



# University of Wisconsin System Overview

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# University of Wisconsin System Overview

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

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## History

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Prior to 1971, the state's institutions of higher education were organized into two separate systems: the University of Wisconsin, consisting of campuses at Madison, Milwaukee, Green Bay, and Parkside plus 10 freshman-sophomore centers and UW-Extension; and the Wisconsin State University System, consisting of the Eau Claire, La Crosse, Oshkosh, Platteville, River Falls, Stevens Point, Stout, Superior, and Whitewater campuses plus four freshman-sophomore centers. Chapter 100, Laws of 1971, merged the two university systems under a single Board of Regents. The 1971 legislation did not create a single, consolidated statutory chapter to govern the system but, rather, provided for a study committee to develop such a chapter for the merged university system. Legislation passed in 1974 completed the merger process by establishing Chapter 36 of the statutes as the statutory foundation of the University of Wisconsin System now consisting of: 13 universities and a statewide extension. The UW system is one of the largest merged systems in the country, enrolling approximately 175,000 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 1) 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 White-water), which grant associate, baccalaureate, and selected graduate and professional doctorate degrees; thirteen two-year campuses that have been integrated with nearby doctoral or comprehensive campuses (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. In November, 2017, the Board of Regents approved a proposal to restructure UW Colleges and UW-Extension, integrating UW Colleges campuses with UW four-year institutions, and assigning divisions within UW-Extension to UW-Madison and UW System Administration. The restructuring was approved by its accreditation agency, the Higher Learning Commission on June 28, 2018. Table 1 shows which UW four-year institution each two-year UW College will be associated with under the restructuring.

**Table 1: UW Colleges Restructuring**

<u>Four-Year University</u>	<u>Two Year UW College(s)</u>
Eau Claire	Barron County
Green Bay	Manitowoc Marinette Sheboygan
Oshkosh	Fond du Lac Fox Valley
Milwaukee	Washington County Waukesha
Platteville	Richland Baraboo
Stevens Point	Marathon Marshfield
Whitewater	Rock County

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## Governance

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

### Board of Regents

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

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

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



**FIGURE 1**

**Campuses of the University of Wisconsin System**



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; audit; personnel matters review; collective bargaining; and student discipline and other student appeals. Of these committees, the first four meet at all two-day Board meetings.

The Board is charged with establishing the mission of each institution and determining 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 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 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.

Under 2017 Act 59, the Board of Regents or any institution is prohibited from adopting any policy or promulgating any rule that requires the Board to consider only individuals who are faculty

members or who have been granted tenure at UW institutions or other institutions of higher education or who hold terminal degrees for appointment as the UW System President or the chancellor or vice chancellor of a UW institution.

### **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 2018-19, System Administration has a total budget of \$14.5 million and 110 authorized positions.

**Chancellors:** There are 13 chancellors in the UW System; one for each of the thirteen four-year institutions. 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. As of July 1, 2015, the UW-Madison Chancellor has the authority to set salaries for UW-Madison employees subject to state statutes and the state compensation plan, submits recommendations to the Administrator of the Division of Personnel Management in the Department of Administration regarding pay plan adjustments for UW-Madison employees, and negotiates 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.

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## Relationships With Other Agencies and Programs

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

program offerings without the approval of the Board of Regents. To facilitate coordination between the two systems, the president of each governing board serves as an ex-officio member of the other board.

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

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 campuses formerly part

of UW Colleges are situated own and maintain the buildings, facilities, and grounds of the campuses. In 2017, cities and counties budgeted a total of \$6.9 million for debt service, small projects, and operations related to these campuses.

**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. Prior to the UW Colleges and UW-Extension restructuring, ECB and UW-Extension's Division of Broadcast and Media Innovations jointly operated Wisconsin public radio (WPR) and Wisconsin public television (WPT). In February, 2018, the Board of Regents Executive Committee approved moving Wisconsin Public Radio, Wisconsin Public Television (and UW-Extension's Department of Labor Education) to UW-Madison, effective July 1, 2018. 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; and (5) the State Cartographer, located at UW-Madison.

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### **Missions of UW System Institutions**

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

**UW-Extension.** By partnering with 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. The restructuring resolution approved by the Board of Regents in November, 2017, joined UW-Extension's Cooperative Extension Division and the UW-Extension Conference Centers with UW-Madison as well as the Division of Broadcasting and Media Innovations. The remaining divisions were moved to UW System Administration, including the Divisions of Business and Entrepreneurship and Continuing Education, Outreach, and E-Learning, Wisconsin Humanities Council, and Wisconsin Institute for Public Policy and Service.

**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. For example, 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.

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## Enrollment

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Table 2 shows headcount and full-time equivalent (FTE) enrollments for the fall, 2017, semester at each of the 13 four-year institutions and the UW Colleges. Headcount enrollments ranged from 2,590 students at Superior to 43,450 students at Madison. The undergraduate focus of the non-doctoral campuses is reflected in the relatively small ratio of graduate students to undergraduate students.

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

Table 3 shows headcount enrollments by institution for the fall of 2007, 2012, and 2017. Systemwide, enrollments increased from the 2007-08 academic year through the 2012-13 academic year, but have declined since that year. Over the time period shown, headcount enrollments increased at every UW institution except UW-

**Table 2: UW Enrollment (Headcount) -- 2017 Fall Semester**

	Headcount			FTE		
	Undergraduate	Graduate and Professional	Total	Undergraduate	Graduate and Professional*	Total
Madison	31,872	11,578	43,450	28,791	10,427	39,218
Milwaukee	20,750	4,631	25,381	18,038	3,287	21,325
Eau Claire	10,104	721	10,825	9,415	324	9,739
Green Bay	6,815	363	7,178	4,779	207	4,986
La Crosse	9,691	843	10,534	9,151	650	9,801
Oshkosh	12,412	1,523	13,935	9,479	656	10,135
Parkside	4,168	140	4,308	3,582	72	3,654
Platteville	7,621	937	8,558	7,108	339	7,447
River Falls	5,678	432	6,110	5,157	251	5,408
Stevens Point	7,880	328	8,208	7,228	170	7,398
Stout	8,116	1,285	9,401	6,912	613	7,525
Superior	2,368	222	2,590	1,984	120	2,104
Whitewater	11,128	1,302	12,430	10,199	688	10,887
Colleges	<u>11,608</u>		<u>11,608</u>	<u>7,281</u>		<u>7,281</u>
Total	150,211	24,305	174,516	129,104	17,804	146,908

\*Includes 377 students enrolled in "grad special" professional degree programs.

**Table 3: 10-Year Change in Enrollment (Headcount)**

	Fall	Fall	Fall	Change from 2007 to 2012		Change from 2012 to 2017	
	<u>2007</u>	<u>2012</u>	<u>2017</u>	Number	Percent	Number	Percent
Madison	41,563	42,463	43,450	900	2.2%	987	2.3%
Milwaukee	29,338	29,114	25,381	-224	-0.8	-3,733	-12.8
Eau Claire	10,854	11,047	10,825	193	1.8	-222	-2.0
Green Bay	6,110	6,790	7,178	680	11.1	388	5.7
La Crosse	9,994	10,380	10,534	386	3.9	154	1.5
Oshkosh	12,772	13,519	13,935	747	5.8	416	3.1
Parkside	5,010	4,769	4,308	-241	-4.8	-461	-9.7
Platteville	7,189	8,678	8,558	1,489	20.7	-120	-1.4
River Falls	6,452	6,447	6,110	-5	-0.1	-337	-5.2
Stevens Point	9,115	9,677	8,208	562	6.2	-1,469	-15.2
Stout	8,477	9,247	9,401	770	9.1	154	1.7
Superior	2,753	2,700	2,590	-53	-1.9	-110	-4.1
Whitewater	10,737	12,031	12,430	1,294	12.1	399	3.3
Colleges	<u>13,029</u>	<u>14,017</u>	<u>11,608</u>	<u>988</u>	<u>7.6</u>	<u>-2,409</u>	<u>-17.2</u>
Total	173,393	180,879	174,516	7,486	4.3%	-6,363	-3.5%

Milwaukee, UW-Eau Claire, UW-Parkside, UW-River Falls, UW-Stevens Point, and UW-Superior and total systemwide enrollment has increased by 0.6%.

