



**KNOWLEDGE  
POWERS**

**WISCONSIN'S FUTURE  
UW-MADISON**



Annual Accountability Report, 2013-14



# Status At-A-Glance

## Core Strategy 1: Prepare Students

Among 2012-13 bachelor's degree recipients, 89% participated in high impact activities such as residential learning communities, first-year interest groups, study abroad, research experiences, service learning, honors, internships, independent study, or a senior capstone experience.

## Core Strategy 2: Stronger Workforce

In 2012-13, UW-Madison awarded 10,257 degrees, passing the 10,000 mark for the third year: 6,661 bachelor's degrees, 2,156 master's degrees, 768 research doctorates, and 672 professional/clinical doctorates. For new freshman, after 6 years 82.8% had graduated from UW-Madison, 7.4% had graduated from another institution, and 5% were still enrolled in college.

## Core Strategy 3: Stronger Business

The University Research Park is home to 126 companies, employs over 3,500 people, and contributes an estimated \$826 million annually to the Wisconsin economy. In 2012-13, the Office of Corporate Relations handled 771 requests for assistance from 436 unique companies, organizations, and individuals.

## Core Strategy 4: Stronger Communities

In 2012-13, nearly 200 organizations partnered with the Morgridge Center for Public Service for a variety of community service activities. In 2013, UW-Madison had enrollments of 39,050 in non-credit courses and programs.

## Core Strategy 5: Resources

UW-Madison secured \$1.1 billion in extramural gift and grant awards in 2011-12. UW-Madison has ranked in the top 5 for research expenditures every year since 1972 when NSF began reporting national data.

## Core Strategy 6: Operational Excellence

Average credits to degree earned at UW-Madison stand at 120 among 2012-13 bachelor's degree recipients who started as new freshmen; on average an additional 19 credits per degree recipient were awarded as transfer credits, retroactive credits, Advanced Placement (AP), International Baccalaureate, CLEP, and credit by departmental exam.

## Core Strategy 7: Collaborations

Business and organizations partnered with UW-Madison in 2012-13 by hosting internships, clinical and work placements, or in other kinds of partnerships. For example, 591 organizations hosted co-op or internship students, 191 organizations supported service-learning, and 1,738 organizations received business development assistance.

## CORE STRATEGY 1

# Prepare Students

Ensure that students are prepared with the integrative learning skills, multicultural competencies, and practical knowledge needed to succeed in and contribute to a rapidly changing, increasingly global society.

### UW-Madison's Progress on UW System Indicators

UW-Madison prepares students for a global society through a variety of experiences, both as part of the curriculum and outside of the classroom. Among these experiences are the **high impact practices** in the table below. Student participation in these activities has been shown to contribute to gains in **critical thinking**, one of the fundamental outcomes of learning, as well as to gains in practical skills and in personal and social development.

	UW-Madison	National <sup>1</sup>	Peers <sup>2</sup>
<b>High Impact Practices: First-Year Students</b>			
Learning communities	24%	18%*	24%
Service learning	25%	38%*	38%*
<b>High Impact Practices: Seniors</b>			
Research with faculty	36%	18%*	28%*
Service learning	37%	47%*	40%*
Internship	59%	47%*	57%
Senior experience	39%	29%*	31%*
<b>Critical Thinking: Seniors</b>			
Thinking critically	92%	86%*	87%*
Application of theories	80%	81%	80%
Analyzing ideas	89%	85%*	87%*

\*Significant differences from the UW-Madison percentage at the 0.05 level.

<sup>1</sup>National public 4-year universities.

<sup>2</sup>Public universities in the Association of American Universities that participated in NSSE in 2011.

Source: 2011 National Survey of Student Engagement.

**Study abroad** and exchange programs help students gain a basic understanding of, respect for, and appreciation of cultural differences. Of UW-Madison graduates in 2012-13, 21.2% studied abroad in a UW program, an increase from 20.4% in 2011-12 and 18.1% five years previously.

### Additional UW-Madison Indicators

**Study Abroad.** In 2011-12, 1,811 UW-Madison undergraduates, and a total of 2,149 students at all levels, studied abroad (includes participation in programs offered by UW Madison and other universities). These numbers put UW-Madison in the top 10 nationally for numbers of students participating in study abroad.

