



UW–Madison is a World-Class University. How Can We Keep It That Way?



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February 10, 2022



What We've Accomplished – Higher Quality

- Steady increases in the number of National Merit Finalists in the freshman class:
 - 2013 = 62
 - 2021 = 132
- Better services and more options for students – advising, mental health support, wellness, re-imagined curriculum, new majors



What We've Accomplished – Expanded Enrollment

- Applications have more than doubled in the last nine years
- Re-worked admissions requirements enable us to take advantage of large pool of out-of-state students while also serving more WI students
- 62,000+ applicants for new freshman class –a 15% increase and another record-setting year



What We've Accomplished – Greater Diversity

- Greater racial diversity
 - 15% of freshmen from historically underrepresented groups
 - 25% of freshmen are students of color
- Strong # of first-generation students
- Strong increase in faculty diversity

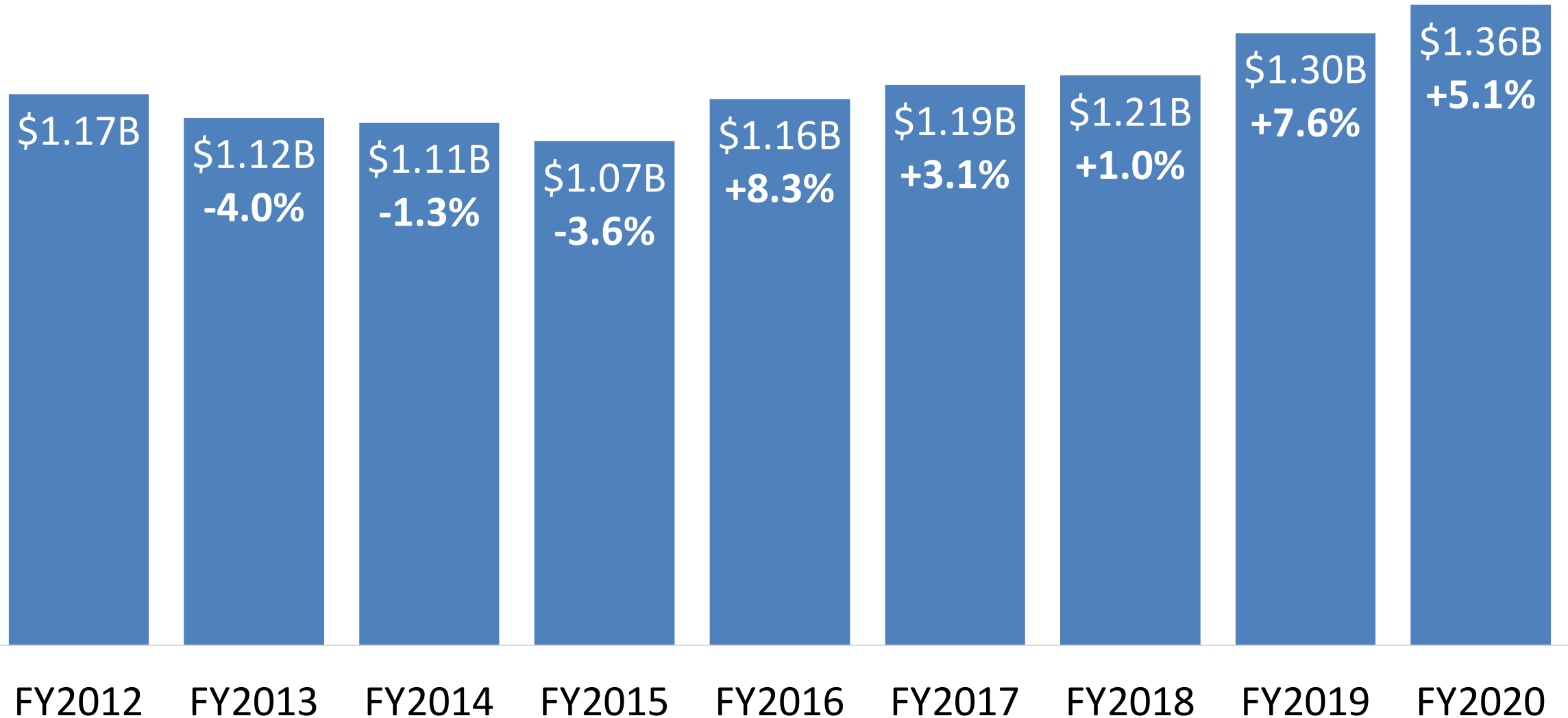


What We've Accomplished – Greater Access

- More scholarships
 - Institutional aid: \$25M in 2007 to \$100M in 2021
 - 5,000 new scholarships
 - Bucky's Tuition Promise & Badger Promise for students from WI
 - 2021: 3,500 students in these programs
- New online options
 - More professional programs
 - New undergraduate degrees



Research Expenditures at UW–Madison





Keeping Research Strong

- Targeting areas with growing federal funds
- Cluster hiring in key areas
- Expanding overall faculty size
- Growing research partnerships with industry