Increases and decreases in enrollment have varied greatly by institution. From 2007-08 through 2011-12, enrollments at three institutions

(Green Bay, Platteville, and Whitewater) increased by more than 10%. Indeed, increases in enrollments at these three institutions accounted for almost half of the total systemwide increase in enrollment during that period. By contrast, Milwaukee, Parkside, River Falls, and Superior had declines in enrollments during that period, while the UW System as a whole grew by 4.3%.

Similarly, recent enrollment declines have not been spread evenly across all UW institutions. While total UW System enrollment decreased by 3.5% from fall, 2012, to fall, 2017, enrollments at five institutions (Milwaukee, Parkside, River Falls, Stevens Point, and Colleges) decreased by more than 5%. Meanwhile, enrollments at six institutions (Green Bay, La Crosse, Madison, Oshkosh, Stout, and Whitewater) actually grew over that five-year period.

Table 4 shows undergraduate students by residency status in fall, 2017. Resident students make up the majority of all undergraduate students enrolled in UW institutions accounting for 76.8% of total undergraduate enrollments.

Over the past 10 years, the number of nonresident undergraduate students not covered by reciprocity agreements has increased dramatically, from 12,087 in fall, 2007, to 21,649 in fall, 2017. Nonresident students can be an important source of revenue for institutions as they generally pay higher tuition than resident students. For fall 2017, nonresident undergraduate tuition was \$24,250 higher than resident tuition at Madison, \$11,279 higher at Milwaukee, and between \$7,573 and

\$8,670 higher at the comprehensive institutions. Because nonresident tuition is set at an amount higher than instructional costs, nonresident tuition revenues can be used to fund additional resident students or to partially offset reductions in state general purpose revenue (GPR) funding for the University.

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

**Table 4: Undergraduate Students by Residency Status, Fall 2017**

	Resident	% of Total	% of Reciprocity	% of Total	Other Nonresidents	% of Total	Total
Madison	19,349	60.7%	2,741	8.6%	9,782	30.7%	31,872
Milwaukee	17,886	86.2	288	1.4	2,576	12.4	20,750
Eau Claire	6,949	68.8	2,574	25.5	581	5.8	10,104
Green Bay	6,270	92.0	77	1.1	468	6.9	6,815
La Crosse	7,913	81.7	1,283	13.2	495	5.1	9,691
Oshkosh	11,566	93.2	50	0.4	796	6.4	12,412
Parkside	3,377	81.0	10	0.2	781	18.7	4,168
Platteville	5,749	75.4	120	1.6	1,752	23.0	7,621
River Falls	2,710	47.7	2,644	46.6	324	5.7	5,678
Stevens Point	6,837	86.8	292	3.7	751	9.5	7,880
Stout	5,369	66.2	2,142	26.4	605	7.5	8,116
Superior	1,136	48.0	880	37.2	352	14.9	2,368
Whitewater	9,270	83.3	61	0.5	1,797	16.1	11,128
Colleges	<u>10,914</u>	94.0	<u>105</u>	0.9	<u>589</u>	5.1	<u>11,608</u>
TOTAL	115,295	76.8%	13,267	8.8%	21,649	14.4%	150,211



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% non-resident 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. 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 5 shows the numbers of students attending part-time and full-time at each campus. The relatively high proportion of part-time students at campuses formerly part of the UW Colleges, Green Bay, and Oshkosh reflect the commuter nature of those institutions.

### **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,

**Table 5: Enrollment According to Attendance Status (Headcount)**

	2017 Fall Semester		
	Full-Time	Part-Time	% Part-Time
Madison	38,245	5,205	12.0%
Milwaukee	19,704	5,677	22.4
Eau Claire	9,483	1,342	12.4
Green Bay	4,124	3,054	42.5
La Crosse	9,481	1,053	10.0
Oshkosh	8,208	5,727	41.1
Parkside	3,310	998	23.2
Platteville	6,773	1,785	20.9
River Falls	5,150	960	15.7
Stevens Point	7,312	896	10.9
Stout	6,851	2,550	27.1
Superior	1,898	692	26.7
Whitewater	10,203	2,227	17.9
Colleges	<u>5,465</u>	<u>6,143</u>	52.9
Total	136,207	38,309	22.0%

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 6 contains enrollment statistics by race and ethnicity for each campus. In fall, 2017, a total of 27,997 students of color were enrolled in the UW System. Nearly 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 (32.5%), Milwaukee (27.4%), the UW Colleges (17.4%) and Whitewater (16.5%) while these students make up the lowest percentage of the student body at La Crosse (9.1%), Platteville (10.0%), and Eau Claire (9.9%).

**Table 6: Enrollment by Race/Ethnicity\* (Headcount) -- 2017 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	969	2,159	2,490	100	40	1,252	7,010	43,450	16.1%
Milwaukee	1,795	2,515	1,563	92	20	968	6,953	25,381	27.4
Eau Claire	120	315	359	26	4	252	1,076	10,825	9.9
Green Bay	116	357	218	94	3	196	984	7,178	13.7
La Crosse	78	337	237	20	3	280	955	10,534	9.1
Oshkosh	266	625	501	56	8	336	1,792	13,935	12.9
Parkside	383	666	155	7	4	187	1,402	4,308	32.5
Platteville	187	363	133	12	8	156	859	8,558	10.0
River Falls	119	210	162	11	6	148	656	6,110	10.7
Stevens Point	182	287	250	32	7	188	946	8,208	11.5
Stout	199	259	318	32	15	199	1,022	9,401	10.9
Superior	44	68	30	42	2	83	269	2,590	10.4
Whitewater	500	742	232	27	8	546	2,055	12,430	16.5
Colleges	<u>312</u>	<u>863</u>	<u>404</u>	<u>77</u>	<u>13</u>	<u>349</u>	<u>2,018</u>	<u>11,608</u>	17.4
Total	5,270	9,766	7,052	628	141	5,140	27,997	174,516	16.0%

\*Based on optional self-identification at registration.

Table 7 shows total enrollment of students by race and ethnicity in fall, 2007, and fall, 2017. As shown in the table, the number of students of color who were enrolled in UW institutions increased by 65.6% from fall, 2007, to fall, 2017, while total system enrollments increased by only 0.6% 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 (16.0%) of the total student body in fall, 2017, than in fall, 2007 (9.8%). Enrollment of students of color increased at all UW institutions but more than doubled at six institutions: Green Bay, Oshkosh, Platteville, 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 52.7% and enrollment by white students decreased by 7.4%.

Systemwide, enrollment of international students increased by 67.6% from fall, 2007, to fall, 2017. Over 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 Platteville, River Falls, Superior, and the UW Colleges, where enrollment of international students more than doubled from 2007 to 2017. 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 8 shows headcount enrollment by gender, for fall, 2017. Systemwide, 53.2% 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.