**Wisconsin Experience.** The Wisconsin Experience is the label for UW-Madison's educational experience in which students learn to live the Wisconsin Idea and to positively impact the world through collaborative, inquiry-based application of knowledge. Among 2012-13 bachelor's degree recipients, 89% of all graduates, 93% of underrepresented minority graduates, and 87% of first-generation graduates participated in at least one high impact activity.

#### Participation Rate in Wisconsin Experience Activities for Bachelor's Degree Recipients

High Impact Practice	2008	2013
Seminar Course	43%	43%
Capstone Course	27%	43%
Independent Study Course	40%	39%
Honors Course	27%	29%
Workplace Experience	23%	25%
Study Abroad	22%	25%
Research Experience	13%	15%
Residential Learning Community	13%	14%
First Year Interest Groups	6%	7%
Service Learning Course	12%	4%*
One experience of any type	87%	89%
More than one experience	66%	71%

\*Change in participation rate is largely a result of how service learning courses are defined. Based on activities documented on the UW-Madison student record.

**Post-Graduation Plans.** Among the undergraduate students who graduated in 2012-13 and responded to a survey, 71% indicated they planned to work, either full-time or part-time. Another 24% planned to attend graduate or professional school. The remaining 5% indicated they planned to volunteer with organizations such as the Peace Corps or Teach for America, serve in the military, or had other post-graduation plans.

## CORE STRATEGY 2

# Stronger Workforce

Increase the number of Wisconsin graduates and expand educational opportunities through improving access and increasing retention and graduation rates.

### UW-Madison's Progress on UW System Indicators

Providing access for new students and increasing their rates of success are key to producing more degree holders. The More Graduates initiative includes specific enrollment plans for UW-Madison.

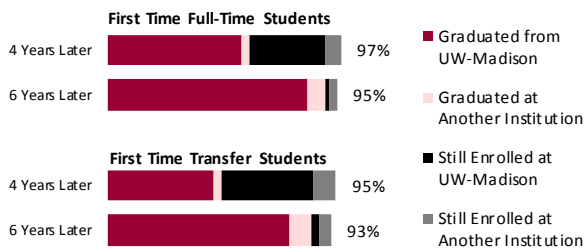
UW-Madison Total Headcount Enrollment

Fall Semester Students Enrolled	2008		2012		2013	
	#	%	#	%	#	%
African American	1,179	3%	996	2%	985	2%
American Indian	244	1%	119	<1%	112	<1%
Southeast Asian	626	2%	609	1%	616	1%
Other Asian American	1,541	4%	1,583	4%	1,585	4%
Hawaiian/Pacific Is.	15	<1%	50	<1%	42	<1%
Hispanic/Latino(a)	1,410	3%	1,786	4%	1,871	4%
Two or More Races	205	<1%	913	2%	978	2%
White	30,889	74%	30,785	72%	30,829	72%
Unknown	1,795	4%	878	2%	737	2%
International	3,716	9%	4,744	11%	5,148	12%
URM*	3,581	9%	4,000	9%	4,100	10%
Transfer Students	1,238		1,227		1,092	
Total Headcount	41,620		42,463		42,903	
More Graduates Plan			42,412		42,950	

\*Underrepresented minority (URM) students include all who indicate African American, American Indian, Hispanic/Latino(a), or Southeast Asian alone or in combination with other races/ethnicities.

- **Success and progress rates** in the chart below show the percent of students who graduate with a bachelor's degree, or are still enrolled, within four and six years of entering UW-Madison.

Success and Progress Rates for UW-Madison, Fall 2007 Cohort



Source: Voluntary System of Accountability, College Portrait, <http://www.collegeportraits.org/>

- **Degrees awarded** at UW-Madison in 2012-13 totaled 10,257 (6,661 bachelor's degrees, 2,156 master's degrees, 768 research doctorates, and 672 professional/clinical doctorates). Bachelor's degrees were 266 over the More Graduates goal of 6,395. Degrees at all levels exceeded the More Graduates goal of 9,738 by 789.

