



DIVISION OF ENROLLMENT MANAGEMENT

ANNUAL REPORT

2019-2020



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Division of Enrollment Management UNIVERSITY OF WISCONSIN-MADISON

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Data for this report are provided by each team's data steward. See data notes associated with each graphic for more information about sources and limitations of the data provided. For official, complete totals, visit apir.wisc.edu. Some data may be incomplete at the time of publication. DEM Data Stewards include: John Dreger (Office of Student Financial Aid), Phil Hull (Office of the Registrar), and David Lesczynski (Office of Admissions and Recruitment).

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Mission of the Division of Enrollment Management

To strategically strengthen the competitiveness of UW-Madison in achieving enrollment goals, intentionally collaborate with campus partners to provide information and services to enhance student success, provide a foundation of support and services for the academic infrastructure throughout the student lifecycle, and perform at the highest standard of service for our students, colleagues, visitors, and other customers.

FROM THE DIVISIONAL LEADERSHIP TEAM

These past few months have been some of the most eventful in recent history. The Division of Enrollment Management was hard at work this spring ensuring the continuity of services for all UW-Madison students while we transitioned to virtual learning. The Registrar's Office played a core role in getting 95 percent or more of class sections ready for online delivery immediately after Spring Break and was also integral to the Disruptive Grading Option rollout to accommodate students during the global pandemic. The Office of Student Financial Aid quickly delivered needed emergency funding as businesses across the area shuttered and lives were upended. Over 9,000 students requested emergency assistance totaling more than \$9.78 million. In addition to federal aid received from the CARES Act, the Wisconsin Foundation and Alumni Association (WFAA) quickly assisted in setting up emergency funding for students, more than 700 donations were given to this fund, 17% from first-time givers to UW-Madison. And despite sweeping changes that halted travel and events, the Office of Undergraduate Admissions and Recruitment continued to recruit our incoming 2020-2021 class and moved both recruitment and yield events online into synchronous and asynchronous offerings. To say that this team performed in the face of challenges would be an understatement!

Even prior to this spring, the Division of Enrollment Management made great strides towards institutional goals. Our commitment to student success services like peer mentoring, success coaching, workshop series, and basic needs support have strengthened educational outcomes. The expansion of financial support to Bucky's Tuition Promise recipients who are Pell-eligible now means that all Wisconsin residents who receive Pell are able to attend the state's flagship institution with grants, scholarships and work-study to meet their full cost of

attendance, not just tuition and fees. This growth is central to our collective efforts as we continue to look for ways to open the doors of the university to talented students. Unique to UW-Madison, the Student Success Through Applied Research (SSTAR) Lab highlights our commitment to research practice partnership as a model for financial aid and enrollment offices.

A year full of transitions, we said goodbye to our Vice Provost of almost seven years, Steve Hahn. Steve has been a campus leader since 2003, joining the Graduate School as chief information officer and worked in higher education and enrollment management for over 20 years. Under his leadership, our campus benefitted from a 48 percent increase in undergraduate application volume in less than a decade, thanks in part to UW-Madison joining the Common Application in 2017. Derek Kindle, formerly the Director of Student Financial Aid, was named the new Vice Provost for Enrollment Management and began this new role on March 1, 2020.

Although there are many uncertainties in the coming year, we are confident that despite that our Division of Enrollment Management team is strong and ready to meet the challenges head-on.

Derek Kindle
Vice Provost for Enrollment
Management

Helen Faith
Director of Student
Financial Aid

Shannon Ghere
Director of Development for
Scholarships and Student Support

Nicholas Hillman
Director of the SSTAR Lab

Scott Owczarek
University Registrar

André E. Phillips
Director of Admissions and
Recruitment

Terry Ruzicka
Deputy Vice Provost and
Chief of Staff

Jeremy Traska
Director for Administration and
Chief Financial Officer



FACTS & FIGURES

From prospective recruit to alumnus, the Division of Enrollment Management serves our campus community throughout each stage of the student lifecycle. Collected here are some basic figures about how much we have accomplished during the 2019-2020 academic year and the following summer term.

45,941

Total First-Year Applications in Summer/Fall 2020 (Early Action & Regular Decision Combined)

