



Keeping UW–Madison a World-Class University: Major Accomplishments and Four Key Challenges



Rebecca M. Blank
Chancellor
University of Wisconsin–Madison

February 16, 2022

Welcoming New Leaders



Cindy Torstveit

Associate Vice Chancellor for Facilities
Planning and Management



Patrick Sheehan

Associate Vice Chancellor
for Human Resources (interim)



Good News from the Last Decade



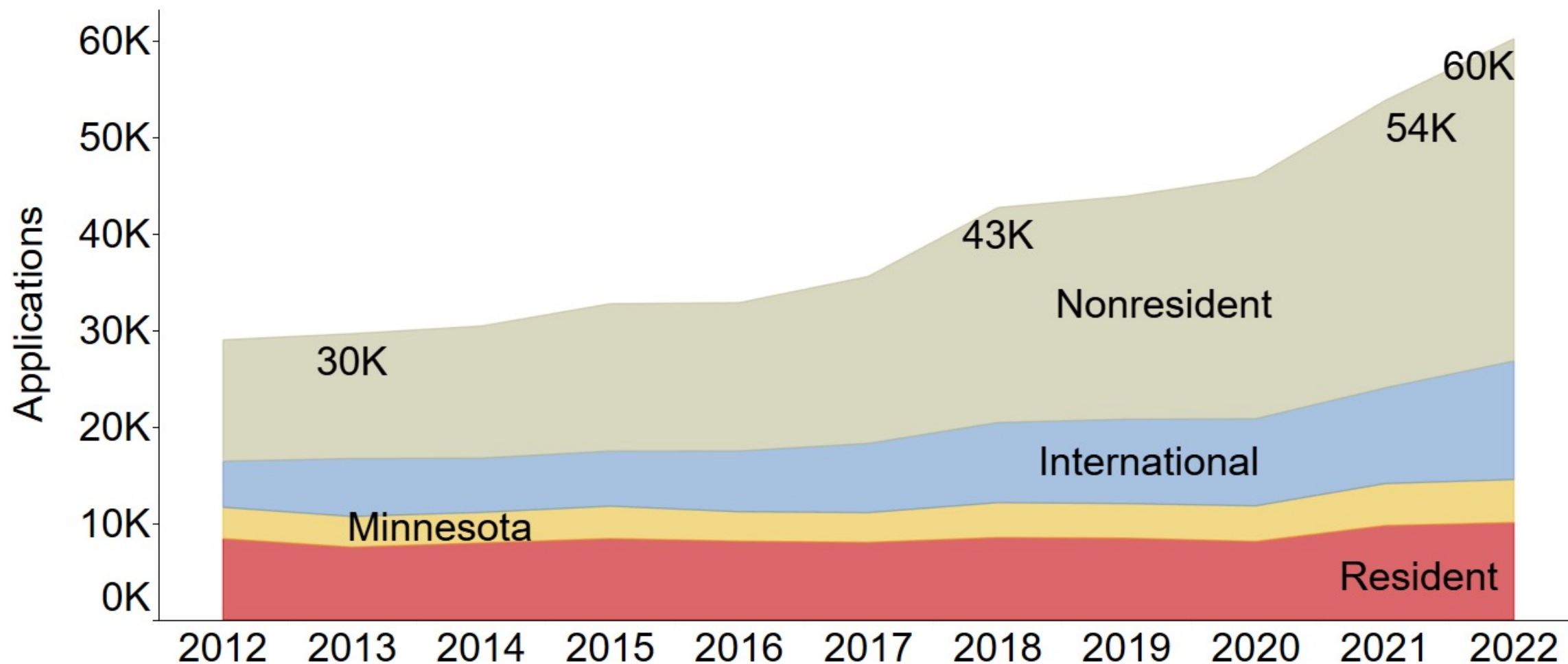
What We've Accomplished – Higher Quality

- 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 – More Applications

UW–Madison Freshman Applications 2012-2022





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 growth in diversity among faculty