### Additional UW-Madison Indicators

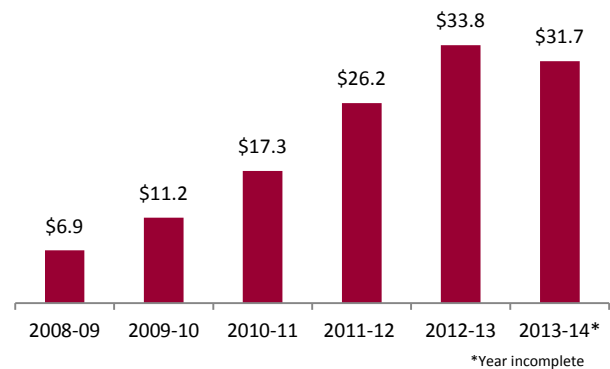
**Diversity.** Compared to five years ago, a higher proportion of new undergraduates (new freshmen plus new transfers) are Pell Grant recipients. Racial/ethnic diversity among new graduate students is also increasing.

Percentage of UW-Madison New Students

	2008	2009	2010	2011	2012	2013
New Undergraduates (New Freshmen plus New Transfers)						
Pell Grant Recipient	11.1	14.1	16.5	16.5	14.4	14.8
First Generation	22.9	23.1	21.4	21.9	18.6	20.1
Targeted Minority	8.8	10.1	9.1	11.1	8.8	10.4
New Graduate Students						
Targeted Minority	7.1	8.7	8.8	9.1	9.5	8.5

**Financial Aid.** Due to the Madison Initiative for Undergraduates (MIU), and the Great People Campaign, more institutional financial aid is available for students.

Institutional Grant Dollars for Undergraduates (Millions)



**Good Value.** In January 2014, UW-Madison was ranked 8<sup>th</sup> on a list of 100 best values in public college by a second party evaluation (Kiplinger's Personal Finance). Kiplinger's assesses quality according to a number of measurable standards. Cost criteria include low sticker prices, abundant financial aid and low average debt at graduation.

CORE STRATEGY 2

# Stronger Workforce

## Closing the Equity Gap

Reduce the Equity Gap by half by 2015 among underrepresented minorities, lower income students, and for all races/ethnicities.

### Retention and Graduation Rates

Each UW institution has the goal of raising retention and graduation rates for all students, and closing the Equity Gap among underrepresented minorities (URM) and lower income students. Improving the success rate of all student groups is important to the plans of the More Graduates initiative.

**UW-Madison New Freshmen Entering Full Time  
2<sup>nd</sup> Year Retention Rate at Institution Where Started**

	2002 Fall Cohort		2012 Fall Cohort	
	#	%	#	%
African American	139	84%	102	96%
American Indian	26	88%	7	100%
Southeast Asian	113	90%	95	97%
Other Asian American	206	94%	231	94%
Hawaiian/Pacific Is. <sup>1</sup>			10	100%
Hispanic/Latino(a)	150	90%	273	93%
Two or More Races <sup>1</sup>			168	93%
White	4,687	93%	4,772	95%
Unknown	55	93%	8	88%
International	112	97%	609	95%
URM <sup>2</sup>	428	88%	563	94%
Pell Recipients	627	87%	833	94%
Total New Freshmen	5,488	93%	6,275	95%
More Graduates Plan				94%

<sup>1</sup>New race/ethnicity categories were implemented in 2008.

<sup>2</sup>Underrepresented minority (URM) students include all who indicate African American, American Indian, Hispanic/Latino(a), or Southeast Asian alone or in combination with other races/ethnicities.

Accomplishing the More Graduates initiative means increasing graduation rates for students of all races/ethnicities.

**UW-Madison New Freshmen Entering Full Time  
6 Year Graduation Rate at Institution Where Started**

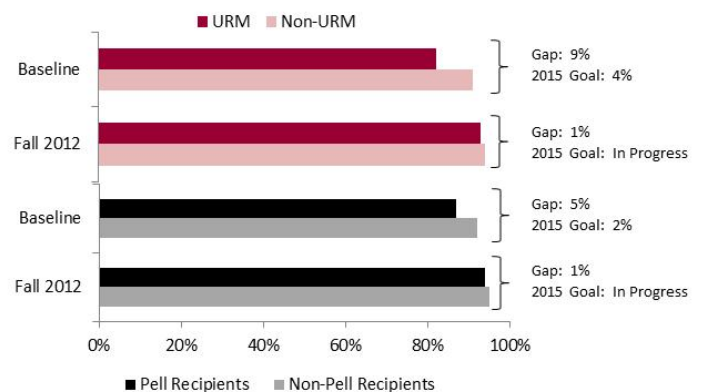
	2002 Fall Cohort		2007 Fall Cohort	
	#	%	#	%
African American	139	60%	181	68%
American Indian	26	58%	55	64%
Southeast Asian	113	65%	130	62%
Other Asian American	206	81%	243	79%
Hispanic/Latino(a)	150	77%	220	77%
White	4,687	83%	4,658	85%
Unknown	55	76%	190	84%
International	112	81%	303	74%
URM <sup>1</sup>	428	67%	586	70%
Pell Recipients	627	71%	599	73%
Total New Freshmen	5,488	81%	5,980	83%
More Graduates Plan				81%