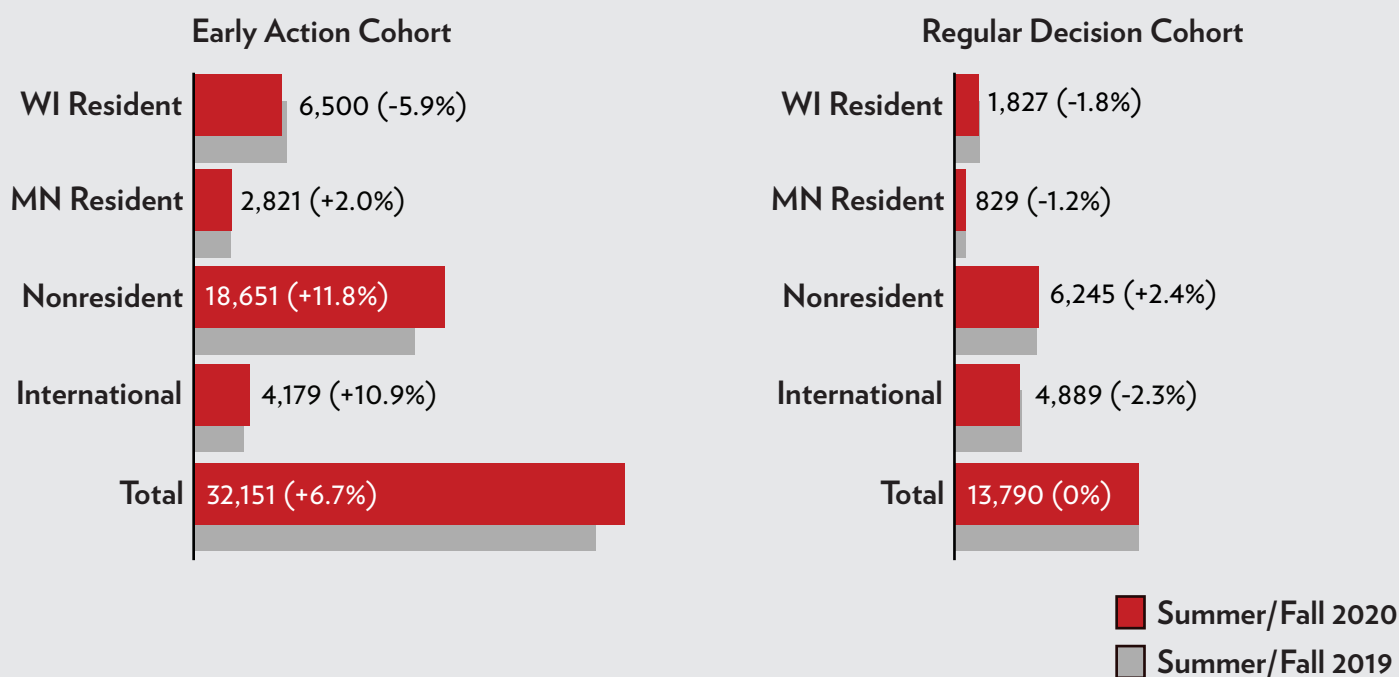
67.5%

of Summer/Fall First-Year Applications were Submitted for Early Action (down 68.6% from last year)

4,511

Total Transfer Student Applications were Received in Summer/Fall 2020

Early Action & Regular Decision Application Volume by Residency (Current Year vs. Previous)



29,201

Students and Family Members Attended Virtual or On-Campus Admissions Events in 2019-2020

1/4

Of 2020 Applicants are Students of Color (up from 1/5 in 2016)

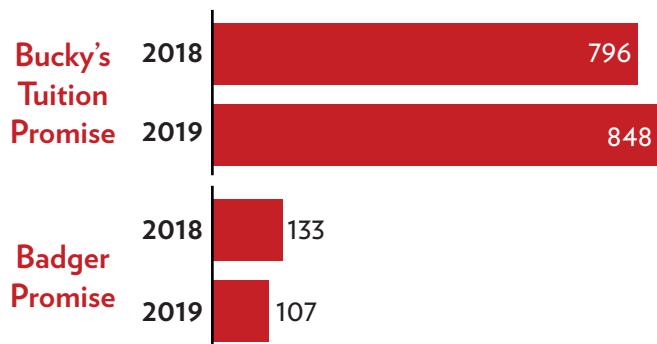
12.9%

Of 2020 Applicants are Underrepresented Students of Color (up from 12% in 2016)

Bucky's Tuition Promise (BTP) Continues to Serve Students

In this year's incoming class, we welcomed 848 Bucky's Tuition Promise recipients, an increase of 52 students over the program's inaugural year.