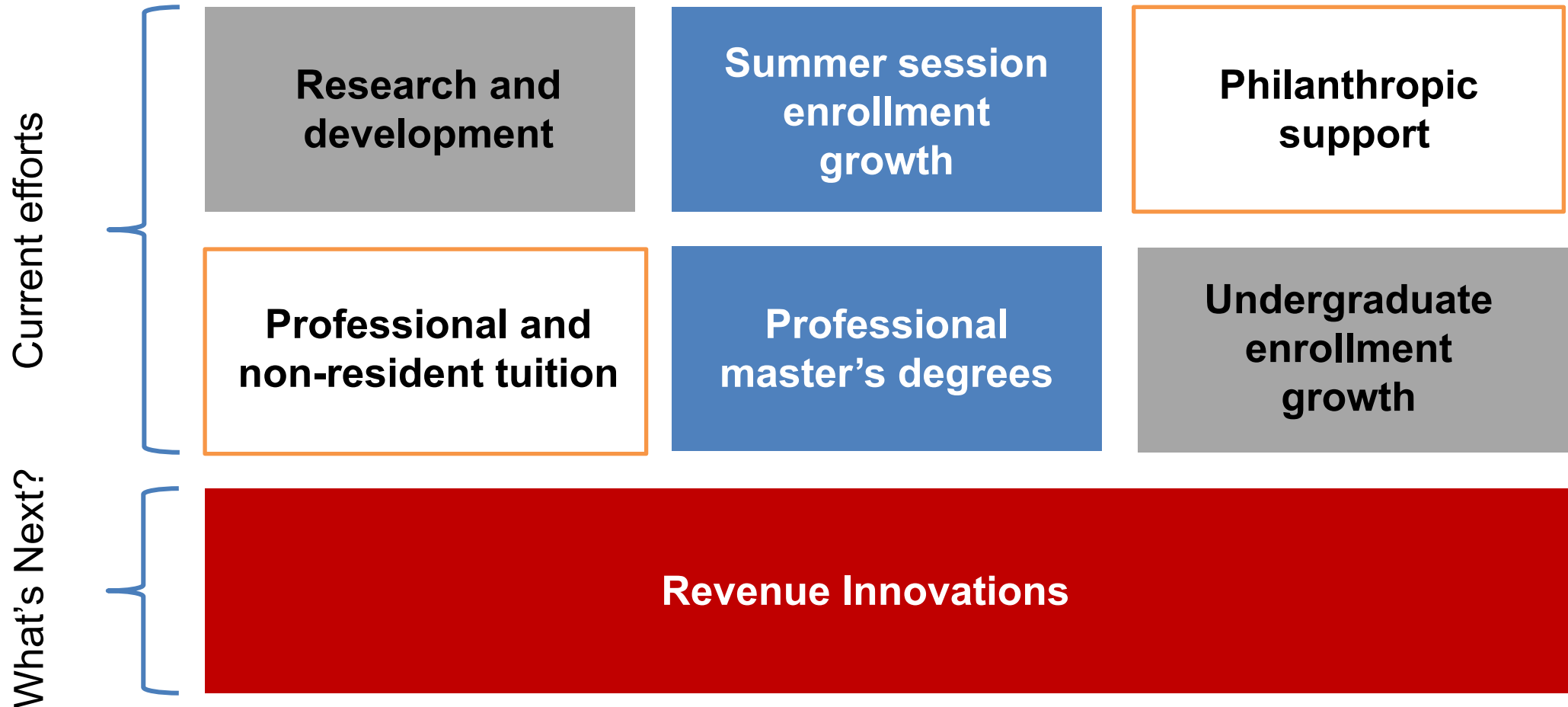


School of Computer, Data and Information Sciences

- Launched in fall 2019, extraordinary growth:
 - 2,100 undergrad majors, 800 graduate students
 - 8,000 students – many non-majors – enrolled in CDIS courses
 - American Family Data Science Institute is helping build collaborative research across campus
- Looking forward: A new facility in 2024



Strategies for Funding our Public Mission





Impacts

- Higher graduation rates, lower time-to-degree
 - 89% graduation rate