<sup>1</sup>Underrepresented minority (URM) students include all who indicate African American, American Indian, Hispanic/Latino(a), or Southeast Asian alone or in combination with other races/ethnicities.

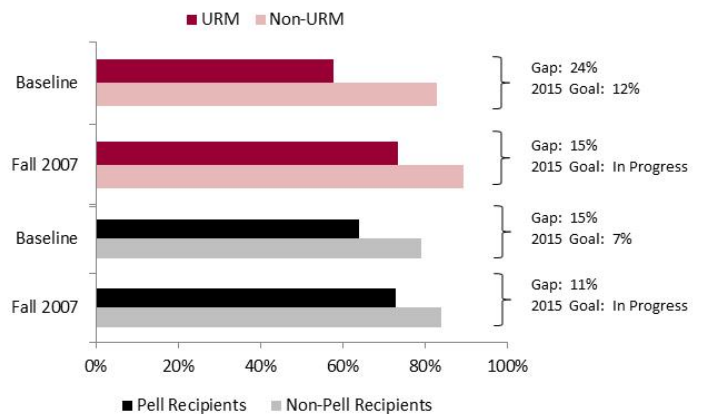
### Status of the Equity Gap

The UW System has the goal of reducing the Equity Gap by half compared to the baseline cohorts (1998 to 2000 combined) among underrepresented minorities (URM) and lower income students, and for all races/ethnicities by 2015.

**Closing the Equity Gap in Retention Rates  
at UW-Madison**



**Closing the Equity Gap in Graduation Rates  
at UW-Madison**



## CORE STRATEGY 3

# Stronger Businesses

Increase the creation of well-paying jobs by expanding the university research enterprise while linking academic programs to entrepreneurship and business development.

### UW-Madison's Progress on UW System Indicators

Part of UW-Madison's mission is to create new knowledge and prepare students to use that knowledge in the workforce.

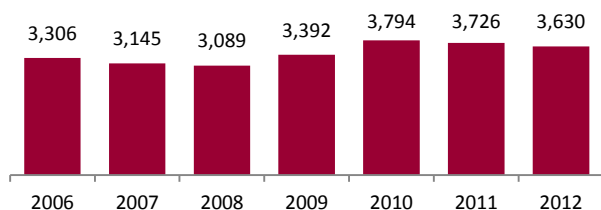
- **Research** leads to the development of new industries and creates well-paying jobs in Wisconsin. Federal and privately funded research expenditures at UW-Madison were over \$733 million in fiscal year 2013 (FY13), up from \$731 million in FY12.
- **Degrees in high-need and leading-edge fields** are important to meet the demand for workers in fast-growing occupations, such as in science, technology, engineering, and mathematics (STEM) and health fields. In 2012-13, UW-Madison awarded 3,232 STEM degrees and 973 degrees in health fields at all levels.
- UW-Madison's graduates **contribute to Wisconsin's economy** through higher levels of discretionary spending and by paying higher taxes. The difference in earnings between college and high school graduates is \$21,300 on average. Overall, 53% of UW-Madison graduates have remained in the state; 76% of those who were Wisconsin residents as students remained in the state

### Additional UW-Madison Indicators

**University Research Park.** The University Research Park, which is designed to foster technology transfer and new start-up companies, is home to 126 companies and employs over 3,500 people. The total direct and indirect impact of the University Research Park in Wisconsin is estimated to be 9,300 jobs created, \$42M tax revenue generated, and \$826M in contributions to the state's economy.

**Competitive Grants Fund Jobs.** Competitive research funding supports job creation. In 2012-13, 3,630 UW-Madison positions were funded by federal grants.