Promise Program Enrollment 2018-2019



Financial Aid Disbursements Are at an All-Time High

\$278.3M Amount of financial aid disbursed in 2018-2019

Amount of financial aid disbursed in 2019-2020 **\$317.7M**

14% Increase in amount of financial aid disbursed in 2019-2020 vs 2018-2019

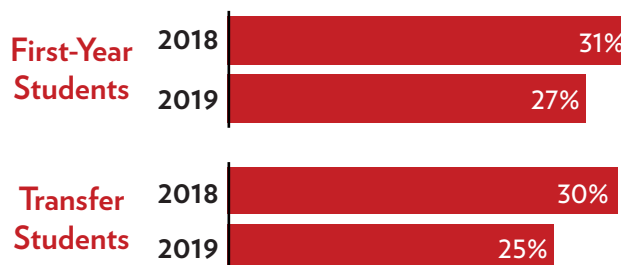
UW-Madison Has Numerous Job Opportunities For Students

5,431 Total employers provided job opportunities in 2019-2020

Applications submitted via the Student Jobs website in 2019-2020 **39,509**

Fewer Incoming Students Had Accepted Loans

Percent of Incoming Students with Loans



The Incoming Class's Pell Rate Is on Par With Last Year's

Incoming Class Pell Rate 2018-2019



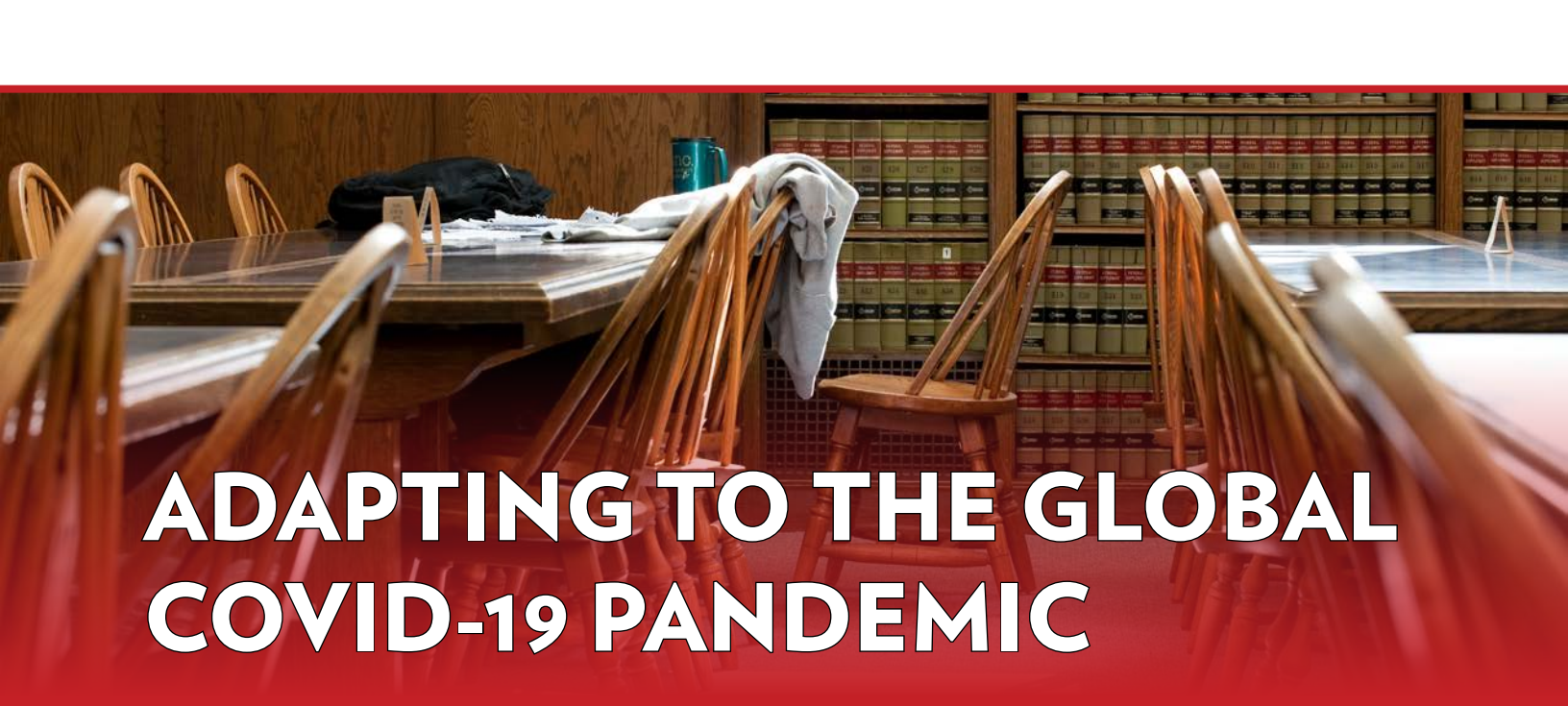
This year, 1,261 incoming new and transfer students have been determined eligible to receive the Federal Pell Grant, an increase of 122 over last year's incoming class. Among recipients of Bucky's Tuition Promise, 86.1 percent are Pell-eligible.

For the 2019-2020 school year, just over a quarter of students have accepted student loans as of the tenth day of classes. This figure is down 10 percent from the same time last year.

