Moving Forward to Achieve Quality, Access, and Success

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SENIOR VICE PRESIDENT FOR ACADEMIC AND STUDENT AFFAIRS

PRESENTATION TO THE UW SYSTEM BOARD OF REGENTS
MARCH 7, 2013
Overview

• Goals and Progress
• Threats to Achieving the Goals
• Opportunities for Achieving the Goals

• BREAK

• Chancellor Deborah Ford, UW-Parkside
• Chancellor Dean Van Galen, UW-River Falls
• Chancellor Ray Cross, UW-Colleges

• Summary
Review of Goals and Progress

• Approximately 80,000 Degrees by 2025

• Improved Retention Rate

• Improved 4- and 6-Year Graduation Rates

• Close the Equity Gaps
Undergraduate Degrees Conferred vs. Plan
Average Annual Change in Number of Baccalaureate Degrees Conferred per Year

- Business, Management, Marketing
- Health Professions and Related Programs
- Engineering
- Biological and Biomedical Sciences
- Agriculture, Agriculture Operations, and Related Sciences
- Computer and Information Sciences and Support Services
- Liberal Arts and Sciences, General Studies and Humanities
- Psychology
- Multi/Interdisciplinary Studies
- Natural Resources and Conservation
- Physical Sciences
- Law Enforcement, Firefighting and Protective Services
- Mathematics and Statistics
- Public Administration and Social Service Professions
- Social Sciences
- Communication, Journalism, and Related Programs
- Education
- Family and Consumer Sciences/Human Sciences
Student Success Goals

- Approximately 80,000 More Undergraduate Degrees by 2025
- Retention Rate
- 4- and 6-year Graduation Rate
- Cut Equity Gaps in half by 2015
- Enrollment Targets
Second Year Retention Rates vs. Plan
New Freshmen Entering Full-Time in Fall
Four- and Six-Year Graduation Rates vs. Plan
New Freshmen Entering Full-Time in Fall
UW Undergraduates Enrolling Full-time
Fall 2005

- 77.7% New Freshmen
- 74.9% Transfer Students

- Still Enrolled at Non-UW Institution
- Still Enrolled at UW System
- Graduated from Non-UW Institution
- Graduated from UW System in 6 Years
- Graduated from UW System in 5 Years
- Graduated from UW System in 4 Years
Type of Entry of 2011-12 UW Baccalaureate Degree Recipients

- New Freshmen, 67%
- Transfer from a UW Institution, 13%
- Transfer from WTCS, 6%
- Transfer from Wisconsin Private, 2%
- Transfer from outside Wisconsin, 10%
- Other Entry, 3%

Recipients receiving first UW bachelor's degree during 2011-12. Type of entry at UW institution graduated from. Values shown do not total 100% because of rounding.
Success and Progress Rates by Transfer Source

- UW 4-Year: 83.8%
- UW Colleges: 83.2%
- WTCS: 69.4%
- Other: 77.5%

Breakdown:
- Still Enrolled at Non-UW Institution
- Still Enrolled at UW System
- Graduated from Non-UW Institution
- Graduated from UW System in Year 6
- Graduated from UW System in Year 5
- Graduated from UW System in 4 Years
Fall Undergraduate Enrollment
Headcount vs. Plan

Graph showing the comparison of Undergraduate Headcount and Plan from 2007 to 2025.

- Undergraduate Headcount (bars)
- Plan (line)

The graph indicates a steady increase in both metrics over the years.
Race/Ethnic Make-up of UW System Wisconsin Resident Undergraduate Enrollment
Race/Ethnic Make-up of UW System Wisconsin Baccalaureate Degree Recipients

African American
American Indian
Hispanic/Latino(a)
Other Asian
Southeast Asian
Two or more races
Threats to Achieving the Goals

- Threats to Quality
  - Salaries
  - Retirements and Resignations

- Threats to Quantity
  - High School Demographics
  - State Economy
  - Financial Aid
The personal income per capita in Wisconsin is 95 percent of the U.S. average. This percentage is down slightly from 2005 and has declined overall since 1980.