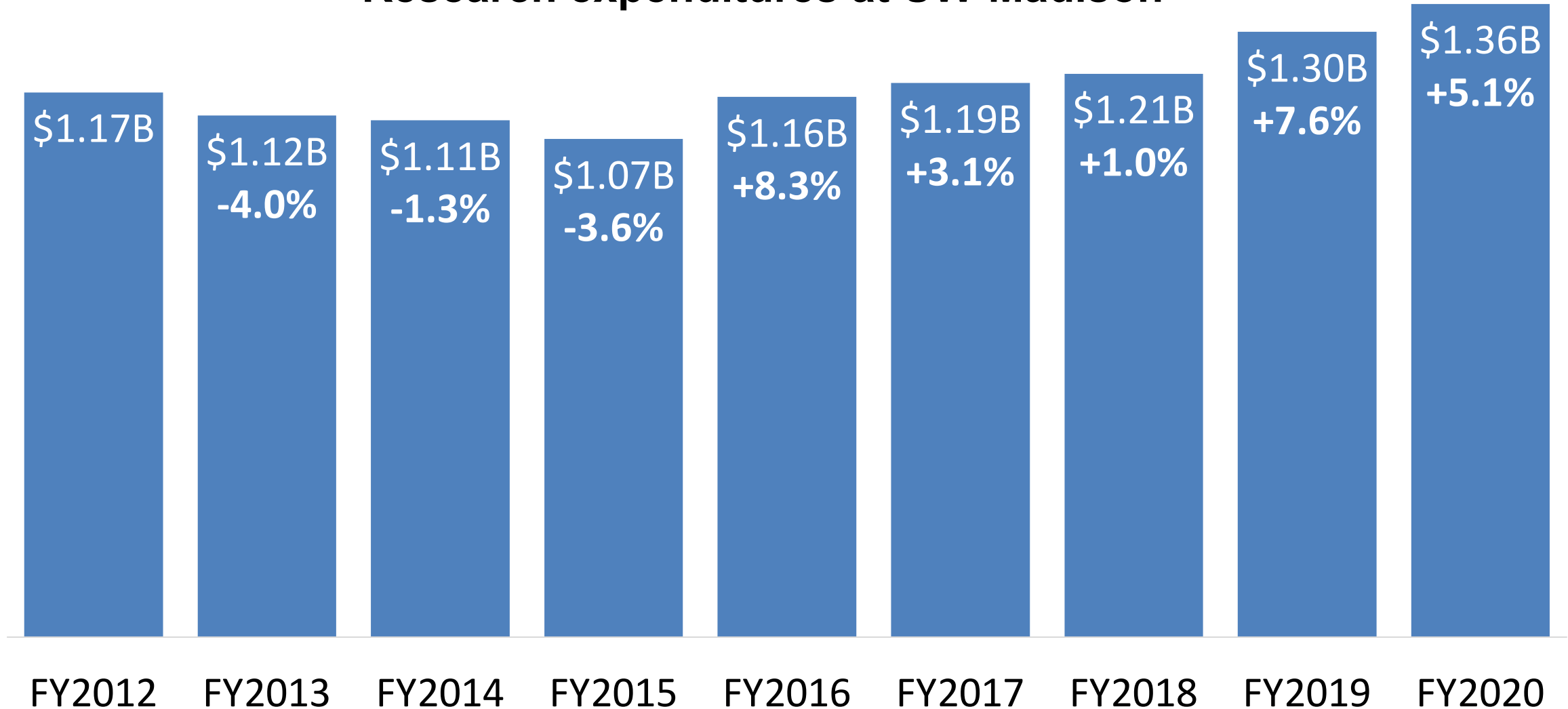
What We've Accomplished – Greater Access

- 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 & other options options
 - More professional master's program programs
 - New undergraduate online degrees