209 Outreach events by financial aid advisors in 2019-2020

332 Additional financial aid advisor contacts with students at their SOAR session

Data are current as of the tenth day of classes of the fall 2019 semester. Data are preliminary and unofficial as spring 2020 data are not yet finalized and the summer term is ongoing. For final, official student data, visit apir.wisc.edu.



ADAPTING TO THE GLOBAL COVID-19 PANDEMIC

(Jeff Miller / UW-Madison)

In the spring semester of 2020, the global COVID-19 pandemic created academic and financial problems for many of our current and prospective students. Each of DEM's offices acted quickly to facilitate a safe transition to online instruction and to mitigate the financial impact of the pandemic as much as possible.

MOBILIZING EMERGENCY FUNDS FOR FINANCIALLY IMPACTED STUDENTS

The global COVID-19 pandemic created unexpected financial changes for many students in our community. Due to loss of income or underemployment, changes in family dependency, and complicated travel issues, many students had less ability to pay for college than originally planned. The Office of Student Financial Aid mobilized quickly in partnership with the Bursar's Office, academic schools and colleges, and other student services to administer emergency financial aid and income continuation to students adversely impacted by the COVID-19 pandemic. The Office

of Student Financial Aid triaged these requests, mobilizing to disburse emergency assistance grants backed by the federal CARES Act.

Having partnered with campus to centralize emergency student requests and student employee income continuation, the team was able to move quickly immediately following the initial announcements related to COVID-19, processing on average just about 122 requests daily from March 13th through the end of the semester on May 8th. In the end, we were able to provide over \$9.8 million to over 9,000 students through emergency funds, or about \$1,100 per student. Although predominately undergraduate students, recipients represented all schools and colleges and a large number of students in our graduate and professional programs.

9,000+

Students Received
COVID-19 Emergency Funds

\$1,100

Average Award per
Emergency Aid Recipient

Transition to Remote Instruction in Spring and Summer 2020

As part of the ongoing response to the COVID-19 pandemic, spring and summer classes that had been scheduled for in-person instruction moved to remote delivery. The Office of the Registrar facilitated this transition in several ways.

Important updates to the Schedule of Classes were made in bulk, relieving departmental curricular representatives of otherwise manual updates. Queries were created and data analyses run to help inform instructional continuity teams and deans' offices as they planned and monitored changes in the summer schedule. The Curricular Services team also provided ongoing information, consultation, and problem resolution for curricular representatives as they made adjustments to the spring and summer schedule of classes. Finally, our team worked with campus colleagues to make lecture-capture General Assignment classrooms available to instructors as one way they could record instructional content for remote delivery.

Ensuring Academic Continuity with Student Sensitivity

This semester the university introduced a special disruptive grading option in response to the COVID-19 pandemic. This option was available to everyone enrolled in spring 2020 courses that were awarded A-F grades. The opportunity to convert a letter grade to SD (satisfactory-disruption) or UD (unsatisfactory-disruption) opened on May 9th and closed on May 22nd. Many students (~10%) elected this grading option and others stated that knowing election was an option reduced the stress and anxiety associated with the abrupt conversion. This grading option only occurred for the spring 2020 semester due to the mid-semester disruption and associated immediate changes caused by the pandemic.

The SD grade fulfills all University General Education, degree/major, certificate, and PhD minor requirements and satisfies future course prerequisites. The UD does not carry any credit or fulfill any requirements. Neither of the new grades were included in GPA calculations.

In the spring 2020 semester there were over 10,300 unduplicated students converting grades to SD/UD and nearly 4,000 courses in which grades were converted to SD/UD grades. In total, students elected to convert nearly 10% of all grades to SD or UD grades.

In addition to the large amount of technical developments and business process adjustments that occurred, the Office of the Registrar developed a frequently asked questions (FAQ) page and Knowledge Base (KB) document outlining the implications and processes associated with electing a SD or UD grade. These developments, processes and tools provided transparency and supported the campus community in navigating the complexities associated with implementing the new grade option.

Bringing the Campus Tour Online

In addition to moving our yield and recruitment events online, our top priority was completing the virtual tour, as we knew this would have the greatest impact on students and families during the COVID-19 pandemic and beyond. This involved video editing, web development, image curation, and design completed by the Office of Admissions and Recruitment. A Tiger Team was formed to assist in finalizing the tour, including staff from Campus and Visitor Relations and University Marketing. The virtual tour launched on March 29 and included an accessible version. Although there has been no ability to film new content, we have worked to curate existing video footage of campus and utilize our teams to add additional videos and content to improve upon the tour and add additional, engaging content. As of June 25, the virtual tour had 45,323 total pageviews and 40,278 total unique pageviews with 14,594 tour visits and 12,533 unique virtual tour visitors.

The Office of Admissions and Recruitment plans to continue to produce virtual events far past the COVID-19 crisis to reach students who are not able to visit campus in-person as we are dedicated to providing impactful, meaningful campus access to prospective and admitted students.