Source: U.S. Bureau of Economic Analysis
Wisconsin High School Graduates Projection 2022

![Graph showing the number of Wisconsin high school graduates from 1976 to 2022, comparing actual numbers to a projection from WICHE 2008.]
UW System Fall Enrollments
Resident New Freshmen, 2003-12

Graph showing the trend of UW System Fall Enrollments for Resident New Freshmen from 2003 to 2012.*
Average Unmet Need without Loans
UW Students Who Have Financial Need

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmet Need</td>
<td>$0</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$3,000</td>
<td>$4,000</td>
<td>$5,000</td>
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<tr>
<td>1981 Unmet Need</td>
<td>$2,000</td>
<td>$2,500</td>
<td>$3,000</td>
<td>$3,500</td>
<td>$4,000</td>
<td>$4,500</td>
</tr>
</tbody>
</table>

Graph shows the increase in average unmet need from 1981-82 to 2006-07, with a notable rise starting in 2001-02.
Opportunities for Achieving the Goals

• **Enrollment**
  • Traditional New Freshmen
  • Transfer Students
  • Non-Resident Students
    • International Students
  • Flex and other innovations

• **Efficiencies**
  • 4-year Grad Rate
  • Transfers’ Time to Degree
  • Flex and other innovations
UW System Participation Rates for Wisconsin Immediate New Freshmen by Race/Ethnicity
UW System Fall Enrollments
Undergraduate Non-Resident Students, 2003-11
UW System Fall Enrollments
Non-Resident New Freshmen, 2003-12

26
UW System Historical Four- and Six-Year Graduation Rates

6-Year at Any UW Institution
6-Year at Same Institution
4-Year at Any UW Institution
4-Year at Same Institution

Does not include students that began at UW Colleges
### Institutional Comparisons to National Peers with Students of Similar Academic Preparation

<table>
<thead>
<tr>
<th>Institutions Below Peer Mean</th>
<th>Retention Rate</th>
<th>4-Yr Grad. Rate</th>
<th>6-Yr Grad. Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>7 of 13</td>
<td>13 of 13</td>
<td>7 of 13</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Distance from Peer Mean</th>
<th>Retention Rate</th>
<th>4-Yr Grad. Rate</th>
<th>6-Yr Grad. Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>-0.36 percentage point</td>
<td>-7.94 percentage points</td>
<td>+0.1 percentage point</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Range Around Peer Mean</th>
<th>Retention Rate</th>
<th>4-Yr Grad. Rate</th>
<th>6-Yr Grad. Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>-4.7 to +2.4 percentage points</td>
<td>-18.3 to -1.0 percentage points</td>
<td>-6.7 to +4.4 percentage points</td>
<td></td>
</tr>
</tbody>
</table>

Results based on data from College Results Online. [http://www.collegeresults.org/](http://www.collegeresults.org/)
Let’s Take a Break
Chancellors

- Deborah Ford
  Chancellor
  UW-Parkside

- Dean Van Galen
  Chancellor
  UW-River Falls

- Raymond Cross
  Chancellor
  UW Colleges and Extension
### Summary of Goals and Levels of Achievement

<table>
<thead>
<tr>
<th></th>
<th>Base Gap</th>
<th>2012 Gap</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Underrepresented Minority Equity Gaps</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freshman Retention</td>
<td><strong>On track</strong></td>
<td>11</td>
</tr>
<tr>
<td>Freshman 6-year Grad.</td>
<td><strong>Decreased</strong></td>
<td>23</td>
</tr>
<tr>
<td>Transfer Retention</td>
<td><strong>2015 Goal</strong></td>
<td>10</td>
</tr>
<tr>
<td>Transfer 6-year Grad.</td>
<td><strong>Increased</strong></td>
<td>18</td>
</tr>
<tr>
<td><strong>Pell Eligible Equity Gaps</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freshman Retention</td>
<td><strong>Increased</strong></td>
<td>5</td>
</tr>
<tr>
<td>Freshman 6-year Grad.</td>
<td><strong>Increased</strong></td>
<td>12</td>
</tr>
<tr>
<td>Transfer Retention</td>
<td><strong>Small</strong></td>
<td>0</td>
</tr>
<tr>
<td>Transfer 6-year Grad.</td>
<td><strong>Increased</strong></td>
<td>5</td>
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</table>
## Summary of Goals and Levels of Achievement

<table>
<thead>
<tr>
<th></th>
<th>2012 Target</th>
<th>2012 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Degrees Conferred</strong></td>
<td>+1,092</td>
<td>2,505</td>
</tr>
<tr>
<td><strong>Freshmen (Full-time)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention Rate</td>
<td>-0.3 %-pt.</td>
<td>80.5%</td>
</tr>
<tr>
<td>4-year Graduation Rate</td>
<td>+1.0 %-pt.</td>
<td>28.0%</td>
</tr>
<tr>
<td>6-year Graduation Rate</td>
<td>-0.3 %-pt.</td>
<td>59.9%</td>
</tr>
<tr>
<td><strong>New Transfer Student (Full-time)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retention Rate</td>
<td>+1.2 %-pt.</td>
<td>78.3%</td>
</tr>
<tr>
<td>4-year Graduation Rate</td>
<td>+3.0 %-pt.</td>
<td>54.6%</td>
</tr>
<tr>
<td>6-year Graduation Rate</td>
<td>+1.7 %-pt.</td>
<td>63.5%</td>
</tr>
</tbody>
</table>
What Will It Take to be Successful?