Keeping Research Strong

Research expenditures at UW-Madison



Keeping Research Strong

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



School of Veterinary Medicine



Meat Science & Animal Biologics



Center for Dairy Research



Hamel Music
Center



Chemistry
Building



School of Computer, Data & Information Sciences



Irving & Dorothy Levy Hall



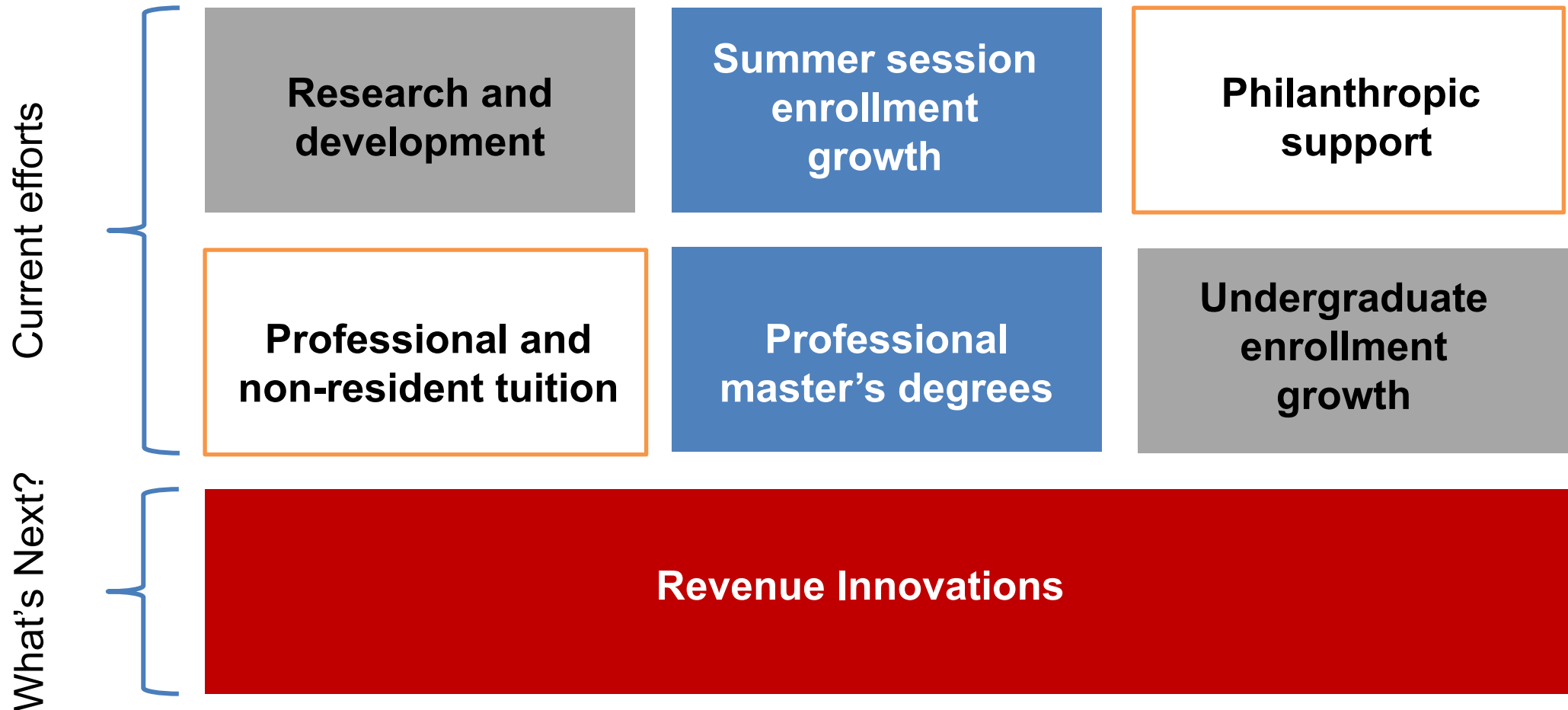
Bakke Recreation & Wellbeing Center



New Engineering Building



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!