RESPONDING TO THE BLACK LIVES MATTER MOVEMENT

(Jeff Miller / UW-Madison)

Beginning in May 2020 and continuing through the summer, the nationwide Black Lives Matter movement challenged public institutions and services to do better by our communities of color and indigenous communities.

Previously, the Division of Enrollment Management has maintained an Engagement, Inclusivity, and Diversity (EID) Committee charged with examining hiring, onboarding, and staff retention policies; developing professional and personal development curriculum; and reviewing the latest human resources data and research. In partnership with this group, we conducted a division-wide climate survey asking for honest, anonymous feedback about the employment experience within our organization. The Division of Enrollment Management interacts with all students at some point in their time at UW-Madison, and we know that creating an inclusive community begins within our organization.

As the nation mourned the death of George Floyd and so many others, we looked inward as individuals, offices, and members of the larger division, university, and community. It is important to us that equity work be at the core of everything we do; each of our workgroups, teams, and committees should be an EID group. We believe in this holistic approach because equity work is not something to be set aside for a monthly meeting or an inventory checklist, but an

iterative process of constant personal and professional improvement. This process begins with understanding and continues with practice, assessment, and constant listening and evaluation.

We have re-examined our Equity, Inclusivity, and Diversity Committee structure and format and are beginning the work necessary to develop ad hoc workgroups charged with specific, outcome-focused work. At the same time, we began building in equity work as a necessary part of every position in the division at all levels of leadership. Reviewing our feedback on the climate survey, DEM leadership conducted listening sessions for groups and individuals to help guide this work going forward. And we organized white affinity groups for white-identifying employees to examine our own implicit biases and the ways these shape the student experience at UW-Madison.

We recognize that we have a long way to go and that this is the bare minimum of what we must do to begin improving our services and our campus. It is a primary goal of our team, collectively and individually, to do much better for our students, staff, and faculty of color, and those with other and multiple marginalized identities and we are committed to accountability while we make progress. We thank the individuals and organizations partnering with us to accomplish this and to holding us accountable while we do. Black Lives Matter.



OFFICE OF ADMISSIONS & RECRUITMENT

(Jeff Miller / UW-Madison)

As the first point of contact for many future badgers, the Office of Admissions and Recruitment (OAR) is proud to have received a record number of admissions applications for the 2020-2021 academic year. OAR is constantly in the process of improving the recruitment and application experience for our prospective students.

A FIRST LOOK AT OUR INCOMING FALL 2020 FRESHMAN AND TRANSFER CLASSES

We've exceeded 50,000 applications for the first time (freshmen and transfer for spring, summer, and fall) in UW-Madison's history.

Our freshmen pool of applicants represent nearly 7,000 high schools from around the world (6,963+). Based on home address, our freshmen applicants represent all 50 U.S. states and Washington D.C. Our Wisconsin freshmen applicants represent 71 of 72 counties based on their home address (missing Pepin County). Freshmen applications from students of color and under-represented students of color continued to

increase. Our freshmen applicant pool had 137 global citizenships represented (this excludes U.S. Citizens).

We continue to see an increase in academic rigor and performance in our applicant pool, including students who have challenged themselves with Advanced Placement (AP), International Baccalaureate (IB) and dual enrollment course work among other challenging curricula. The vast majority of our applicants continue to be AB to straight-A students interested in exploring a variety of programs from engineering to political science and business to communication arts and agriculture.

Our transfer applicant pool represents over 900 institutions world-wide (924). There were about 100 more transfer applications than last year and after four cycles of steady declines; this increase was supported by a modest (26 application increase) bump among Wisconsin residents. Our Wisconsin transfer applicants represent 67 of 72 Wisconsin counties based on their home address. Based on home address, our transfer applicants represent 47 U.S. states and Washington D.C. Our transfer applicant pool had 72 global citizenships represented (this excludes U.S. Citizens).

OAR TEAM HIGHLIGHTS

Restructuring our Events Team

In summer 2019, the OAR Events Team changed its staffing model. The team was historically staffed by a manager and counselors who, in addition to application review, recruitment travel, daily presentations, and assisting students and families with questions, also planned events. As a result, the event planning portion of their role often conflicted with their duties as a member of the counseling team. This approach made it difficult to enhance events as well as effectively and efficiently execute them. The new structure is comprised of specialized team members focused on event planning and logistics. An experienced event planner serves as the team manager. There is an Events Specialist, who assists in planning events, and an Events Support Specialist who provides administrative support for the team. Having specialized roles has also resulted in our campus partners now having a single point of contact. This structure has enabled our events team to be nimble, evidenced by how quickly and successfully we were able to pivot to a virtual space this spring.