- Reduced student debt
 - 57% graduate with zero debt
- Competitive faculty salaries
- Better support for graduate students
- Major administrative improvements



And We Brought Commencement Back to Camp Randall!





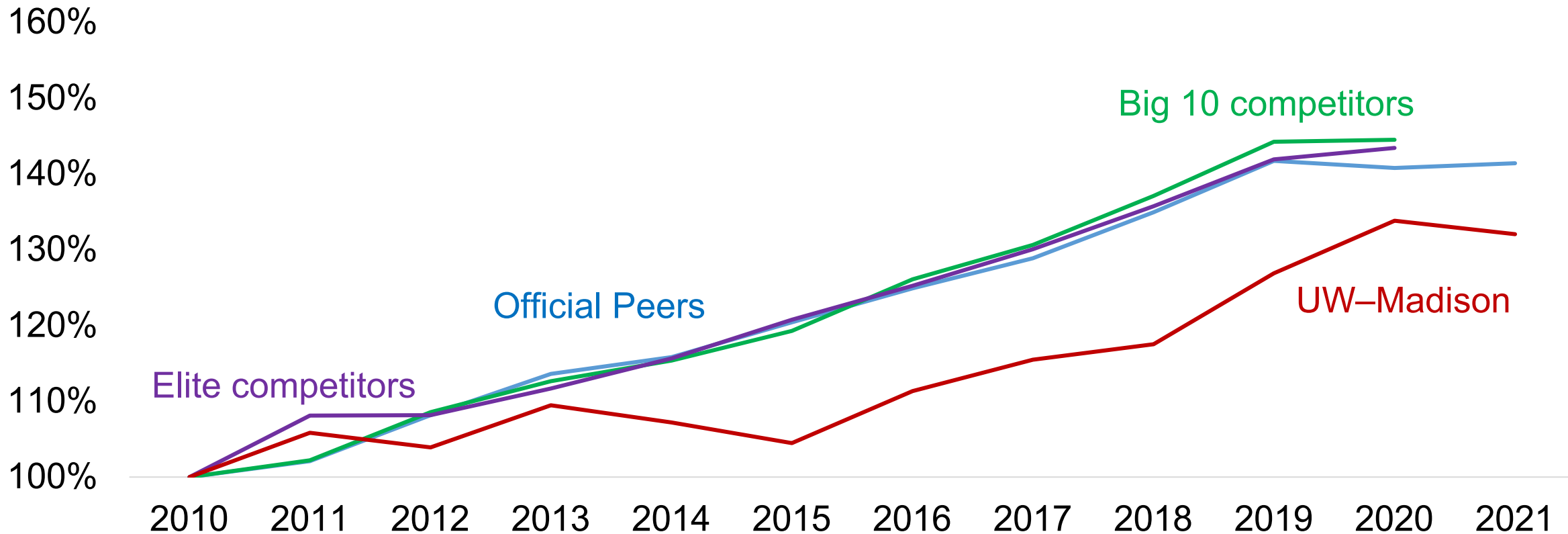
Challenges

- Lagging growth in revenues
- Constraints on renovating and maintaining our capital infrastructure
- System policies that create competitive disadvantages
- In-state tuition freeze
- Divided and divisive political environment