**Table 7: Change in Total Enrollment (Headcount) by Race/Ethnicity -- 2007 to 2017**

	Fall 2007		Fall 2017		% Change 2007 to 2017
	Number	% of Total	Number	% of Total	
Students of Color					
African American	5,114	2.9%	5,270	3.0%	3.1%
Hispanic/Latino	4,248	2.4	9,766	5.6	129.9
Asian American	6,220	3.6	7,052	4.0	13.4
American Indian	1,327	0.8	628	0.4	-52.7
Hawaiian/Pacific Islander	NA	0.0	141	0.1	NA
Two or More Races	NA	0.0	5,140	2.9	NA
Subtotal	16,909	9.8%	27,997	16.0%	65.6%
International	5,511	3.2%	9,234	5.3%	67.6
White	146,855	84.7	136,043	78.0	-7.4
Unknown	4,118	2.4	1,242	0.7	-69.8
UW System Total	173,393	100.0%	174,516	100.0%	0.6%

**Table 8: Enrollment by Gender (Headcount) -- 2017 Fall Semester**

	Undergraduate			Graduate and Professional			Total		
	Men	Women	% Women	Men	Women	% Women	Men	Women	% Women
Madison	15,590	16,282	51.1%	5,720	5,858	50.6%	21,310	22,140	51.0%
Milwaukee	9,868	10,882	52.4	1,856	2,775	59.9	11,724	13,657	53.8
Eau Claire	3,910	6,194	61.3	306	415	57.6	4,216	6,609	61.1
Green Bay	2,349	4,466	65.5	140	223	61.4	2,489	4,689	65.3
La Crosse	4,236	5,455	56.3	303	540	64.1	4,539	5,995	56.9
Oshkosh	4,872	7,540	60.7	448	1,075	70.6	5,320	8,615	61.8
Parkside	1,979	2,189	52.5	73	67	47.9	2,052	2,256	52.4
Platteville	5,015	2,606	34.2	510	427	45.6	5,525	3,033	35.4
River Falls	2,215	3,463	61.0	138	294	68.1	2,353	3,757	61.5
Stevens Point	3,693	4,187	53.1	86	242	73.8	3,779	4,429	54.0
Stout	4,566	3,550	43.7	434	851	66.2	5,000	4,401	46.8
Superior	906	1,462	61.7	67	155	69.8	973	1,617	62.4
Whitewater	5,638	5,490	49.3	566	736	56.5	6,204	6,226	50.1
Colleges	5,455	6,153	53.0				5,455	6,153	53.0
TOTAL	70,292	79,919	53.2%	10,647	13,658	56.2%	80,939	93,577	53.6%

Female undergraduate enrollment exceeded male undergraduate enrollment by at least 10% at five of the 11 comprehensive campuses. Women made up the largest percentage of the student population at Green Bay where they were 65.5% of total undergraduates. Conversely, 65.8% 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, 2017, 56.2% of all graduate and professional students were female. Women accounted for more than two-thirds of enrollments in graduate programs at four 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 50.6%. Male enrollment at the graduate level exceeded female enrollments only at Parkside and Platteville.

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## Admissions

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

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 fall, 2017, the systemwide admission rate for new freshman was 92.9% for Wisconsin residents, 78.6% for Minnesota reciprocity students, and 63.1% for other nonresidents. The average ACT score for new freshmen enrolling in fall, 2017, was 23.8, compared to 23.2 for new freshmen enrolling in fall, 2007. In 2016, the most recent year for which data is available, 31.4% of Wisconsin students who graduated from high school in the spring enrolled in a UW institution the following fall. This rate is down slightly from 31.9% in 2009.

## Transfer Students and Agreements

Transfer students represent a significant portion of new enrollments at UW institutions. During the 2016-17 academic year, 8,686 undergraduates entered the UW System as new transfer students. Of these students, 49% transferred from institutions in other states, 39% transferred from Wisconsin technical colleges, 9% transferred from private colleges within Wisconsin, and the remaining 3% transferred from institutions in foreign countries. In addition to students who transferred from institutions outside of the UW System, 4,815 students transferred from one UW institution to another. This number includes 2,143 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 87%.

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 2015, 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.

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 2016-17, the most recent year for which data is available, new transfers from WTCS institutions totaled 3,380.

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## Campus Characteristics

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Table 9 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 "nontraditional" students.

Of UW institutions, Stevens Point has the highest percentage of contact hours taught solely by faculty, at 77%. By contrast, less than 50% of contact hours are taught solely by faculty at Milwaukee (31%), Madison (41%), and the UW Colleges (49%). 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 Milwaukee, 11% of all undergraduate courses are taught by teaching assistants,

**Table 9: 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	28.8	61%	90%	93%	41%	33%	10%	17%	30	Biology Economics
Milwaukee	22.4	87	82	78	31	54	11	5	26	Nursing Marketing
Eau Claire	23.8	86	93	94	67	32	0	1	31	Nursing Business Administration
Green Bay	22.4	100	59	77	60	38	0	2	29	Business Liberal Arts
La Crosse	24.6	82	93	96	66	34	0	0	27	Biology Health and Physical Education/Fitness
Oshkosh	22.3	79	64	88	52	46	0	3	26	Nursing Biology
Parkside	20.9	80	79	79	57	43	0	0	24	Business Psychology
Platteville	23.4	97	88	90	60	40	0	0	26	Mechanical Engineering Business
River Falls	22.4	87	88	90	64	36	0	1	27	Business Animal Sciences
Stevens Point	22.3	94	91	90	77	23	0	1	27	Business Biology
Stout	22.1	97	81	83	58	41	0	1	24	Business Design and Applied Arts
Superior	21.1	95	77	72	66	34	0	0	16	Multidisciplinary Studies Business
Whitewater	22.2	83	88	91	52	47	0	1	27	Finance and Financial Management Services Elementary Education
UW Colleges	20.4	100	47	82	49	50	0	0	18	

\*For fall, 2017.

\*\*For 2015-16 courses, source: Introduction to the University of Wisconsin System 2017-18

\*\*\*For 2017-18 graduates.

and 10% at Madison. The largest class sizes for undergraduate students are at Madison, Eau Claire, Green Bay, and Stevens Point. By contrast, courses offered by Parkside, Stout, Superior, and the UW Colleges are more likely to be smaller.

Degrees in business or biology were the most common bachelor's degrees awarded to graduates in 2017-18 at seven of the 13 UW four-year institutions. The popularity of nursing degrees at Eau Claire and Oshkosh, mechanical engineering 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 10 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 64.8% for new freshmen in fall, 2001, to 67.9% for new freshmen in fall, 2011. Graduation rates increased at all but

four of the four-year UW institutions over that time period. The increase in the six-year graduation rate was particularly large at Eau Claire, Oshkosh, 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 79.2% for new freshmen enrolling in fall, 2006, to 81.4% for new freshmen in fall, 2016. However, retention rates decreased at five 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 Milwaukee, 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 139 in 2006-07 to 134 in

**Table 10: 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, 2006	Fall, 2016	Fall, 2001	Fall, 2011	2006-07	2016-17
Eau Claire	82.4%	81.7%	67.6%	74.4%	141	132
Green Bay	75.1	72.7	64.2	60.4	134	131
La Crosse	87.0	83.3	76.4	80.2	143	137
Madison	93.2	95.3	82.1	88.8	128	124
Milwaukee	71.8	74.2	47.5	47.0	145	146
Oshkosh	73.5	76.8	52.7	60.6	147	141
Parkside	60.1	72.7	38.2	39.5	143	140
Platteville	75.2	78.9	59.3	57.5	147	142
River Falls	75.0	75.1	56.4	56.6	135	131
Stevens Point	76.0	74.5	66.7	72.8	144	138
Stout	69.6	68.5	59.8	58.7	143	135
Superior	62.5	72.2	43.1	46.9	138	133
Whitewater	77.0	78.2	60.9	67.8	141	135
UW System Total	79.2	81.4	64.8	67.9	139	134

2016-17. (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 2016-17 ranged from 124 credits at Madison to 146 credits at Milwaukee. Several factors can influence the number of credits that undergraduate students take while earning bachelor's degrees, including student factors and institutional factors. Student factors include the accumulation of college credit through high school advanced placement courses, changes in major, transferring to another institution, and taking extra electives. Institutional factors include the number of credits required for degree completion, course availability, academic advising programs, and the number of credits accepted for transfer.