Implementing Salesforce

We continue to expand the use of Salesforce as our customer relationship management (CRM) tool. Our most notable enhancement was to create a series of web forms that flowed directly into our case management system. The web forms helped to prioritize and create efficiencies with our applicants and team to better handle missing materials requests around our deadlines. We also launched a live chat feature after team members moved to remote work. In response to campus expanding the use of Salesforce, we have been working closely with DoIT and the CRM Solutions Team to ensure our recruitment activities are well-positioned.



Supporting UW-Madison Online

Several OAR team members collaborated with the Division of Continuing Studies (DCS) to launch the Online Undergraduate Program in Personal Finance. They served on numerous committees, such as the UWOL Project Team, the Online UG Pilot SIS Set up and Structure Committee (4 members), and the Online UG Pilot Marketing and Communications Committee. They consulted with the Executive Steering Committee, lead marketing and communications team members, and other committees created to launch the program, as well as led recruitment training for the Enrollment Coaches in DCS.

Improving the UW System Admissions Application

We have been actively providing feedback to UW System/ UW HELP and technical designs of the redesigned UW System E-app. We have been instrumental in the process design of how materials are gathered and delivered to the campuses. An important focus has been improving data integration functionality and our historical experience has been pivotal to a successful update. We have also been engaged with UW-System, including making recommendations for improving processes for collecting materials, streamlining business processes, design enhancements, and encouraging a student-centered approach to making the process of applying to the various UW campuses more intuitive.

Building Bridges Worldwide

We engaged in 20 speaker series events in 12 different states outside of Wisconsin, 260 school visits, and 91 college fairs in the U.S. We participated in the Southside Chicago Counselor Breakfast, which was our first outreach in this area in several years. We visited with admitted students in highly diverse schools in Chicago, as well. We also visited 75 schools and participated in 24 fairs in 17 different countries as part of our international recruitment efforts.

Enhancing the Student Application Experience

We expanded our remote reader program to 30 team members who worked part time to conduct holistic reviews of our freshman and transfer applications. This additional staffing is needed to address the growing shift of applicants applying Early Action as we have seen an increase of more than 3,300 applications over the last three cycles. Many of our readers will be returning to their positions this fall to review applications for the 2020-2021 class.

We also hired six graduate student team members and our first ever project assistant. Our graduate students serve as counselors on duty, delivering information sessions, providing back up call center staffing, and assisting in holistic application review. In addition to this work, our Project Assistant assisted in transfer contract work and developed an application review training in Canvas.

We received nearly 46,000 applications for our freshman applicant pool and over 4,500 transfer applications. Full-time and part-time staff showed dedication and commitment to serving students by completing more than 92,000 evaluations for both freshman and transfer applicants for the spring and fall 2020 entry.

Prospective Student Outreach Before and Since COVID-19

Reaching more Wisconsin residents where they are studying and living was a theme of our work this year. This past fall we visited 182 high schools in 41 counties to speak with students and their school counselors about UW–Madison and the application process. We attended 76 freshmen-focused and 31 transfer-focused college fairs in the state of Wisconsin. Additional transfer outreach included 13 visits to two-year colleges in Wisconsin. We also presented specially designed sessions to students at 26 high schools and community-based organization events.

We hosted two Chancellor PRIME luncheons in February for Early Action admits. The first on-campus for select students from Dane County, the other in Milwaukee. These events were warmly supported by key campus partners, and the deans from our schools and colleges.

We hosted our first bilingual information sessions this fall. Hmong-English bilingual information sessions were held in Eau Claire and Wausau and were designed for both prospective students and their families to obtain important information about studying at UW–Madison, the application process, and financial aid.

Due to the role school counselors have in a student's college choice, we work closely with counselors around the state. We again hosted our Wisconsin School Counselor Advisory Committee in September. Also in fall 2019 we participated in the UW System's annual Counselor Workshops series, meeting approximately 900 college counselors, CBO representatives, and independent college consultants. UW System Workshops are regional meetings designed to support Wisconsin high school counselors. Counselors learn updates from UW HELP (Higher Education Location Program) on behalf of the UW System and from each of four-year campuses. Counselors can also ask individual questions and collect material from each campus during the fair-style portion of the event. UW HELP selects locations each year but attempt to serve all regions of the state.

The spring 2020 Wisconsin High School Counselor virtual information session was attended by almost 150 counselors from across the state during the first session, and about 40 more during the second session. These were held virtually during the month of June because we could not travel and offer the six in-person Counselor Breakfast programs originally scheduled. Moving forward, we may choose to host virtual counselor events as a cost-effective and efficient way to reach more counselors each year.