Faculty, Staff, and Graduate Assistant Positions (FTE)  
Funded by Federal Grants

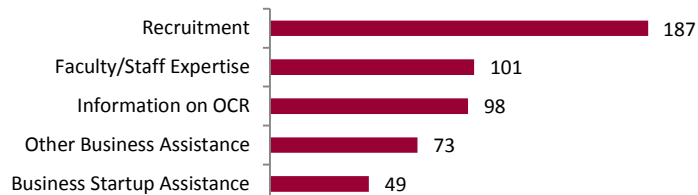


**Internships, Clinical Placements, and Practica.** Real-world learning experiences allow students to learn in workplace settings – for example, businesses, schools, or healthcare settings. Undergraduate engineering students were placed in 845 internship or co-op experiences in 2012-13.

Selected Internship, clinical placement, or practicum type (2012-13)	Number of Placements
Internships – Ag. and Life Sciences	232
Internships, Co-op's - Engineering (Undergrad.)	845
Internships – Human Ecology	238
Clinical/Practica – Physical Therapy	119
Preceptorship – Medicine	165
Clinical/Practica - Pharmacy	731
Clinical/Practica - Nursing	788
Practica – Teacher Education	534
Clinical/Practica – Social Work	139
Clinical/Practica - Law	33
Clinical/Practica – Veterinary Medicine	84

**Business Requests for Assistance.** In 2012-13, the Office of Corporate Relations (OCR) handled 771 requests for assistance from 436 unique companies, organizations and individuals.

Top 5 Requests for Assistance to the Office for Corporate Relations



# Stronger Communities

In partnership with communities, address Wisconsin’s greatest challenges and priorities through intensified engagement, research, and learning.

## UW-Madison’s Progress on UW System Indicators

UW-Madison has a positive impact on communities both by cultivating civic participation in students and through a variety of engagement efforts developed in partnership with communities.

- Encouraging students’ **civic participation** yields immediate benefits to communities while students are enrolled and builds a foundation for lifelong civic involvement of graduates.

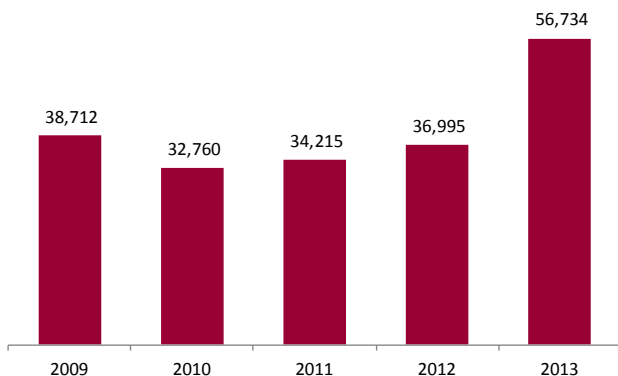
Participation by Seniors, 2011	UW-Madison	National <sup>1</sup>	Peers <sup>2</sup>
Community service or volunteer work	73%	58%*	68%*
Community-based course project or service learning project	37%	47%*	40%*
Voting in local, state, or national elections	60%	32%*	31%*

\*Significant differences from the UW-Madison percentage at the 0.05 level.  
<sup>1</sup>National public 4-year universities.  
<sup>2</sup>Public universities in the Association of American Universities that participated in NSSE in 2011.  
 Source: 2011 National Survey of Student Engagement.

- One of many ways UW-Madison is active in **community outreach and engagement** is by offering non-credit courses for professional development and personal enrichment. In fiscal year 2013, the total of non-credit continuing education course enrollments for UW-Madison was 56,734.

## Additional UW-Madison Indicators

**Trend in Non-credit Enrollment.** Enrollments in non-credit courses have exceeded 30,000 the past five fiscal years. In 2013, enrollments exceeded 56,000 and generated \$18 million in program revenue.



**Wisconsin Partnership Program (WPP).** WPP represents a far-reaching commitment by the School of Medicine and Public Health (SMPH) to improve the health and well-being of Wisconsin residents through investments in research, education, prevention practices and interventions, and policy development. Collaborative relationships with community leaders, educators and researchers help improve the health of the people of Wisconsin.

- Since the first funding cycle in 2004, WPP awarded more than 290 grants totaling \$123 million.
- In 2012, WPP made 43 new grant awards totaling \$22.3 million.

**Morgridge Center for Public Service.** In 2012-13, nearly 200 organizations partnered with the Morgridge Center for Public Service for a variety of community service activities.