Challenge #1: Lagging Growth in Revenues

Total growth in operating revenue and state support (FY10 as baseline)



Elite competitors: Virginia, Florida, Texas, Berkeley, North Carolina

Official Peers: Michigan State, Northwestern, Purdue, Maryland, Michigan, Minnesota, Nebraska, North Carolina, Virginia

Illinois excluded from Big 10 (for reporting challenges) & Rutgers excluded because of merger with New Jersey professional schools



Recommendations

- Support our ongoing efforts to expand revenues
- Support funding UW–Madison at a level commensurate with its student body and the unique set of schools/colleges it provides to the state



Challenge #2: Fewer State Dollars for Capital Projects

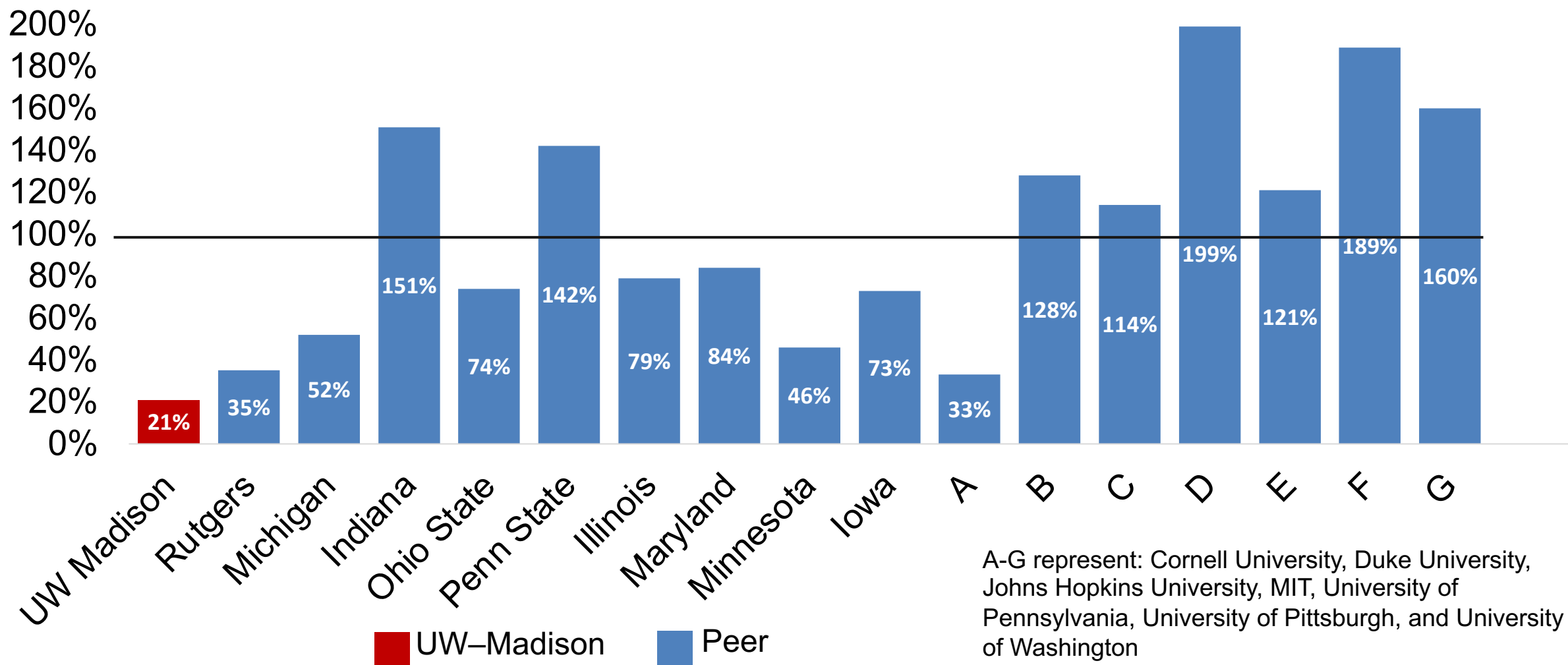
UW–Madison Share of System GFSB for Facilities