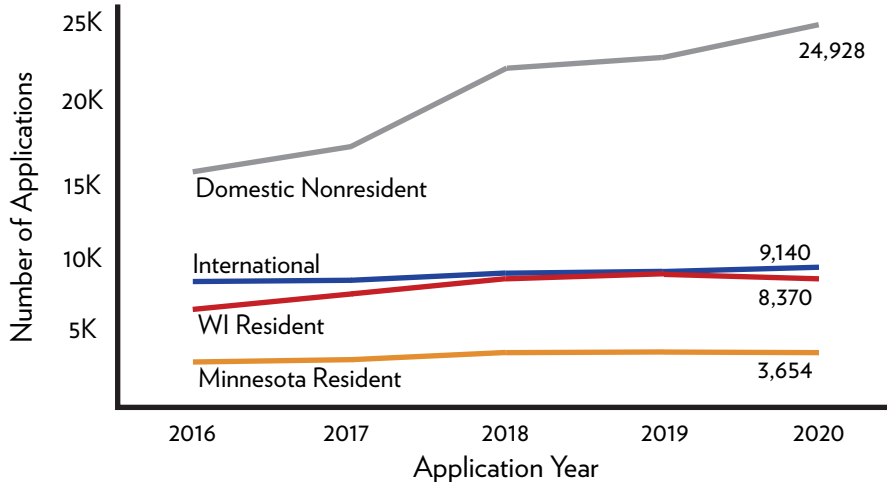
We appointed a new Wisconsin Initiatives Manager last fall to lead the team. Their focus this past year was on diversity and reaching students from all corners of Wisconsin, including yielding more rural students, hosting Bilingual Hmong-English events, and strengthening relationships with PEOPLE, AVID, College Possible, Milwaukee Public Schools, and the Tribal Colleges.

This year we held 170 on-campus and 83 virtual information sessions with a total of 13,718 attendees. We developed a suite of information sessions for specific populations including transfer, prospective and admitted freshmen, and international students.

OAR BY THE NUMBERS

Freshman Application Volume by Residency (2016-2020)

Residency is presumed from home address as residency determinations are not yet complete for the 2020-2021 academic year



46,092

Total Freshman Applications in 2020

4.5%

Increase over Previous Application Cycle

38.6%

Increase over Last Five Application Cycles

Information Sessions

- 170 On-Campus Events
- 83 Virtual Events
- 13,718 Total Attendees

Other Events

- 15 On-Campus Events
- 24+ Virtual Events
- 6,281+ Total Attendees

4,511

Total Transfer Applications in 2020

2.4%

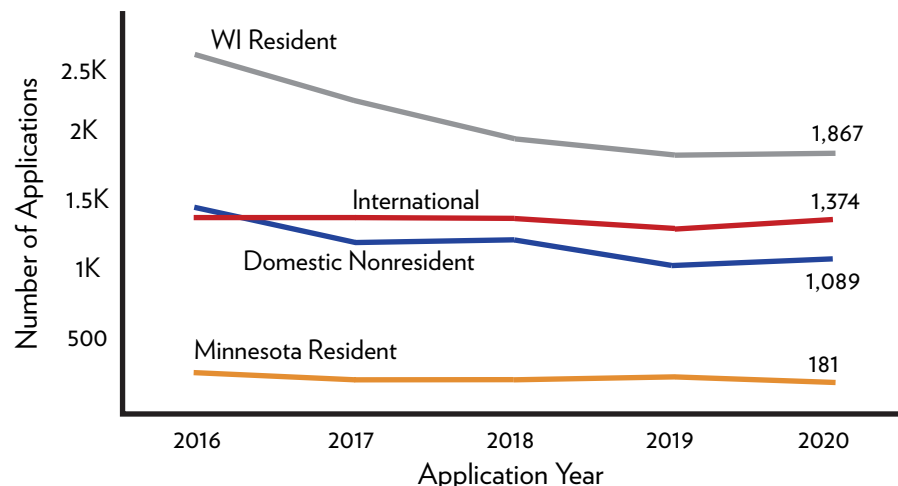
Increase over Previous Application Cycle

50,603

Total Transfer and Freshman Applications for Spring, Summer, Fall 2020

Transfer Application Volume by Residency (2016-2020)

Residency is presumed from home address as residency determinations are not yet complete for the 2020-2021 academic year



We hosted 15 on-campus events through early March this year and by the end of June will have held twenty-four virtual events for both admitted and prospective students as well as their families. Total attendance to date has been 6,281. Students and their families traveled to campus from 35 different states and several different countries for our in-person events through mid-March, and virtual participation was similarly diverse.

In addition to moving our in-person events online, new virtual event efforts have also been put into place. Every other week, we offer Q&A panels featuring our Wisconsin Admissions Volunteers (WAVs). As current students, WAVs share their experiences and answer prospective and admitted student and family questions about life on campus. “Ask Me Anything” Q&A sessions with a current student, Admissions Counselor, and a rotating campus partner are offered on Instagram Live. Another new initiative includes Next Step Panels for students who have been admitted from the wait list. These panels include representatives from University Housing, the Office of Student Financial Aid, Credit Evaluation Services, University Health Services, and the Center for the First-Year Experience. These sessions are designed to allow our newly admitted students to ask our campus partner experts questions about next steps towards enrollment.

