' ability to set tuition for resident undergraduate students, the Board retained the authority to set tuition levels for all other students. The Board opted to freeze nonresident and graduate student tuition during the 2013-15 biennia but approved tuition increases for some nonresident and graduate students at some institutions in the 2015-16 and 2016-17 years. 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 during the 2017-19 biennium unless the Legislature modifies current law. Additional information related to tuition 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 2006-07 to 2016-17. The table also shows resident undergraduate tuition as a percentage of instructional costs funded by state GPR and tuition revenues 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.

From 2006-07 to 2016-17, resident undergraduate tuition increased by 54.6% at UW-Madison, by 37.9% at UW-Milwaukee, by an average of 45.6% at the comprehensive institutions, and by 11.3% at the UW Colleges. As resident undergraduate tuition has increased at a faster rate than GPR support for the University, tuition as a portion of instructional costs funded by state GPR and tuition revenues has increased. In 2006-07, students paid between 54% and 66% of these costs while in 2015-16 students paid between 63% and 82%.

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 2016-17, segregated fees at the four-year institutions range from \$911 at Platteville to \$1,580 at Green Bay, while fees at the UW Colleges range from \$284 to \$569. Total tuition and fees by campus are shown in Table 16.

Ten of the four-year UW institutions also require freshmen and sophomore students to live in residence halls. This requirement does not apply

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
2006-07	\$6,000		\$5,868		\$4,647		\$4,268		53.9%	65.6%	54.3%	57.2%
2007-08	6,330	5.5%	6,191	5.5%	4,906	5.6%	4,268	0.0 %	53.4	66.3	55.1	53.7
2008-09	6,678	5.5	6,531	5.5	5,241	6.8	4,268	0.0	52.4	65.3	58.1	55.2
2009-10	7,296	9.3	6,890	5.5	5,573	6.3	4,268	0.0	53.7	66.2	62.5	57.2
2010-11	7,933	8.7	7,269	5.5	5,941	6.6	4,268	0.0	58.0	71.2	65.1	55.4
2011-12	8,592	8.3	7,669	5.5	6,310	6.2	4,503	5.5	64.8	78.9	70.4	63.7
2012-13	9,273	7.9	8,091	5.5	6,686	6.0	4,750	5.5	66.7	79.8	72.1	66.2
2013-14	9,273	0.0	8,091	0.0	6,698	0.2	4,750	0.0	67.6	82.5	70.3	61.8
2014-15	9,273	0.0	8,091	0.0	6,704	0.1	4,750	0.0	69.8	76.9	67.7	59.9
2015-16	9,273	0.0	8,091	0.0	6,715	0.2	4,750	0.0	69.3	82.4	72.6	62.7
2016-17	9,273	0.0	8,091	0.0	6,766	0.8	4,750	0.0	NA	NA	NA	NA

*Weighted average for new freshmen. Although resident undergraduate tuition was frozen from 2013-14 through 2016-17, average tuition increased slightly due to changes in enrollments. The increase in 2016-17 is largely attributable to the implementation of a differential tuition at UW-Stevens Point.