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### **Academic Programs**

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At the 13 UW institutions that offer 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 2017-18, the most common majors for students graduating with bachelor's degrees were business, biology, and nursing.

Seven UW institutions offer undergraduate engineering degrees (Green Bay, Madison, Milwaukee, Oshkosh, Platteville, Stevens Point, and Stout) and three offer undergraduate programs in agriculture (Madison, Oshkosh, 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 61 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. In addition, an MBA in applied learning and leadership may be offered at Stevens Point beginning in May, 2019 pending approval by the Higher Learning Commission. The Board of Regents approved the program on June 8, 2018.

Madison and Milwaukee are the only UW institutions that offer research doctoral degrees (Ph.D.). Madison offers 106 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 and an online doctoral degree in student affairs administration and leadership, Whitewater offers a doctorate in business administration, Stout offers a doctorate in education in career and technical education, and Stevens Point offers a doctor of audiology degree in collaboration with Madison and an online doctorate of education in educational sustainability degree.

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, more than 150 online degrees and certificates are accessible via the UW System "e-campus." In addition, a small number of courses are offered through video or audioconferencing or in print or



multimedia formats. Some distance courses are "blended" meaning that they include some number of on-campus, in-person sessions.

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 six degree programs and three 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, biomedical sciences health sciences, information science and technology; and certificates in business and technical communications, 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 project management certificate is offered by UW-Parkside. Under the provisions of 2017 Act 59, the Board of Regents is required to ensure that the total number of accredited competency-based degree and certificate programs offered through the UW Flexible platform is increased by the number that are offered on the bill's effective date by December 1, 2019. Further, the Act requires the Board of Regents to ensure that at least one School of Education within the UW System has partnered with a school district to develop a teacher residency program by December 1, 2019 (the coursework provided by the School of Education would not be required to be delivered

via the UW Flexible Option platform).

As part of the UW-Colleges restructuring, in January, 2018, all UW institutions were authorized to offer the associate of arts and sciences degree in the online format effective July 1, 2018, as a collaborative online degree program. In addition, UW-Milwaukee was authorized to offer the associate of arts and sciences degree in the UW Flexible Option platform. The degrees in nursing and biomedical sciences diagnostic imaging are only open to individuals who have already completed an associate's degree or have earned a credential in those fields. During the 2017-18 year, a total of 962 students enrolled in UW Flexible Option programs.

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### Budget

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The University's 2018-19 budget totals \$6,348.5 million of which \$1,123.1 million, or 17.4%, is funded from state general purpose revenue (GPR). The University's operating budget is shown by fund source in Table 11. 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

**Table 11: UW System Operating Budget -- 2018-19 Fiscal Year**

Source of Funds	Amount	Percent
State GPR	\$1,123,105,633	17.7%
Tuition	1,534,122,225	24.2
Federal	1,563,668,555	24.6
Auxiliary Operations	934,392,831	14.7
Gifts and Trust Income	646,440,278	10.2
Operational Receipts	346,687,402	5.5
Indirect Cost Reimbursement	164,110,779	2.6
Hospital Authority	<u>36,000,000</u>	<u>0.6</u>
<b>Total</b>	<b>\$6,348,527,703</b>	<b>100.0%</b>

student loans (\$842.2 million); (2) federal direct student loans (\$721.4 million); (3) auxiliary operations for activities such as dormitories, athletics, and student centers (\$934.4 million); (4) gifts and trust income (\$646.4 million); and (5) state-funded debt service payments (\$215.9 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 as well as GPR provided for debt service. In 2018-19, the University had a general program operations budget of \$2.4 billion.

Under the provisions of 2011 Act 32, many of the UW System's GPR, program revenue (PR), and federal appropriations were consolidated. 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.

A new appropriation was created in 2017 Act 59 under the UW System for general program operations of the Tommy G. Thompson Center on Public Leadership with \$1.5 million GPR annually. Act 59 created the Center that has as its mission the facilitation of research, teaching, outreach, and needed policy reforms regarding effective public leadership that improve the practice of American government.

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 associated 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.

Table 12 shows the UW System budget by fund source and FTE enrollments from 2008-09 to 2018-19. As shown in the table, the UW System's total budget increased from \$4.7 billion to \$6.3 billion over that time period. This increase in the UW System's budget is primarily due to increases in federal, tuition, and auxiliary revenues including the one-time use of tuition balances. The level of total GPR funding provided for the University has declined by 5.6% between 2008-09 and 2018-19; however, GPR funding excluding debt service has declined by 14.0% over that time period. As the number of full-time equivalent students has declined by only 1.7% from 2008-09 to 2017-18, the amount of GPR provided per FTE student decreased from \$7,959 in 2008-09 to \$7,240 in 2017-18, 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 \$7,038 to \$5,721.

Table 12 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 decreased at an annualized rate of 1% from 2008-09 to 2018-19.

**Table 12: Ten-Year Change in UW Budget, by Fund Source (\$ in Millions)**

	State GPR Excluding Debt Service	State GPR	Tuition	Federal Grants & Contracts	Auxiliary Enterprises	Gifts & Trust	Other*	TOTAL	Fall Enrollment (FTES)**	State GPR/FTE Student**
2008-09	\$1,052.2	\$1,189.8	\$981.0	\$976.2	\$678.0	\$537.9	\$368.9	\$4,731.8	149,493	\$7,959
2009-10	988.3	1,139.8	1,051.4	881.4	719.0	572.3	390.4	4,754.3	153,193	7,440
2010-11	1,023.9	1,179.3	1,111.7	1,607.9	717.9	573.1	401.2	5,591.1	156,039	7,558
2011-12	903.1	1,001.5	1,209.0	1,641.7	765.7	574.4	396.9	5,589.2	155,163	6,455
2012-13	930.5	1,135.2	1,277.4	1,693.4	811.1	580.8	403.4	5,901.3	154,843	7,331
2013-14	915.5	1,151.4	1,318.9	1,673.5	834.4	574.3	444.6	5,997.1	153,252	7,513
2014-15	933.1	1,178.2	1,349.0	1,665.0	848.2	572.8	484.7	6,097.9	152,773	7,712
2015-16	802.5	1,029.7	1,526.9	1,670.7	895.6	578.5	492.8	6,194.2	150,832	6,827
2016-17	821.5	1,048.7	1,537.1	1,663.8	902.0	581.0	524.0	6,256.6	148,327	7,070
2017-18	840.4	1,063.6	1,510.0	1,603.5	934.5	582.4	529.8	6,223.8	146,909	7,240
2018-19	904.5	1,123.1	1,534.1	1,563.7	934.4	646.4	546.8	6,348.5	NA	NA
Annualized Rate of Change										
2008-09										
2018-19	-1.5%	-0.6%	4.6%	4.8%	3.3%	1.9%	4.0%	3.0%	-0.2%	-1.0%

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

\*\* Annualized rate of change for 2008-09 to 2017-18.

### Performance/Outcomes Based Funding

The 2017-19 budget (2017 Act 59) provided \$5 million in 2017-18 in one-time funding in the UW System's general program operations appropriation, to be distributed by the Board of Regents to UW institutions to increase enrollments in high-demand degree programs; and provided \$26.25 million GPR of ongoing funding beginning in 2018-19 to be distributed to UW System institutions for outcomes-based funding. The \$5 million for high-demand degree programs was allocated as follows: (a) \$2 million for nursing programs, with \$0.5 million each allocated to Eau Claire, Madison, Milwaukee, and Oshkosh, (b) \$2 million for engineering programs, with \$0.5 million each allocated to Madison, Milwaukee, Platteville, and Stout, and (c) \$1 million for information technology programs at Madison, Milwaukee and many of the comprehensive institutions.