2001 – 2011	45%
2011 – 2021	30%



Reinvestments Falling Behind Peer Institutions

Average annual expenditure over 5 years relative to recommended spending



Deferred Maintenance Continues to Grow



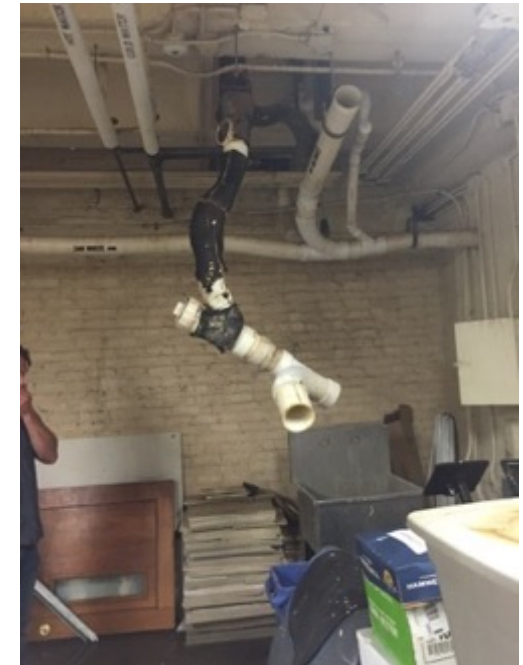
Van Hise



Engineering



Humanities



Radio Hall

\$1.5B deferred maintenance backlog (2019)



Challenge #2a: No Borrowing Authority

- We are a \$3.6B enterprise with no control over our capital assets. This creates serious problems.
 - Every major building renovation or construction project not fully funded with gifts/grants requires approval from the Governor, State Assembly, State Senate, Building Commission, and UW System
 - No other state has a flagship university (or university system) with no authority to borrow



Challenge #2b: Lack of Control Over Capital Projects

- We have no control, no input, no authority over these contracts
- No other state gives its flagship university zero oversight of facilities projects
- The result? Wasted dollars due to cost overruns, delays, construction problems



Recommendations

For new projects and major renovations:

- Work with us to get approval for program revenue bonding
- Work with us to give us more control over contracts and construction project oversight



Challenge #3: One-Size-Fits-All Policies

UW–Madison is different from other UW System schools:

- We are bigger (double the size of the next-largest UW school) and serve a different set of students and faculty
- We have different funding streams
- Our research enterprise is on an entirely different scale