- Quality is at risk. We must address compensation for faculty and staff
- Improved efficiencies
- Reallocations within each university to continue to meet top priorities
- Continued investment in people and programs
Thank You
I Think It’s Time for Lunch
Summary of Goals and Levels of Achievement

• Degrees Conferred – ahead of trajectory
  • Total Additional Undergraduate Degrees: 3,597, Target 2,505

• Retention Rate – on track
  • New Freshmen: 80.2%, Target 80.5%
  • Transfer Students: 79.5%, Target 78.3%

• Four-Year Graduation Rate – on track
  • New Freshmen: 29.0%, Target 28.0%
  • Transfer Students: 57.6%, Target 54.6%

• Six-Year Graduation Rate – on track
  • New Freshmen: 59.6%, Target 59.9%
  • Transfer Students: 65.2%, Target 63.5%
Summary of Goals and Levels of Achievement

- **Underrepresented Minority Equity Gaps – little change**
  - New Freshman Retention Rate: Reduced from 11 to 8 percentage points
  - New Freshman 6-year Graduation Rate: Reduced from 23 to 21 percentage points
  - Transfer Student Retention Rate: Reduced from 10 to 5 percentage points, met 2015 goal.
  - Transfer Student 6-year Graduation Rate: Increased from 18 to 20 percentage points

- **Pell Eligible Student Equity Gaps – little change to widening**
  - New Freshman Retention Rate: Increased from 5 to 7 percentage points
  - New Freshman 6-year Graduation Rate: Increased from 12 to 15 percentage points
  - Transfer Student Retention Rate: Gap remains below 2 percentage points
  - Transfer Student 6-year Graduation Rate: Increased from 5 to 9 percentage points
New Entering Freshmen Equity Gaps

• Underrepresented Minority (URM) Students compared to Non-URM Students
  • Gap in Retention Rate reduced from benchmark of 11 percentage points to 8 percentage points, on track
  • Gap in 6-year Graduation Rate reduced from benchmark of 23 percentage points to 21 percentage points, not a significant change

• Pell Grant Recipients compared to Non-Pell Recipients
  • Gap in Retention Rate increased from 5 percentage points to 7 percentage points
  • Gap in 6-year Graduation Rate increased from 12 percentage points to 15 percentage points
  • 6-year graduation rates for the most recent two cohorts, 2005 and 2006, show a decline for the Pell grant recipient students, this is primarily among Non-URM Pell recipient students
URM and Pell Students as Share of Entering Class
Baccalaureate Degrees Awarded Per Student FTE

45% Growth in Number of Degrees Awarded
12% Growth in Enrollment
25% Increase in Bachelor’s Degree Efficiency
Four-Year Graduation Rates for UW Full-Time New Freshmen

![Graph showing graduation rates for UW Full-Time New Freshmen from 1998 to 2007.]](image-url)
UW System Undergraduate FTE Enrollment
Closing Equity Gaps
URM / Non-URM Retention to the Second Year

![Graph showing URM and Non-URM retention rates from 1998-2011. The graph indicates a gradual increase in retention rates for both groups over the years, with the URM group consistently having higher retention rates than the Non-URM group. The retention rates for URM group range from 11% to 11%, while the Non-URM group range from 7% to 8%. The graph highlights the closing equity gaps between URM and Non-URM students.](image)
Closing Equity Gaps
Pell / Non-Pell Graduation within Six Years

![Graph showing graduation rates for Pell and Non-Pell].

Percentage of Pell and Non-Pell students graduating within six years for each entering class from 1998-2011.

- Pell: 12%, 13%, 12%, 13%, 13%, 16%, 15%
- Non-Pell: 50%, 50%, 50%, 50%, 50%, 50%, 50%
Closing Equity Gaps
URM / Non-URM Retention to the Second Year

![Graph showing the retention rates of URM and Non-URM students from 1998-00 to 2011. The graph indicates a trend towards closing equity gaps between the two groups.](image-url)
Closing Equity Gaps
URM / Non-URM Graduation within Six Years

Entering Class of Full-Time Fall New Freshmen

URM  Non-URM

23%  24%  21%  23%  23%  21%  21%
Closing Equity Gaps
Pell / Non-Pell Retention to the Second Year
Closing Equity Gaps
Pell / Non-Pell Graduation within Six Years

[Graph showing graduation rates for Pell and Non-Pell students from 1998-2000 to 2010-2011.]
Second Year Retention Rates at Same UW

![Graph showing second year retention rates at the same UW from 1998-2011 for different categories: Non-URM Non-Pell, Non-URM Pell, URM Non-Pell, and URM Pell. The graph indicates trends in retention rates over time for each category.](image-url)
Four-Year Graduation Rates at Same UW
Six-Year Graduation Rates at Same UW