Act 59 created s. 36.112 of the statutes governing outcomes-based funding for the UW System which establishes the following goals for the UW System: (a) growing and ensuring student access; (b) improving and excelling at student progress and completion; (c) expanding contributions to the

workforce; and (d) enhancing operational efficiency and effectiveness. For each goal, the Board of Regents was required to identify at least four metrics to measure an institution's progress toward meeting the goal. The Board is authorized to specify different metrics for UW-Extension. Act 59 also required the Board to develop a formula for distributing the \$26.25 million among the institutions based on each institution's performance with respect to the metrics subject to approval by the Joint Committee on Finance. In April, 2018, the Joint Committee on Finance approved the outcomes-based funding formula proposal submitted by the UW System. For each statutory goal, the four metrics established under the proposal are shown in Table 13.

Under the funding formula proposal approved by the Committee, the starting point for the allocation of the \$26.25 million of outcomes-based funding is the share each UW-System institution receives of total GPR/tuition revenues, after removing moneys associated with specific expenditure purposes such as energy costs and debt service. This base of adjusted GPR/tuition revenues is used to establish each institution's initial percentage share of the outcomes-based funding.

### Table 13: Metrics Identified for Formula

#### A. Goal: Grow and Ensure Student Success Metrics

- a. Wisconsin high school graduates enrolled as degree-seeking undergraduates
- b. Pell-eligible students enrolled as undergraduates
- c. Under-represented students enrolled as undergraduates
- d. Transfer students enrolled as undergraduates

#### B. Goal: Improve and Excel at Student Progress/Completion Metrics

- a. Undergraduates who achieved 30 credit hours
- b. Undergraduates who achieved 90 credit hours
- c. Undergraduate degrees awarded
- d. Post-baccalaureate degrees awarded

#### C. Goal: Expand Contributions to the Workforce Metrics

- a. Graduates in STEM disciplines
- b. Graduates in health-related disciplines
- c. Pell-eligible graduates
- d. Research and public service expenditures

#### D. Goal: Enhance Operational Efficiency/Effectiveness Metrics

- a. Core expense ratio
- b. Average number of credit hours required for an undergraduate degree
- c. Average student debt on baccalaureate graduation
- d. Degrees awarded per 100 FTE

Because of the ongoing restructuring of the UW System, UW Colleges and UW-Extension were removed from consideration for the outcomes-based funding formula. Each institution's initial percentage share will be modified by its relative performance on the metrics established under the proposal.

For each metric, the UW System will compile baseline data for each institution by averaging the three previous years of data and scale the data so that it is comparable across metrics. To show the change in performance between years, data for the most recent year and the two previous years will be averaged and scaled, and the change in the total of each three-year rolling average will be calculated. Each of the four goals will be weighted at 25%, and within each goal institutions may assign

weights to the four metrics for that goal that add up to 25%, with the limitation that institutions must assign at least a 1% weight to each metric. The three-year rolling average data for each metric will then be multiplied by the applicable weight, and these weighted data will be added together to calculate an overall percentage change in the weighted and scaled data for each institution.

Once the percentage changes in the weighted and scaled data are determined for each institution, their initial percentage share of the outcomes-based funding will be multiplied by the percentage change in the performance data. The new percentage shares will be proportionally adjusted so that they add to 100%, and the outcomes-based funding will be allocated accordingly.

### Budgeted Expenditure Categories

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** (22.5% of the total budget for 2018-19). 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** (17.4%). 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** (7.2%). Activities that primarily support the institution's instructional, research, and public service missions. These activities include: (a) the retention, preservation, and display of educational materials, generally in libraries or museums; (b) the provision of services that directly assist the academic functions of the institution, such as demonstration schools; (c) media, such as audiovisual services, and technology, such as computing support; (d) academic

administration and personnel development; and (e) separately budgeted support for course and curriculum development.

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

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

7. **Student Services** (8.7%). 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** (17.0%). 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** (7.6%). 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** (5.0%). This program includes: (a) executive management, including the chancellor, the chancellor's cabinet, and their immediate office support staff, costs related to the Board of Regents and the faculty Senates, and legal services; (b) fiscal operations, including the accounting office, budget office, bursar, and audit functions; (c) general administration and logistical services, including personnel administration and payroll, space management, risk management, purchasing, institutional research, campus-wide communications, and protective services; (d) administrative computer support; and (e) public relations and 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 14 provides a detail of 2018-19 budget allocations by institution and program, including debt service on academic buildings. Table 14 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 12 and 14 differ because certain activities, such as intercollegiate athletics and student health services, are classified as auxiliary enterprises in one table and as student services in the other.

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### Program Revenue Balances

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

**Table 14: University of Wisconsin System, 2018-19 Budget -- Budget Allocations by Cluster, Institution and Program (All Funds)**