Table 16: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2016-17

	<u>Tuition</u>		Segregated Fees Paid by all Students	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
DOCTORAL CLUSTER					
Undergraduate					
Madison	\$9,273	\$31,523	\$1,215	\$10,488	\$32,738
Milwaukee	8,091	18,449	1,402	9,493	19,851
Graduate					
Madison	\$10,728	\$24,054	\$1,215	\$11,943	\$25,269
Milwaukee	10,387	23,424	1,402	11,789	24,826
Madison -- Business	15,894	32,164	1,215	17,109	33,379
Milwaukee -- Business	12,740	26,294	1,402	14,142	27,696
Law	20,235	38,932	1,215	21,450	40,147
Medicine	28,650	38,546	1,215	29,865	39,761
Veterinary Medicine	21,626	34,769	1,215	22,841	35,984
COMPREHENSIVE CLUSTER					
Undergraduate					
Eau Claire	\$7,361	\$14,934	\$1,272*	\$8,633	\$16,206
Green Bay	6,298	13,871	1,580	7,878	15,451
La Crosse	7,585	16,106	1,332*	8,917	17,438
Oshkosh	6,422	13,995	1,122	7,544	15,117
Parkside	6,298	14,287	1,069	7,367	15,356
Platteville	6,418	14,268	911*	7,329	15,179
River Falls	6,428	14,001	1,396*	7,824	15,397
Stevens Point**	6,698	14,965	1,282*	7,980	16,247
Stout***	234	492	36*	270	528
Superior	6,535	14,108	1,552	8,087	15,660
Whitewater	6,519	15,092	966*	7,485	16,058
Graduate					
Eau Claire	\$7,640	\$16,771	\$1,272	\$8,912	\$18,043
Green Bay	7,640	16,771	1,580	9,220	18,351
La Crosse	8,483	18,454	1,332	9,815	19,786
Oshkosh	7,640	16,771	1,122	8,762	17,893
Parkside	7,870	17,274	1,069	8,939	18,343
Platteville	7,640	16,771	911*	8,551	17,682
River Falls	7,640	16,771	1,396	9,036	18,167
Stevens Point	7,870	17,274	1,282	9,152	18,556
Stout***	382	810	49*	431	859
Superior	7,640	16,771	1,552	9,192	18,323
Whitewater	7,949	17,448	966	8,915	18,414
Business Masters					
Eau Claire	\$8,195	\$17,351	\$1,272	\$9,467	\$18,623
La Crosse	9,037	19,034	1,332	10,369	20,366
Oshkosh	8,195	17,351	1,122	9,317	18,473
Parkside	8,195	17,351	1,069	9,264	18,420
Whitewater	8,526	18,052	966	9,492	19,018
COLLEGES					
Baraboo/Sauk	\$4,750	\$11,734	\$482	\$5,232	\$12,216
Barron	4,750	11,734	464	5,214	12,198
Fond du Lac	4,750	11,734	458	5,208	12,192
Fox Valley	4,750	11,734	284	5,034	12,018
Manitowoc	4,750	11,734	372	5,122	12,106
Marathon	4,750	11,734	412	5,162	12,146
Marinette	4,750	11,734	355	5,105	12,089
Marshfield/Wood	4,750	11,734	407	5,157	12,141
Richland	4,750	11,734	569	5,319	12,303
Rock	4,750	11,734	387	5,137	12,121
Sheboygan	4,750	11,734	386	5,136	12,120
Washington	4,750	11,734	350	5,100	12,084
Waukesha	4,750	11,734	395	5,145	12,129

* There is an additional charge of \$155-\$344 for textbook rental on these campuses; on all other campuses, books are purchased by students.

** UW-Stevens Point began implementing a differential tuition in fall, 2016. The tuition shown is for freshman and sophomore students. Juniors are charged \$6,498 and seniors are charged \$6,298 in 2016-17.

*** UW-Stout charges tuition and segregated fees on a per credit basis. In addition, UW-Stout charges all students a laptop fee of \$32 per credit. The fee is excluded from the amounts shown in the table.

to students who live with a parent or guardian, are married, are veterans, or if there is insufficient space. Students living in residence halls must pay room and board charges in addition to tuition and segregated fees. Standard room and board charges for the academic year range from \$6,025 at La Crosse to \$9,326 at Milwaukee.

UW Personnel

In 2016-17, the UW System had 35,361 budgeted full-time equivalent (FTE) positions. This total includes 32,259 faculty and staff and 3,102 student assistants. University personnel consist of four general categories of employees: faculty, academic staff, university 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 2016-17, there are 6,568 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.

Prior to 2015 Act 55, statutes authorized the Board of Regents to grant tenure to faculty members under certain conditions and specified that faculty members who had been granted tenure could be dismissed only for just cause and only after due notice and hearing. Act 55 repealed the statutory provisions related to tenure, but did not prohibit the Board of Regents from granting tenure to faculty. In March, 2016, the Board of Regents adopted a policy regarding faculty tenure. The language of that policy is identical to the statutory provisions related to tenure that had been repealed.

In addition to repealing the statutory language related to tenure, Act 55 also authorized the Board of Regents to terminate faculty and academic staff members when such an action is deemed necessary due to a budget or program decision regarding program discontinuance, curtailment, modification, or redirection and specified procedures to be used in the case of such layoffs. In March, 2016, the Board of Regents adopted a policy that established procedures for faculty layoff in the case of financial emergency or when a program is eliminated or closed based on educational considerations.