Bottom line: Sometimes we need greater flexibility



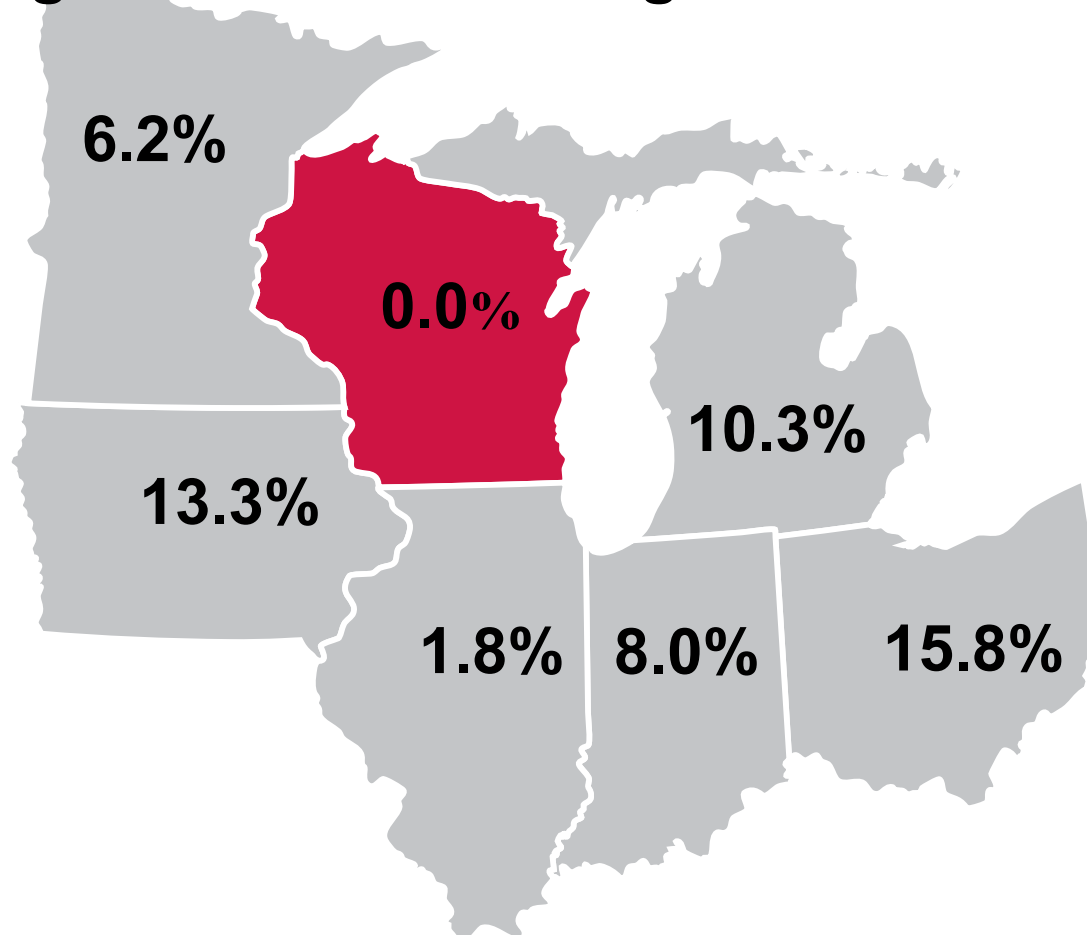
Recommendations

- Give UW–Madison the ability to approve industry contracts and report quarterly to the Regents
- Recognize that we operate in a different environment and don't insist on one-size-fits-all policies that limit our competitiveness



Challenge #4: Nine Years of Frozen In-State Tuition

Change in resident undergrad tuition at Midwest flagships, 2015-16 to 2020-21



Current Tuition & Fees

Illinois	\$16,862
Michigan	\$15,948
Minnesota	\$15,027
Ohio State	\$11,518
UW–Madison	\$10,742

Flagships: University of Minnesota-Twin Cities, University of Iowa, University of Illinois-Urbana-Champaign, Indiana University-Bloomington, The Ohio State University, University of Michigan.



Recommendations

- Work with us and with political leadership to allow us to institute in-state tuition policies more in line with our peers in the upper Midwest
- At the same time, hold us accountable for providing access for lower and middle-income families in Wisconsin who need financial aid



Challenge #5: The Divided (and Divisive) Political Environment

Support for public higher education was once strong and bipartisan. That is changing:

- There is a growing disconnect in the country and in WI between political parties in their support for higher ed
- Result: Using the University to score political points; threats to our federal funding



Recommendations

- We need the Regents to be a consistent voice of support for the value of a world-class research university
- Actively engage with political leadership on both sides of the aisle when their criticisms are unwarranted
- Speak up for the importance of our institutions to the state, particularly the flagship



Thank you.