	2018-19 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	\$3,190,326,639	\$643,645,927	\$1,031,640,518	\$124,367,540	\$170,731,174	\$36,000,000	\$16,648,696	\$261,177,534	\$337,727,246	\$173,697,266	\$203,982,099	\$96,252,204	\$94,456,435
Milwaukee	694,165,710	175,279,034	57,230,516	18,958,861	58,051,945	0	0	59,242,063	178,746,655	58,623,570	32,920,084	30,198,382	24,914,600
Subtotal	\$3,884,492,349	\$818,924,961	\$1,088,871,034	\$143,326,401	\$228,783,119	\$36,000,000	\$16,648,696	\$320,419,597	\$516,473,901	\$232,320,836	\$236,902,183	\$126,450,586	\$119,371,035
Eau Claire	\$238,177,412	\$61,845,835	\$511,643	\$1,015,278	\$19,511,484	\$0	\$0	\$25,321,506	\$56,174,026	\$41,380,911	\$7,698,805	\$14,376,607	\$10,341,317
Green Bay	125,610,522	25,526,396	590,176	3,610,445	11,429,945	0	0	16,470,620	37,675,208	7,762,364	6,144,471	9,492,191	6,908,706
La Crosse	227,209,032	66,964,310	3,624,373	1,664,757	16,918,017	0	0	24,419,892	57,318,316	23,723,005	12,800,409	10,361,680	9,414,273
Oshkosh	250,658,512	69,508,030	1,517,893	5,342,830	17,594,502	0	0	25,387,324	65,896,681	32,608,065	10,021,577	10,976,015	11,805,595
Parkside	98,188,980	20,447,020	334,520	1,050,407	8,705,989	0	0	12,128,962	30,095,096	7,799,318	6,508,998	5,278,883	5,839,787
Platteville	182,444,856	37,702,954	589,800	1,615,244	23,318,901	0	1,508,347	20,016,846	49,781,765	23,754,800	9,679,381	7,467,224	7,009,594
River Falls	138,763,836	33,272,799	877,682	1,686,814	10,300,487	0	1,230,368	17,415,888	33,772,831	19,512,174	6,200,883	6,511,722	7,982,188
Stevens Point	195,388,433	46,174,286	3,606,564	6,903,833	12,976,559	0	0	19,893,507	46,998,452	28,806,324	10,338,328	12,075,704	7,614,876
Stout	204,583,757	52,185,006	668,621	7,451,957	18,860,615	0	0	20,487,575	50,245,676	24,536,344	8,243,713	11,275,317	10,628,933
Superior	68,533,589	15,771,808	2,407,783	495,721	4,210,159	0	0	9,264,167	16,274,482	6,250,500	3,640,435	4,373,137	5,845,397
Whitewater	267,067,996	64,190,481	346,177	4,777,099	19,018,440	0	0	25,493,456	86,325,807	31,429,356	9,851,927	13,954,051	11,681,202
Subtotal	\$1,996,626,925	\$493,588,925	\$15,075,232	\$35,614,385	\$162,845,098	\$0	\$2,738,715	\$216,299,743	\$530,558,340	\$247,563,161	\$91,128,927	\$106,142,531	\$95,071,868
Colleges	\$119,113,598	\$45,487,051	\$13,595	\$340,438	\$10,346,555	\$0	\$0	\$10,850,992	\$26,945,153	\$1,142,882	\$9,506,044	\$12,207,528	\$2,273,360
Extension	203,809,302	16,067,887	0	130,167,068	40,872,222	0	0	1,945,604	476,900	0	4,802,029	7,616,055	1,861,537
System Admin.	14,492,137	0	0	0	0	0	0	0	0	0	0	14,492,137	0
Systemwide	129,993,392	51,482,252	797,946	150,871	13,087,738	0	0	1,194,729	6,442,818	0	9,082,713	47,754,325	0
<b>TOTAL</b>	<b>\$6,348,527,703</b>	<b>\$1,425,551,076</b>	<b>\$1,104,757,807</b>	<b>\$309,599,163</b>	<b>\$455,934,732</b>	<b>\$36,000,000</b>	<b>\$19,387,411</b>	<b>\$550,710,665</b>	<b>\$1,080,897,112</b>	<b>\$481,026,879</b>	<b>\$351,421,896</b>	<b>\$314,663,162</b>	<b>\$218,577,800</b>
GPR	\$1,123,105,633	\$368,823,596	\$31,415,436	\$70,641,823	\$135,477,844	\$0	\$2,819,189	\$53,618,863	\$26,472,035	\$0	\$130,941,865	\$84,317,182	\$218,577,800
Tuition	1,534,122,225	839,838,724	52,640,089	1,068,827	219,906,231	0	3,975,133	97,659,985	43,577,539	0	144,044,182	131,411,515	0
Other	3,691,299,845	216,888,756	1,020,702,282	237,888,513	100,550,657	36,000,000	12,593,089	399,431,817	1,010,847,538	481,026,879	76,435,849	98,934,465	0
<b>TOTAL</b>	<b>\$6,348,527,703</b>	<b>\$1,425,551,076</b>	<b>\$1,104,757,807</b>	<b>\$309,599,163</b>	<b>\$455,934,732</b>	<b>\$36,000,000</b>	<b>\$19,387,411</b>	<b>\$550,710,665</b>	<b>\$1,080,897,112</b>	<b>\$481,026,879</b>	<b>\$351,421,896</b>	<b>\$314,663,162</b>	<b>\$218,577,800</b>
% of Total	100.0%	22.5%	17.4%	4.9%	7.2%	0.6%	0.3%	8.7%	17.0%	7.6%	5.5%	5.0%	3.4%

\*Includes one-time use of tuition balances.

**Table 15: UW System Program Revenue Balances by Institution and Fund Category as of June 30, 2018\***

	Unrestricted Balances					Restricted Balances				Total
	Tuition	Auxiliary Operations	General Operations	Other Unrestricted Program Revenue	Federal Indirect Cost Reimbursement	Gifts	Nonfederal Grants and Contracts	Federal Grants and Contracts	Other Restricted Program Revenue	
Eau Claire	\$12,075,913	\$34,278,760	\$5,381,854	-\$36,251	\$647,071	-\$245,056	\$1,575,492	-\$990,948	\$903,807	\$53,590,642
Green Bay	6,770,204	9,676,011	3,771,113	1,516,063	1,050,040	441,900	620,011	86,028	200,632	24,132,002
La Crosse	6,668,630	14,869,777	13,163,825	389,736	162,335	1,693,367	214,909	-92,130	-575,190	36,495,259
Madison	66,881,259	116,167,315	10,904,852	40,042,932	119,600,745	298,738,247	81,438,620	957,654	-4,052,776	730,678,848
Milwaukee	44,050,781	33,573,067	13,337,311	2,050,999	4,193,717	-769	-2,343,943	-1,884,981	705,123	93,681,305
Oshkosh	5,573,862	12,490,198	4,486,270	183,334	468,290	573,358	1,849,087	-1,059,883	-370,578	24,193,938
Parkside	10,924,700	957,287	2,292,282	358,777	204,098	608,487	197,891	49,935	188,394	15,781,851
Platteville	12,153,995	11,457,124	687,134	8,549,996	461,641	-80,348	14,583	46,522	455,486	33,746,133
River Falls	10,712,859	6,209,362	628,161	4,555,487	145,967	-76,038	32,522	-25,385	341,428	22,524,363
Stevens Point	2,451,799	8,604,532	4,955,812	4,854,874	871,921	459,420	-1,235,121	563,396	1,440,250	22,966,883
Stout	8,051,013	10,055,933	9,847,780	146,713	531,691	-438,878	464,871	-652,052	291,616	28,298,687
Superior	3,895,804	1,427,717	1,060,812	87,477	1,140,385	-68,999	466,611	-530,029	97,584	7,577,362
Whitewater	15,558,366	11,754,531	4,147,383	2,400,234	1,064,948	-282,574	932,150	-13,951	763,151	36,324,238
UW Colleges	13,343,797	3,796,084	4,299,787	243,130	301,326	647,128	88,099	119,734	-52,991	22,786,094
UW Extension	4,351,595	3,990,269	2,645,200	9,274,385	5,098,089	1,435,297	2,255,746	-3,258,591	188,907	25,980,897
UW System Administration	0	151,556	607,908	0	9,465,098	0	903,182	0	0	11,127,744
UW Systemwide	<u>77,385,598</u>	<u>2,698,268</u>	<u>21,700,363</u>	<u>-25,482</u>	<u>0</u>	<u>11,717,257</u>	<u>-22,793,660</u>	<u>42,909,437</u>	<u>0</u>	<u>133,591,781</u>
UW System Total	\$300,850,175	\$282,157,791	\$103,917,847	\$74,592,404	\$145,407,362	\$315,121,799	\$64,681,050	\$36,224,756	\$524,843	\$1,323,478,027

\*Negative balances shown reflect instances, such as gifts and grants, when an institution may have expenditures but the revenue has not yet been received.



**Table 16: UW System Program Revenue Balances as of June 30, 2014 Thru June 30, 2018**

	June 30, 2014	June 30, 2015	June 30, 2016	June 30, 2017	June 30, 2018
<b>Unrestricted</b>					
Tuition	\$395,398,273	\$337,355,516	\$295,604,100	\$277,230,469	\$300,850,175
Auxiliary Operations	227,463,042	240,387,829	253,571,870	260,115,211	282,157,791
General Operations	117,873,553	112,623,588	108,548,645	100,266,120	103,917,847
Federal Indirect Cost Reimbursement	173,758,520	167,972,823	154,371,947	151,347,834	145,407,362
Other Unrestricted	<u>58,847,505</u>	<u>65,580,358</u>	<u>71,172,874</u>	<u>62,621,877</u>	<u>74,592,404</u>
Subtotal	\$973,340,893	\$923,920,114	\$883,269,436	\$851,581,511	\$906,925,579
<b>Restricted</b>	\$212,285,409	\$258,516,001	\$305,214,720	\$371,820,950	\$416,552,448
<b>Total</b>	\$1,185,626,302	\$1,182,436,115	\$1,188,484,156	\$1,223,402,461	\$1,323,478,027

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 15 shows program revenue balances held by each UW institution by fund category as of June 30, 2018.