Selected Morgridge Center Partnership Program Types	Number of Partner Sites
General Volunteer Placement	90
Badger Volunteer Program	66
WI Idea Fellowship Program	22
Schools of Hope Program	13

**PEOPLE.** PEOPLE, a precollege program designed to build the pipeline of Wisconsin college-going students, serves more than 900 under-represented 2<sup>nd</sup> to 12<sup>th</sup> graders. Among the 2013 PEOPLE high school graduates (160 students), 94% enrolled in college: 90 at UW-Madison and 61 at another college or university. The six-year graduation rate for PEOPLE students who entered UW-Madison in 2007 was 63%.

Year	HS Graduates	Enrolled at UWMSN	Enrolled Elsewhere	Percent Enrolled in College
2008	169	81	81	96%
2009	149	74	64	93%
2010	161	74	82	96%
2011	214	87	112	93%
2012	129	49	78	98%
2013	160	90	61	94%

## CORE STRATEGY 5

# Resources

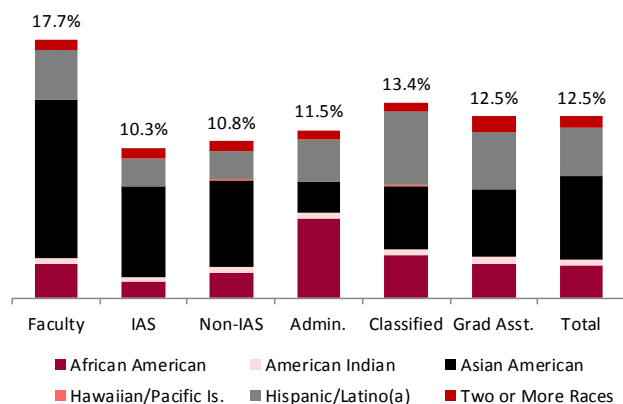
Balance, diversify, and grow the university's financial resources and facilities while developing its human talent.

### UW-Madison's Progress on UW System Indicators

The resources of people, money, and facilities are what enable UW-Madison to fulfill its mission to students and the people of Wisconsin.

- **Diversity of faculty and staff** is an indicator of UW-Madison's efforts to develop its human resources. Faculty and staff diversity provides richer exchanges of ideas in the classroom, broader lines of inquiry in research, and a more welcoming climate for students from underrepresented groups. In fall 2013, 12.5% of UW-Madison faculty and staff were of color, or 2,685 out of 21,499 total faculty and staff.

**UW-Madison Faculty and Staff of Color**  
Percent of Each Employment Category, Fall 2013



IAS=Instructional Academic Staff

- UW-Madison relies on **revenue** from a variety of sources to fulfill its mission. Revenue from all sources increased from \$2.1 billion in fiscal year 2008 (FY08) to \$2.5 billion in FY13. The percentage of total revenue from gifts, grants, and contracts increased from 43% FY08 to 47% in FY13.

### Additional UW-Madison Indicators

**Research Funding.** UW-Madison secured \$1.1 billion in all extramural awards and \$850.5 million in research awards in 2012-13. UW-Madison has ranked in the top 5 for research expenditures every year since 1972 when NSF began reporting national data.

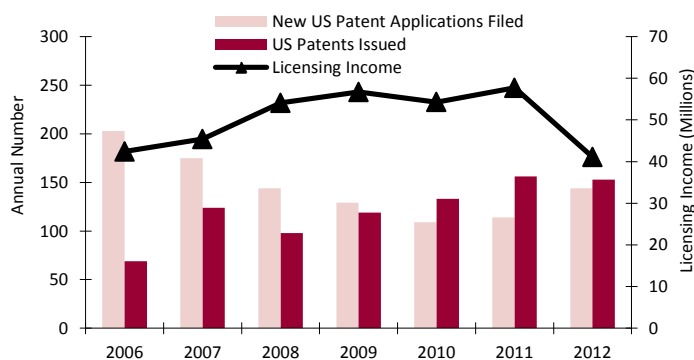
Year	Total Research Awards* (millions)	Return per GPR Dollar Invested **	Average Faculty Research Award***
2006-07	\$724.7	\$12.10	\$435,446
2007-08	\$688.5	\$10.50	\$447,253
2008-09	\$810.6	\$11.70	\$457,969
2009-10	\$977.2	\$14.30	\$588,817
2010-11	\$848.9	\$11.15	\$460,347
2011-12	\$923.0	\$12.96	\$472,875
2012-13	\$850.5	\$11.90	\$412,333

\*Includes some multi-year grants awarded in single year.