Systemwide, 39.9% of UW faculty are full professors, 29.5% are associate professors, 29.7% are assistant professors, and less than 1% are instructors or other unranked faculty. The percentage of full professors at the four-year campuses ranges from 19.6% (Green Bay) to 58.6% (Madison). For each faculty rank, there is a systemwide minimum salary, but no maximum.

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. In 2016-17, there are 16,230 budgeted FTE academic staff positions within the UW System. The Madison campus accounts for 59% of all academic staff. Approximately 58% of all academic staff is funded from sources other than GPR and tuition.

The UW System groups academic staff into ten categories: (1) academic administrators (includes executives); (2) instructional academic staff; (3) research academic staff; (4) administrative directors; (5) administrative officers; (6) oth-

er academic staff; (7) program managers; (8) professionals; (9) employees in training; and (10) other special use. Administrative director, administrative officer, professional, program manager, and other academic staff titles are assigned to one of thirteen salary grades with a specified salary minima and maxima. Instructional 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 67.4% of the total academic staff. Professionals are the largest group of academic staff; in 2016-17, 41.6% 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 18.0% of the total. Instructional academic staff provide credit instruction and training to students in an academic discipline. Research academic staff account for an additional 7.8% 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.

University staff are defined by statute as all UW employees other than faculty, academic staff, persons whose employment is a necessary part of their training, student assistants, and student hourly help. This category includes a wide range of position titles including custodians, food service workers, accountants, data services workers, police officers, and research technicians. In

2016-17, there are 9,461 budgeted FTE classified staff positions within the UW System.

Prior to July 1, 2015, university staff positions were part of the state's classified service. On that date, all classified positions that were assigned to UW System institutions were transferred from the state's personnel system to one of two new UW personnel systems created by the Board of Regents and UW-Madison.

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 were required to include a civil service system, a grievance procedure that addresses employee terminations, and provisions that address employee discipline and workplace safety. The personnel systems could not be implemented unless first approved by Joint Committee on Employment Relations (JCOER). JCOER approved the personnel systems in April, 2014.

UW employees who held classified staff positions as of June 30, 2015, retain some of the protections they had under the state's civil service system. These employees may only be removed, suspended without pay, discharged, reduced in base pay or demoted for just cause and may appeal all such actions.

Following the implementation of the new personnel systems, all UW positions, including faculty, academic staff, and university staff, now belong to either the UW-Madison personnel system or the personnel system for all other UW employees. These positions are governed by statute, administrative rules, and UW Board of Regents policy. There are no longer any UW positions that are part of the state's civil service or

that are subject to the administrative rules established by the Division of Personnel Management in the Department of Administration (formerly the Office of State Employment Relations).

Table 17 shows budgeted, full-time equivalent faculty and staff by institution for 2016-17 for all funding sources, excluding student assistants.

Table 18 shows the UW authorized position counts for October of each fiscal year from 2007-08 to 2016-17. As shown in Table 18, the UW System had 35,562 authorized positions, including 17,813 authorized GPR positions, in October, 2016. These positions represent half of the state's total authorized GPR and all funds positions.

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 ser-

vices.

The other 17,749 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 2,453 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 500% since 2004-05 when there were 387 such positions. Over 80% 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.

More than 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, and student services.

Table 17: 2016-17 Budgeted Faculty and Staff Positions* (Full-Time Equivalent)

Institution	Prof.	Assoc. Prof.	Asst. Prof.	Instructor	Total Faculty	Academic Staff	Univ. Staff	Total Staff
Eau Claire	165	110	199	0	474	330	343	1,147
Green Bay	35	79	63	2	179	269	188	636
La Crosse	102	124	180	0	405	441	326	1,172
Madison	1,230	387	483	0	2,100	9,367	4,854	16,320
Milwaukee	250	385	149	0	784	1,789	919	3,492
Oshkosh	117	121	84	4	326	611	345	1,282
Parkside	31	47	41	0	119	231	183	532
Platteville	94	53	109	0	256	390	325	971
River Falls	101	40	53	0	194	274	198	665
Stevens Point	137	83	121	3	344	370	371	1,086
Stout	79	98	145	0	321	386	361	1,069
Superior	33	40	36	0	108	163	103	374
Whitewater	102	139	152	0	393	413	394	1,200
Subtotal	2,476	1,704	1,814	9	6,002	15,035	8,908	29,945
Colleges	76	131	73	0	279	349	146	774
Extension	70	105	63	49	287	771	182	1,241
System Admin	0	0	0	0	0	51	53	104
Systemwide	0	0	0	0	0	23	172	195
Total	2,621	1,940	1,950	57	6,568	16,230	9,461	32,259