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 re-

quired 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 16 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 \$1,185.6 million on June 30, 2014, to \$1,323.5 million on June 30, 2018, which represents an increase of \$137.9 million. Gifts, grants, and contracts make up the majority of the UW System's restricted program revenue, which increased by \$204.3 million, from \$212.3 million 2014-15 to \$416.6 million in 2017-18. In contrast, unrestricted program revenue balances, which include tuition revenues and other student fees, decreased from \$973.3 million on June 30, 2014, to \$906.9 million on June 30, 2018. Over that time period, the tuition revenue balance decreased from \$395.4 million to \$300.9 million. However, the auxiliary revenue balance, which includes student housing, dining, and parking fees, increased from \$227.5 million to \$282.2 million.

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## Tuition and Fees

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

During the four 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. The following three budget acts (2013 Act 20, 2015 Act 55, and 2017 Act 59) froze resident undergraduate tuition for the 2013-15, 2015-17, and 2017-19 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, which was implemented over three fiscal years, concluding in 2018-19.

Unless modified by the Legislature during the 2019-21 session, there will be no limits on the Regents' authority to set resident undergraduate tuition beginning in 2019-20 academic year under current law. While the 2011-13, 2013-15, 2015-17, and 2017-19 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 during the 2015-17 and 2017-19 biennia. 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 2019-21 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 17 shows annual tuition for full-time resident undergraduate students enrolled in UW institutions from 2008-09 to 2018-19. 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 2008-09 to 2018-19, resident undergraduate tuition increased by 38.9% at UW-Madison, by 23.9% at UW-Milwaukee, by an average of 29.4% 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 52% and 65% of these costs while in 2017-18 students paid between 50% and 75%.

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 2018-19, segregated fees at the four-year institutions range from \$1,008 at Whitewater to \$1,591 at Superior, while fees at the UW Colleges range from \$310 to \$597. Total tuition and fees by campus are

**Table 17: Annual Resident Undergraduate Tuition**

Year	Madison		Milwaukee		Comprehensives*		Colleges		% of Instructional Cost			
	Amt	% Chg	Amt	% Chg	Amt	% Chg	Amt	% Chg	Madison	Milw.	Comp.	Colleges
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	64.7	82.2	71.5	57.0
2017-18	9,273	0.0	8,091	0.0	6,767	0.0	4,750	0.0	60.8	75.1	69.1	49.7
2018-19	9,273	0.0	8,091	0.0	6,780	0.2	4,750	0.0	NA	NA	NA	NA

\*Weighted average for new freshmen. Although resident undergraduate tuition was frozen from 2013-14 through 2018-19, average tuition increased slightly due to changes in enrollments. The increase beginning in 2016-17 is largely attributable to the implementation of a differential tuition at UW-Stevens Point.

shown in Table 18. Under 2017 Act 59, the Board of Regents was required to revise its policies regarding student segregated fees to ensure that the classification of those fees as allocable or nonallocable is consistent across institutions. Those revised policies were approved by the Joint Committee on Finance under a 14-day passive review process in December, 2017.

Ten of the four-year UW institutions also require freshmen and sophomore students to live in residence halls. This requirement does not apply 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 \$6,341 at La Crosse to \$10,178 at Milwaukee.

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### UW Personnel

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In 2017-18, the UW System had 35,614 budgeted full-time equivalent (FTE) positions. This total includes 32,490 faculty and staff and 3,124 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 2017-18, there were 6,296 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

**Table 18: UW System Consolidated Schedule of Tuition and Segregated Fees -- 2018-19**

	<u>Tuition</u>		Segregated Fees Paid by all Students	<u>Total Tuition and Fees</u>	
	Residents	Nonresidents		Residents	Nonresidents
<b>DOCTORAL CLUSTER</b>					
<b>Undergraduate</b>					
Madison	\$9,273	\$35,523	\$1,282	\$10,555	\$36,805
Milwaukee	8,091	19,370	1,497	9,588	20,867
<b>Graduate</b>					
Madison	10,728	24,054	1,282	12,010	25,336
Milwaukee	10,387	23,424	1,497	11,884	24,921
Madison -- Business	19,162	38,777	1,282	20,444	40,059
Milwaukee -- Business	13,058	27,490	1,497	14,555	28,987
Law	22,235	40,932	1,282	23,517	42,214
Medicine	34,478	46,387	1,282	35,760	47,669
Veterinary Medicine	29,626	47,769	1,282	30,908	49,051
<b>COMPREHENSIVE CLUSTER</b>					
<b>Undergraduate</b>					
Eau Claire	7,361	15,636	1,309*	8,670	16,945
Green Bay	6,298	14,148	1,580	7,878	15,728
La Crosse	7,585	16,254	1,348*	8,933	17,602
Oshkosh	6,422	13,995	1,199	7,621	15,194
Parkside	6,298	14,287	1,091	7,389	15,378
Platteville	6,418	14,268	1,153*	7,571	15,421
River Falls	6,428	14,001	1,434*	7,862	15,435
Stevens Point	6,698	14,965	1,390*	8,088	16,355
Stout**	234	499	38*	272	537
Superior	6,535	14,108	1,591	8,126	15,699
Whitewater	6,519	15,092	1,008*	7,527	16,100
<b>Graduate</b>					
Eau Claire	7,831	17,620	1,309	9,140	18,929
Green Bay	7,793	17,106	1,580	9,373	18,686
La Crosse	8,567	18,637	1,348	9,915	19,985
Oshkosh	7,640	16,771	1,199	8,839	17,970
Parkside	7,870	17,274	1,091	8,961	18,365
Platteville	7,640	16,771	1,153*	8,793	17,924
River Falls	7,640	16,771	1,434	9,074	18,205
Stevens Point	7,870	17,274	1,390	9,260	18,664
Stout**	388	838	52*	440	890
Superior	7,640	16,771	1,591	9,231	18,362
Whitewater	7,949	17,448	1,008	8,957	18,456
<b>Business Masters</b>					
Eau Claire	8,385	18,174	1,309	9,694	19,483
La Crosse	9,121	19,217	1,348	10,469	20,565
Oshkosh	8,195	17,351	1,199	9,394	18,550
Parkside	8,195	17,351	1,091	9,286	18,442
Whitewater	8,526	18,052	1,008	9,534	19,060
<b>COLLEGES</b>					
Baraboo/Sauk	4,750	12,321	487	5,237	12,808
Barron	4,750	12,321	472	5,222	12,793
Fond du Lac	4,750	12,321	484	5,234	12,805
Fox Valley	4,750	12,321	310	5,060	12,631
Manitowoc	4,750	12,321	406	5,156	12,727
Marathon	4,750	12,321	424	5,174	12,745
Marinette	4,750	12,321	395	5,145	12,716
Marshfield/Wood	4,750	12,321	386	5,136	12,707
Richland	4,750	12,321	597	5,347	12,918
Rock	4,750	12,321	382	5,132	12,703
Sheboygan	4,750	12,321	382	5,132	12,703
Washington	4,750	12,321	368	5,118	12,689
Waukesha	4,750	12,321	398	5,148	12,719

\* There is an additional charge of \$150-\$225 for textbook rental on these campuses; on all other campuses, books are purchased by students.

\*\* UW-Stout charges tuition and segregated and textbook fees on a per credit basis. In addition, UW-Stout charges all students a laptop fee of \$26 per credit. The fee is excluded from the amounts shown in the table.

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, 41.1% of UW faculty are full professors, 30.0% are associate professors, 28.2% 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 20.4% (Green Bay) to 58.2% (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 2017-18, there were 17,171 budgeted FTE academic staff positions within the UW System. The Madison campus accounts for 58.5% of all academic staff.