\*\*Total research awards divided by GPR supported research.

\*\*\*Average award for faculty members receiving awards that year. In 2012-13, 58.7% of UW-Madison faculty members were principal investigators on extramural research projects.

**Technology Transfer.** Wisconsin Alumni Research Foundation (WARF) manages a \$2.1 billion endowment on behalf of UW-Madison, built on licensing and investment revenues. This funding is not discretionary but permanently committed to the research facilities and opportunities for faculty, staff, and student researchers. In 2012, WARF transferred \$48.2 million to UW-Madison for these purposes. Licensed patents based on research at UW-Madison generated \$41.1 million in 2012.





# Operational Excellence

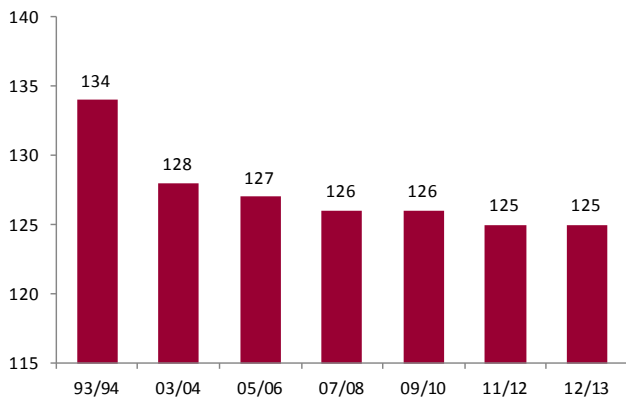
Advance operational excellence by becoming more flexible, responsive, and cost efficient.

## UW-Madison's Progress on UW System Indicators

UW-Madison makes efficient use of its human, financial, and physical resources in a variety of ways.

- By encouraging progress toward degree completion, UW-Madison helps ensure efficient use of students' personal and financial resources and provides space for new students. **Credits taken prior to graduation**, an indicator of educational resources used by UW-Madison students, are currently below the levels in 1993-94, when the goal to reduce credits to the bachelor's degree was adopted.

Average Credits Taken by UW-Madison Bachelor's Degree Recipients



- Keeping **administrative spending** low allows UW-Madison to concentrate resources on instruction and other student-related activities. Administrative spending per full-time student equivalent at UW-Madison was 60% of the national average in fiscal year 2011 (FY11), the most recent year of available national data. This means UW-Madison spent \$48 million less on institutional support than it would have if spending at the national average.
- Reducing **energy usage** is a goal for UW-Madison. Weather-adjusted energy usage in FY12 was 22.7% below the amount in the baseline year of FY05.

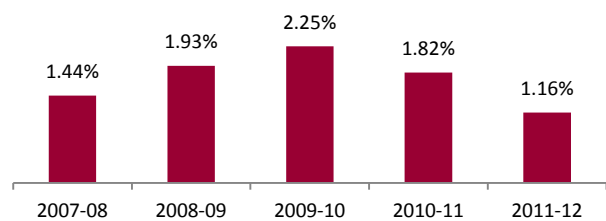
## Additional UW-Madison Indicators

**Undergraduate Credits to Degree.** Average credits to degree earned at UW-Madison stand at 120 for 2012-13 bachelor's degree recipients who started as new freshmen. These graduates also accumulated on average another 19 credits awarded as transfer credits, retroactive credits, Advanced Placement (AP), International Baccalaureate, CLEP, or credit by departmental exam. In Fall 2013, 73% of new freshmen received credit based on scores on AP tests.

**Administrative Excellence - Shaping our Future.** UW-Madison is engaged in a campus-wide initiative to become more effective, efficient and flexible. Five areas were identified for immediate focus: consolidating email and calendar systems, streamlining of computer bundling purchasing, data center aggregation, improving space utilization, and coordination of procurement. Stakeholders from across campus developed recommendations for implementation of best practices and models for improved service delivery. Projects are being implemented and efficiencies and savings are being tracked. In just a few months, more than \$300,000 was saved on office supplies and computer purchases.

**Student Loans.** UW-Madison students take their loan repayment responsibilities seriously and have lower default rates compared to the national average. The default rate on the Federal Perkins loan has declined over the past two years and is currently 1.16% while the national average is 8.32%.