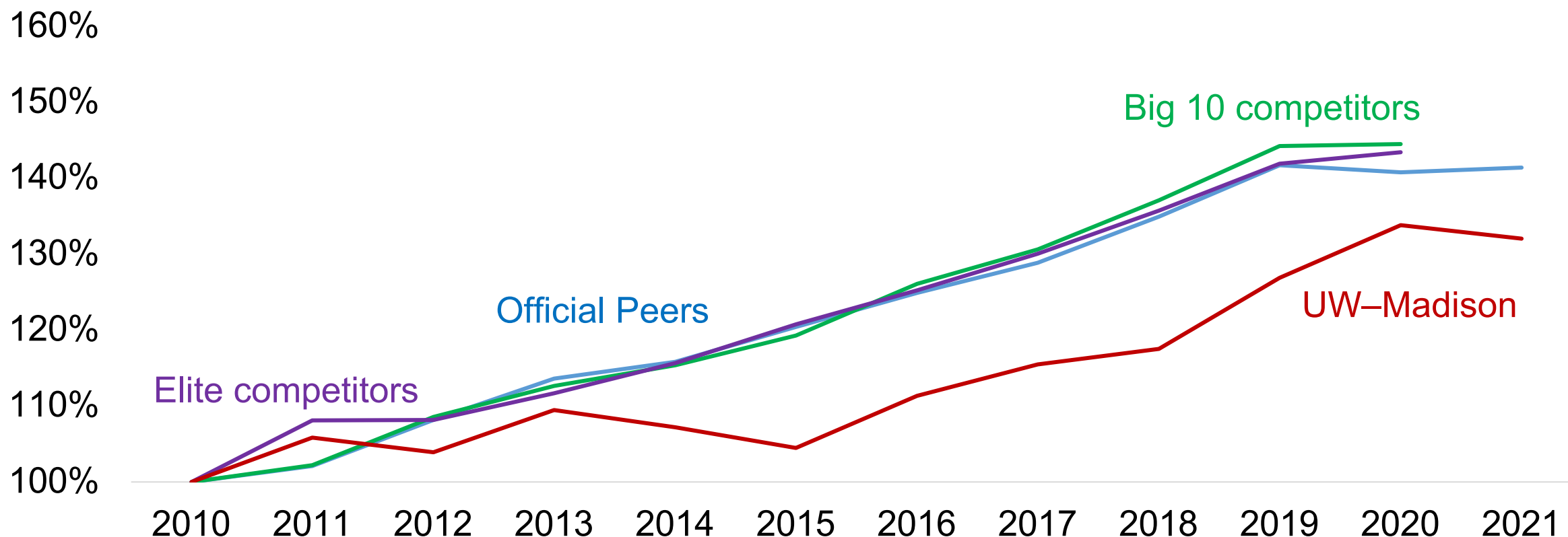


Challenges



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

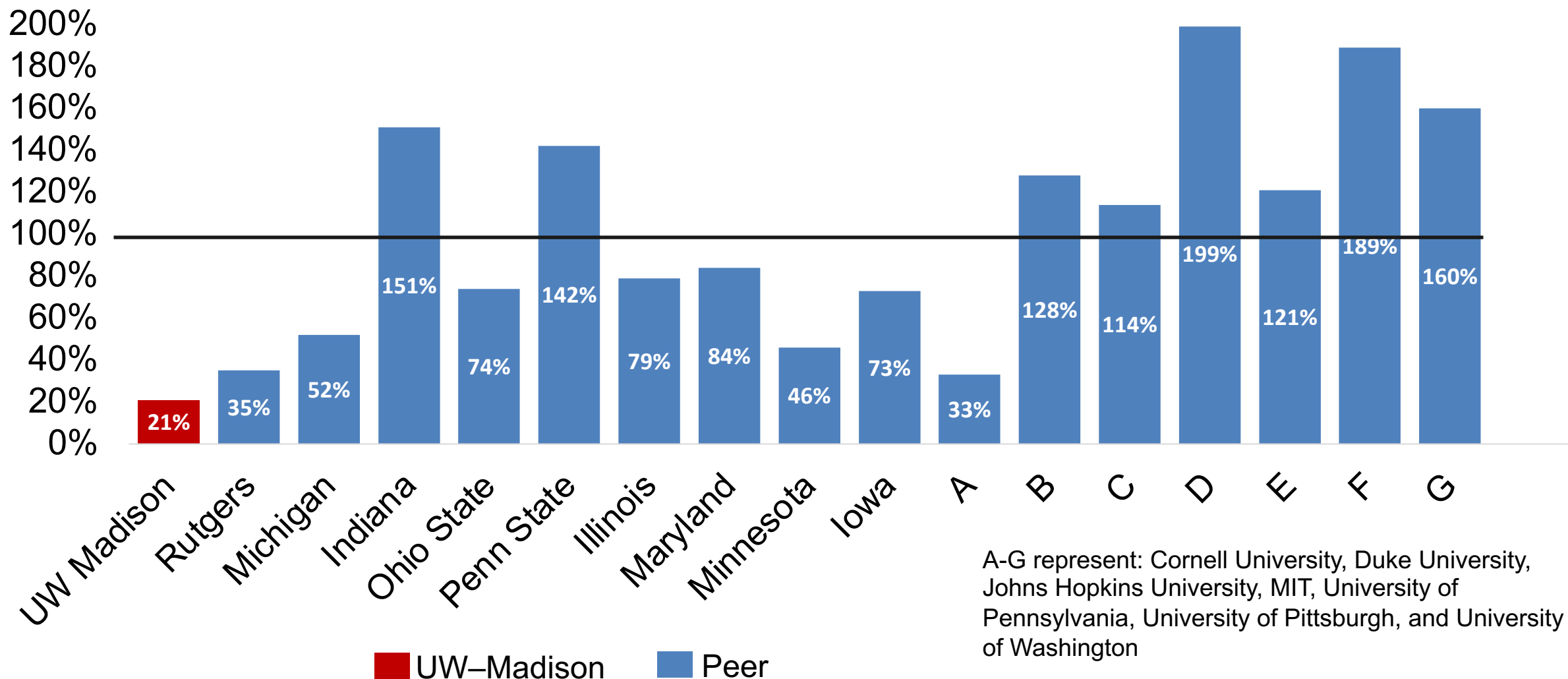
Official Peers: Michigan State, Northwestern, Purdue, Maryland, Michigan, Minnesota, Nebraska, North Carolina, Virginia