*Includes vacant positions. Does not include 3,102 student assistants positions in the UW System.

Table 18: UW Authorized FTE Positions 2007-08 to 2016-17

Year	GPR Positions	Total Positions
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	35,113.0
2015-16	18,100.9	35,553.9
2016-17	17,813.5	35,562.3

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 create or abolish faculty and academic staff 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 2007-08 to 2016-17. During the 2015-17 biennium, authorized GPR positions decreased by 619, or 3.4%. These positions were abolished by the Regents and the UW-Madison Chancellor, not the Legislature. At the same time, total authorized UW FTE positions increased by 449, or 1.3%. According to information provided by the UW System, the increase in authorized positions is primarily attributable to an increase in positions at UW-Madison that are funded with gifts, grants, contracts, and athletics revenues.

Compensation

The Joint Committee on Employment Relations (JCOER) approves a pay plan for UW employees which is separate from the pay plan approved for all other state employees. This pay plan covers all UW employees except employees that are represented by labor organizations. The Board of Regents and the UW-Madison Chancellor submit pay plan recommendations for UW employees to the administrator of the Division of Personnel Management (DPM) in the Department of Administration. The DPM administrator submits a proposal for adjusting compensation and employee benefits to JCOER which can approve, modify, or reject the DPM administrator's recommendation. Any modification by JCOER of the DPM administrator's recommendation is subject to gubernatorial veto.

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.) Labor organizations representing UW-Madison employees must negotiate with the UW-Madison Chancellor and those representing employees at all other UW institutions must negotiate with the Board of Regents. Contracts negotiated by the Board of Regents or the UW-Madison Chancellor require approval by JCOER and the full Legislature before they can take effect. As of November, 2016, 313 UW employees were represented by labor organizations.

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 usually 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. An exception to this occurred during the 2015-17 biennium when

funding for anticipated increases in fringe benefit costs was provided to the UW System through the biennial budget.

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 to salary adjustments approved by JCOER, statutes authorize the Board of Regents to increase salaries to recognize merit, correct inequities, fund job reclassifications or promotions, and 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 2015-16, the Regents awarded salary increases totaling \$34.2 million to 8,360 UW System employees. Of this amount, \$13.1 million was awarded to fund job reclassifications or promotions and \$21.1 million was awarded to recognize merit, correct salary inequities, or recognize competitive factors. In total 37.6% of faculty members, 16.2% of academic staff, and 32.3% of university staff received salary increases. These increases averaged \$4,826 for faculty members, \$4,894 for academic staff members, and \$2,785 for university staff.

The Board of Regents also has the ability to provide one-time payments to UW employees for work performed beyond an employee's normal duties or to recognize merit. In 2015-16, 41.6% of faculty, 18.3% of academic staff, and 12.0% of

university staff received one-time payments in addition to their base salaries. These payments averaged \$4,817 for faculty, \$3,383 for academic staff, and \$1,406 for university staff.

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 2015-16. National averages are shown for the purpose of comparison.

Statutes require the Board of Regents to set salary ranges for certain senior executive positions. These positions include the UW System President and senior, associate, and assistant vice presidents; the chancellors, provost, vice chancellors, and assistant and associate vice chancellors of each UW institution; and the administrative directors and associate directors of physical plant, general operations, and auxiliary operations at each UW institution and UW System Administration.

Under Regent policy, the Board uses peer group salaries to calculate salary ranges for the UW System President, senior vice presidents, and vice presidents and for the chancellor and provost of each UW institution. The midpoint of each range is set at 95% of the median of the peer group salaries. The salary range is between 80% and 120% of the midpoint.