Federal Perkins Loan Default Rate



## CORE STRATEGY 7

# Collaborations

Further leverage UW System’s strengths and impact through collaborations among the campuses and with other Wisconsin partners.

### UW-Madison’s Progress on UW System Indicators

UW-Madison’s collaborations and partnerships with other UW institutions, other education sectors, businesses, community organizations, and governmental agencies allow it to have greater impact than by acting alone.

- UW-Madison increases student access through **collaborative degree programs**, which are offered at multiple locations, integrate courses from different institutions, or both. UW-Madison is a partner in six of these formal arrangements, listed below.

Collaborative Degree Program	Partner Institutions
Dual Degree - BS in Physics, BS in Engineering	EAU, LAC, OSH, RVF, WTW
BS in Nursing (Collaborative Program)	EAU, GBY, MIL, OSH, EXT*
Dual Degree - BS in Chemistry, Comp Sci, or Math, BS in Engineering	LAC
MS in Educational Leadership & Policy Analysis	WTW
Doctor of Audiology	STP
PhD Art History/PhD Architecture Partnership	MIL

EXT\* - UW-Extension provides administrative, financial, and other support to a number of UW System Collaborative Degree Programs.

- UW-Madison has a variety of other **partnerships** in academic and non-academic areas.

Partnership Type	Estimated Number, 2012-13
Organizations hosting co-op or internship students	591
Organizations hosting clinical, legal or social work placements	544
PK-12 schools hosting student teachers	97
Service-learning, community-based research, or volunteer partnerships	191
Cultural or arts-related partnerships	121
Businesses or organizations receiving business development assistance	1,738

### Additional UW-Madison Indicators

**Transfer.** In 2012-13, UW-Madison enrolled a total of 1,612 new transfer students (20% of all new undergraduates). Among new transfer students, 71% are Wisconsin residents. These new undergraduates transferred from:

- Other four-year UW universities, 28%
- UW Colleges, 16%
- The Wisconsin Technical College System, 22% (the majority from Madison College)
- Private and independent colleges in Wisconsin, 3%
- Out-of-state colleges and universities, 36%

**Transform Wisconsin Coalition.** In 2012-13, 28 communities in Wisconsin were awarded a total of \$6.6 million grants through the Transform Wisconsin Coalition, which is administered by University Health Services and aims to create healthier places to live, work and play. Grant recipients focus on strengthening farm to school programs to provide cafeterias with farm-fresh fruits and vegetables, opening school gyms for community agencies to create affordable physical activity opportunities, or promoting smoke-free apartments.

**Selected Academic Program Partnerships.** In addition to the collaborative degree programs listed to the left, UW-Madison’s academic partnerships include:

- the Master of Social Work Part-Time program with a program delivery site at UW-Eau Claire.
- the Master of Laws-Legal Institutions executive-format course sharing with Thammasat University (Bangkok), Doshisa University Law School (Kyoto), East China University of Politics and Law (Shanghai).
- the Global Real Estate Masters (MBA in Business: Real Estate and Urban Land Economics) partnership with HEC Paris, Hong Kong University of Science and Technology, Shanghai Jiao Tong University (SJTU) and INCAE Business School in Costa Rica.



# UW-MADISON

UW-Madison, as a preeminent center for discovery, learning, and engagement, opens new forms of access to citizens from every background and prepares current and future generations to live satisfying, useful, and ethical lives. The university's strategic priorities are consistent with the Growth Agenda: Provide an exemplary undergraduate education; Reinvigorate the Wisconsin Idea; Invest in scholarly domains with existing or potential strength and impact; Recruit and retain the best faculty and staff, and reward merit; Enhance diversity in order to ensure excellence in education and research; Be responsible stewards of our resources. (See <http://www.chancellor.wisc.edu>)

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This report illustrates UW-Madison's contributions to the UW System's vision for Wisconsin. Progress is reported within the seven core strategies of the UW System's Strategic Framework. Each core strategy includes one or more indicators of progress that are common among UW institutions, supplemented with additional information reflecting activities and outcomes of particular relevance to UW-Madison. For similar information on the UW System as a whole, as well as links to additional resources and technical notes, see the systemwide *Knowledge Powers Wisconsin's Future* report: <http://www.wisconsin.edu/opar/accountability/>



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Accountability Reports can be found at <http://www.uwsa.edu/opar/accountability/>