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



Challenge #2: Limited Investments in Facilities

Average annual expenditure over 5 years relative to recommended spending





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



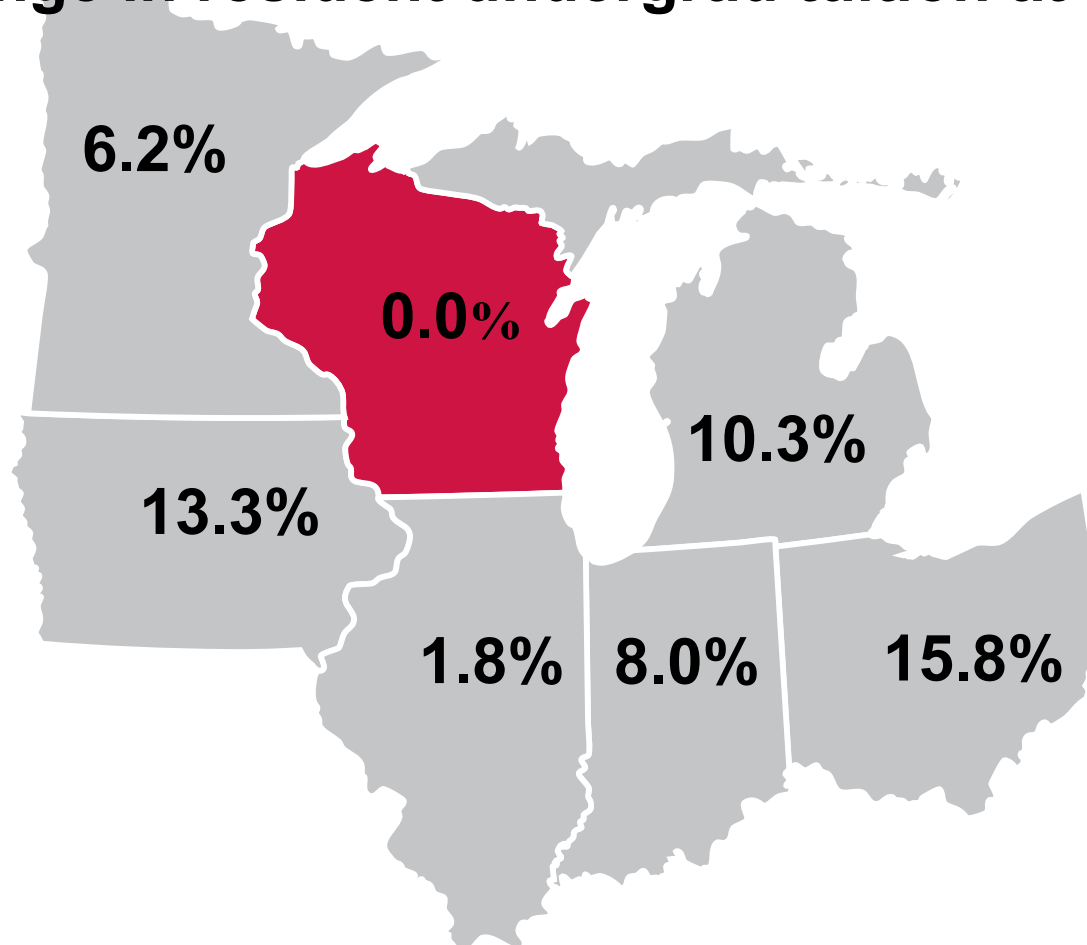
Challenge #2b: Lack of Control Over State-Managed Capital Projects

- 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



Challenge #3: 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.

Challenge #4: 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



Thank you.