[Graph showing six-year graduation rates for different student groups over the years from 1998-2011.]
Fall Graduate/Professional Enrollment Headcount vs. Plan

- **Graduate/Professional Headcount**
- **Plan**
One Institution’s 2010 Freshman Cohort

2010 Freshmen Cohort (1644)

Not Retained
20%
(328)

Academically Ineligible to Return
5.0%
(83)

Academically Eligible to Return
15%
(245)

Retained
80%
(1316)

Not Enrolled Anywhere
3.0%
(50)

Enrolled Outside UW
1.8%
(29)

Enrolled at Another UW
0.2%
(4)

Not Enrolled Anywhere
3.5%
(58)

Enrolled Outside UW
3.6%
(60)

Enrolled at Another UW
7.7%
(127)
Four-Year Graduation Rates for UW Full-Time New Freshmen
Average Number of Credits Attempted by UW Students Who Earned a Bachelor's Degree

<table>
<thead>
<tr>
<th>Year</th>
<th>Credits Attempted</th>
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<tbody>
<tr>
<td>1993-94</td>
<td>146</td>
</tr>
<tr>
<td>2001-02</td>
<td>139</td>
</tr>
<tr>
<td>2003-04</td>
<td>140</td>
</tr>
<tr>
<td>2005-06</td>
<td>139</td>
</tr>
<tr>
<td>2007-08</td>
<td>138</td>
</tr>
<tr>
<td>2009-10</td>
<td>138</td>
</tr>
<tr>
<td>2010-11</td>
<td>137</td>
</tr>
<tr>
<td>2011-12</td>
<td>138</td>
</tr>
</tbody>
</table>
Six-Year Graduation Rates for UW Full-Time New Freshmen
Time to Baccalaureate Degree

Academic Year

- UW System
- UW-Madison
- UW-Milwaukee
- UW Comprehensives
UW System Fall Undergraduate Headcount Enrollments, 2003-11
LEAP: Liberal Education and America’s Promise

- **Essential Learning Outcomes**
  - A Guiding Vision and National Benchmarks for College Learning and Liberal Education in the 21st Century

- **High Impact Practices**
  - Helping Students Achieve the Essential Learning Outcomes

- **Authentic Assessments of Student Learning**
  - Probing Whether Students Can APPLY Their Learning to Complex Problems and Real-World Challenges

- **Inclusive Excellence**
  - Diversity, Equity, Quality of Learning for All Groups of Students
The UW Shared Learning Outcomes

- **Knowledge of Human Cultures and the Natural World** including breadth of knowledge and the ability to think beyond one’s discipline, major, or area of concentration. This knowledge can be gained through the study of the arts, humanities, languages, sciences, and social sciences.

- **Critical and Creative Thinking Skills** including inquiry, problem solving, and higher-order qualitative and quantitative reasoning.

- **Effective Communication Skills** including listening, speaking, reading, writing, and information literacy.

- **Intercultural Knowledge and Competence** including the ability to interact and work with people from diverse backgrounds and cultures; to lead or contribute support to those who lead; and to empathize with and understand those who are different than they are.

- **Individual, Social, and Environmental Responsibility** including civic knowledge and engagement (both local and global), ethical reasoning, and action.
Colleges OK, but There’s Room for Improvement

Although employers report difficulties in finding qualified graduates ...

- Very difficult: 11%
- Difficult: 42%
- Neutral: 36%
- Easy: 10%
- Very easy: 2%

... most say colleges do a good job producing successful employees

- Excellent: 6%
- Good: 63%
- Fair: 28%
- Poor: 3%

Note: Numbers do not add up to 100% because of rounding.
How Employers Value a Bachelor’s Degree

Today compared with five years ago:

**Over all**

- 8% A lot more
- 25% More
- 39% About the same
- 26% Less
- 2% A lot less

**By industry**

- Over all mean: 3.1
  - Manufacturing: 3.24
  - Service/retail: 3.23
  - Business: 3.11
  - Science/technology: 3.08
  - Health care: 3.06
  - Media/communications: 3.00
  - Government/nonprofit: 2.99
  - Education: 2.84
Employers Prefer All Types of Colleges—Except Those Online

Note: Mean rating is determined on a 1-to-5 scale where 1 equals “a lot less” and 5 equals “a lot more.”
Comparison of the State Appropriation and Tuition Revenue Per Student

Dollars per Student

Fiscal Year

0 10 20 30 40 50 60 70 80 90 100

State Appropriation  Tuition Revenue
Comprehensive University
Associate Professor Salary Relative to Peer Median


0.0% -5.0% -10.0% -15.0% -20.0% -25.0%