Table 21 shows approved salary ranges and actual salaries for selected UW System senior executives for 2016-17.

Table 19: Salary Increases for Continuing Faculty Members

Campus	2006-07*	2007-08	2008-09	2009-10**	2010-11**	2011-12	2012-13	2013-14	2014-15	2015-16
Madison	3.9%	3.0%	2.9%	1.9%	1.3%	0.9%	1.1%	3.9%	4.4%	2.3%
Milwaukee	3.2	2.8	2.3	0.9	1.2	0.3	1.3	3.4	2.3	0.9
Eau Claire	3.2	3.0	2.4	1.9	0.9	0.3	0.7	3.0	4.1	1.1
Green Bay	2.9	2.5	2.1	2.2	2.6	2.8	3.5	4.6	2.6	0.8
La Crosse	3.2	2.4	2.0	1.1	0.9	1.2	1.4	4.2	2.7	2.4
Oshkosh	3.3	3.4	2.2	1.4	1.4	2.0	0.8	3.7	3.3	2.3
Parkside	2.9	2.6	1.7	0.8	0.0	0.3	0.8	0.1	1.7	0.4
Platteville	3.5	2.2	2.0	0.9	1.3	0.6	0.1	3.7	4.6	0.1
River Falls	2.4	3.4	3.6	0.5	2.5	1.4	0.9	2.9	2.2	1.3
Stevens Point	3.3	3.4	2.8	1.2	1.4	1.8	0.7	2.9	4.2	1.2
Stout	5.0	3.9	3.2	1.7	0.9	1.4	1.0	3.8	3.5	1.3
Superior	5.3	4.0	1.3	1.4	1.6	0.1	1.6	0.1	1.6	0.8
Whitewater	3.0	2.6	1.4	2.1	1.6	1.4	1.6	2.8	2.1	0.9
Colleges	3.5	2.3	1.2	1.1	1.0	1.1	0.7	2.2	1.6	2.3
Systemwide Average	3.5	2.8	2.5	1.5	1.7	1.6	1.8	3.7	3.4	1.6
Approved Faculty & Academic Pay Plan	4.3%	2.0%	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%
CPI	3.2%	2.8%	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%	1.6%	0.1%

*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.

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

Table 20: Average Salaries of Full-Time, Nine Month Faculty -- 2015-16

Campus	Professor	Assoc. Prof.	Asst. Prof.
Madison	\$129,500	\$99,700	\$85,500
Milwaukee	103,300	78,000	71,300
Eau Claire	76,900	62,800	62,900
Green Bay	71,700	61,400	59,600
La Crosse	79,900	64,500	61,100
Oshkosh	79,800	62,600	66,400
Parkside	72,300	64,000	55,500
Platteville	71,800	59,600	57,400
River Falls	73,300	65,400	59,100
Stevens Point	71,500	59,400	54,400
Stout	71,300	62,600	60,000
Superior	67,500	53,900	56,100
Whitewater	76,800	66,100	70,500
Colleges	62,300	51,000	45,000
National Averages for Public Institutions			
Doctoral	\$130,300	\$94,000	\$81,500
Comprehensive	\$93,200	\$74,900	\$65,100
2-Year	\$82,600	\$68,100	\$56,600

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

Table 21: Salary Ranges for UW System Senior Executives -- 2016-17

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$399,000	\$598,500	\$525,000
Senior Vice Presidents ¹	203,456	305,184	NA
Vice Presidents ²	176,252	264,377	209,926
Chancellor, UW-Madison ³	389,500	584,250	499,950
Chancellor, UW-Milwaukee	304,000	456,000	340,000
Other Chancellors ⁴	205,046	307,570	222,315
Vice Chancellor, UW-Madison	295,369	443,054	410,000
Vice Chancellor, UW-Milwaukee	240,798	361,196	264,796
Other Vice Chancellors	145,397	218,096	172,555

1. The UW System does not currently use the senior vice president position title.
2. The UW System has four vice president positions. The amount shown is the average salary for those positions, two of which are currently filled on an interim basis.
3. The UW-Madison chancellor's salary includes \$100,000 in compensation from private sources.
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.