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) other 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 69.1% of the total academic staff. Professionals are the largest group of academic staff; in 2017-18, 43.8% of all budgeted academic staff belonged to this group. Examples of titles categorized as professionals include librarian, academic planner, advisor, budget planner, counselor, database administrator, editor, facility planning specialist, information manager, institutional planner, psychologist, residence hall manager, student health nurse, student services coordinator, and legal counsel.

Instructional academic staff 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 7.2% of all academic staff. Research academic staff conduct research, identify research problems, design methodology, and perform other related activities. Over 95% 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 2017-18, there were 9,023 budgeted FTE university 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.

Table 19 shows full-time equivalent faculty and staff as budgeted in the UW System's internal budget system by institution for 2017-18, the most recent year for which data was available, for all

**Table 19: 2017-18 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	153	119	89	0	362	459	352	1,173
Green Bay	34	69	62	0	164	271	188	623
La Crosse	99	137	170	0	406	443	321	1,170
Madison	1,200	384	477	0	2,061	10,053	4,533	16,648
Milwaukee	246	373	125	1	745	1,695	921	3,361
Oshkosh	118	102	90	6	317	634	346	1,297
Parkside	33	49	40	0	121	213	179	513
Platteville	103	58	92	0	252	418	301	971
River Falls	108	40	41	0	189	299	192	680
Stevens Point	142	73	136	2	353	385	358	1,096
Stout	79	93	114	0	286	410	348	1,043
Superior	34	35	36	0	104	167	102	373
Whitewater	96	136	174	0	406	426	384	1,216
Subtotal	2,443	1,667	1,647	9	5,766	15,873	8,524	30,163
Colleges	80	123	58	0	261	357	144	761
Extension	65	100	69	35	269	805	167	1,242
System Admin	0	0	0	0	0	58	49	106
Systemwide	0	0	0	0	0	79	139	218
TOTAL	2,588	1,890	1,774	44	6,296	17,171	9,023	32,490

\*Includes vacant positions. Does not include 3,124 student assistants positions in the UW System.

funding sources, excluding student assistants.

Table 20 shows the UW authorized position counts in the state's budget system for October of each fiscal year from 2008-09 to 2018-19. As shown in Table 20, the UW System had 36,373 authorized positions, including 17,813 authorized GPR positions, in October, 2018. These positions represent approximately half of the state's total authorized GPR and all funds positions.

**Table 20: UW Authorized FTE Positions 2008-09 to 2018-19**

Year	GPR Positions	Total Positions
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
2017-18	17,721.5	36,021.6
2018-19	17,813.5	36,373.3

Most of the University's GPR positions are funded through the GPR/fees pool meaning that they are funded through a combination of GPR and tuition. Nearly half of all GPR positions are related to instruction. Additional GPR positions are found in the areas of academic support, physical plant, institutional support, and student services. The other 18,560 positions authorized for the UW are funded with other revenue sources including federal contracts, gift and grants, auxiliary operations revenues, and segregated funds.

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.

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 annually. 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.

### 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.

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.

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.

Table 21 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

**Table 21: Salary Increases for Continuing Faculty Members\***

Campus	2008-09	2009-10**	2010-11**	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Madison	2.9%	1.9%	1.3%	0.9%	1.1%	3.9%	4.4%	2.3%	2.6%	2.6%
Milwaukee	2.3	0.9	1.2	0.3	1.3	3.4	2.3	0.9	0.4	1.3
Eau Claire	2.4	1.9	0.9	0.3	0.7	3.0	4.1	1.1	0.8	4.3
Green Bay	2.1	2.2	2.6	2.8	3.5	4.6	2.6	0.8	1.8	0.0
La Crosse	2.0	1.1	0.9	1.2	1.4	4.2	2.7	2.4	4.0	1.1
Oshkosh	2.2	1.4	1.4	2.0	0.8	3.7	3.3	2.3	1.6	2.7
Parkside	1.7	0.8	0.0	0.3	0.8	0.1	1.7	0.4	1.9	0.8
Platteville	2.0	0.9	1.3	0.6	0.1	3.7	4.6	0.1	2.1	2.6
River Falls	3.6	0.5	2.5	1.4	0.9	2.9	2.2	1.3	2.7	1.0
Stevens Point	2.8	1.2	1.4	1.8	0.7	2.9	4.2	1.2	1.5	0.0
Stout	3.2	1.7	0.9	1.4	1.0	3.8	3.5	1.3	1.6	3.4
Superior	1.3	1.4	1.6	0.1	1.6	0.1	1.6	0.8	1.2	0.0
Whitewater	1.4	2.1	1.6	1.4	1.6	2.8	2.1	0.9	2.3	0.2
Colleges	1.2	1.1	1.0	1.1	0.7	2.2	1.6	2.3	1.7	0.2
Systemwide Average	2.5	1.5	1.7	1.6	1.8	3.7	3.4	1.6	1.9	1.4
Approved Faculty & Academic Pay Plan	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%	1.0%	0.0%	0.0%	0.0%
CPI	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%	1.6%	0.1%	1.3%	2.1%

\*In the 2017-19 budget, salary increases were provided for state employees, including UW faculty, of 2% on July 1, 2018, and a further 2% on January 1, 2019.

\*\*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 22: Average Salaries of Full-Time, Nine Month Faculty -- 2017-18**

<b>Campus</b>	Professor	Associate Professor	Assistant Professor	Instructor	Average
Madison	\$136,200	\$102,100	\$89,500	\$65,700	\$108,500
Milwaukee	104,700	78,500	74,300	55,000	76,200
Eau Claire	79,200	65,700	65,900	55,200	68,100
Green Bay	69,300	61,900	62,400	NA	63,600
La Crosse	80,900	67,100	62,900	NA	108,500
Oshkosh	81,200	64,700	65,800	NA	66,400
Parkside	73,600	65,100	56,600	NA	58,400
Platteville	73,400	62,800	58,800	NA	59,600
River Falls	74,500	66,200	63,900	53,600	67,300
Stevens Point	70,900	57,800	56,000	40,600	60,500
Stout	73,500	63,800	61,000	NA	61,600
Superior	67,500	56,100	56,900	NA	57,300
Whitewater	78,800	69,300	71,700	NA	67,200
Colleges	62,400	51,200	45,000	NA	51,700
National Avg Public					
Doctoral	\$130,400	\$93,800	\$81,600	\$62,300	\$88,500
National Avg Public					
Comprehensive	\$97,400	\$79,400	\$69,100	\$55,300	\$74,300
National Avg Public					
2-Year	\$92,500	\$75,000	\$64,200	\$56,100	\$70,600

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

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 22 shows average faculty salaries, by institution and faculty rank, for 2017-18. 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 23 shows approved salary ranges and actual salaries for selected UW System senior executives for 2017-18.

**Table 23: Salary Ranges for UW System Senior Executives -- 2017-18**

	<u>Approved Range</u>		Actual Salary
	Minimum	Maximum	
President	\$399,000	\$598,500	\$525,000
Senior Vice Presidents <sup>1</sup>	203,456	305,184	NA
Vice Presidents <sup>2</sup>	176,252	264,377	221,944
Chancellor, UW-Madison <sup>3</sup>	389,500	584,250	582,617
Chancellor, UW-Milwaukee	304,000	456,000	396,219
Other Chancellors <sup>4</sup>	205,046	307,570	249,881
Vice Chancellor, UW-Madison	295,369	443,054	452,574
Vice Chancellor, UW-Milwaukee	240,798	361,196	290,574
Other Vice Chancellors	145,397	218,096	187,875

<sup>1</sup> The UW System does not currently use the senior vice president position title.

<sup>2</sup> The UW System has four vice president positions. The amount shown is the average salary for those positions.

<sup>3</sup> The UW-Madison chancellor's salary includes \$100,000 in compensation from private sources.

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