On June 24, we offered our first virtual Open House event with 23 participating campus partners and 776 registered guests. This was our first open house for prospective students offered in the summer, as typically they are offered in fall. The virtual event is an a la carte-style day where students build their own schedule from a selection of sessions that cover a host of topics, including: housing, financial aid, academic information sessions, virtual campus tours, admissions information sessions, student panels, and campus organization and resource information sessions. Each session includes a live Q&A. We anticipate offering at least one virtual Open House per month for the foreseeable future.

Diversity Initiatives

We re-focused the structure of the Diversity Team, returning to the dedicated expectation of the UW System which called for 402 budgetary support to enhance outreach and recruitment of under-represented African-American, Native American, Southeast Asian, and LatinX students.

Including a recently hired Assistant Director to lead the unit, a staffing overhaul quickly increased enrollment of students of color in the freshman class. Application evaluation review committee work led to a projected 20 percent yield increase.

We hosted about 40 Milwaukee-based College Possible high school juniors and seniors (first generation, working class, and/or students of color) at the UW-Madison campus for the College Possible Visit Day. At this event, students learned about the admission process, enjoyed a meal, met with current students, toured the Red Gym, and more. We anticipate hosting more creative events like this with other community-based organizations in the future.

The Scholars of Promise Visit Day on Sept. 27 brought about 20 prospective transfer students from Madison College that are part of the Scholars of Promise program to campus. They experienced admissions and financial aid informational sessions, lunch, and a campus tour.

Transfer Students

This cycle we have prioritized developing our relationships with advisors at two-year schools around the state. We are continuing to partner with Madison College, including Scholars of Promise, Trio, and PTK. We have also increased presence and programming at Milwaukee Area Technical College. Every fall the Office of Admissions and Recruitment hosts a Transfer Advisers Conference, primarily for advisers at the state's two-year institutions; this year 35 advisers participated in a day of sessions discussing transfer to UW-Madison. A new addition to the conference offerings was a panel discussion with the admissions directors at each of the UW System four-year campuses.

Our team has moved to offering virtual one-on-one appointments and received a great response by our admitted transfer students with about 140 appointments in May and June.







OFFICE OF STUDENT FINANCIAL AID

(Jeff Miller / UW-Madison)

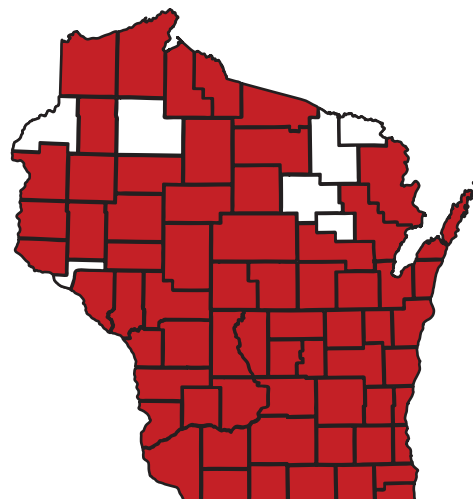
The Office of Student Financial Aid (OSFA) disburses many types of financial aid including grants, scholarships, loans, and work study opportunities from state, federal, institutional, and private sources. To accomplish this, OSFA partners with a variety of campus and community partners and provides administration for several marquee scholarship programs.

CONTINUING BUCKY'S TUITION PROMISE

This summer and fall, we welcomed to campus our second class of Bucky's Tuition Promise recipients. Bucky's Tuition Promise was announced in 2018 and guarantees tuition and fees in grants and scholarships to Wisconsin resident students whose families make less than \$60,000. This year we fulfilled this promise to even more new incoming students than in its first year, and they represent more of the state. On average, our incoming Bucky's Tuition Promise students received about \$13,000 in institutional grants and scholarships.

This program was further expanded thanks to generous donor support. For students who are eligible for Bucky's Tuition Promise and are Pell-eligible, full cost of attendance is guaranteed to be covered with grants, scholarships and work study opportunities.

Counties of Origin for Bucky's Tuition Promise Recipients (Fall 2019)



Bucky's Tuition Promise Recipients came to campus from across the state of Wisconsin. Location is based on a student's previous educational institution.

OSFA HIGHLIGHTS

Combining Students' Tuition and Housing Bills

For the first time in UW-Madison history, spring 2020 students who live in University Housing residence halls received one bill for both tuition and on-campus housing charges and are able to make one payment. For aid recipients, their financial aid will pay tuition and University Residence Halls charges directly prior to refunding any excess funds to the student. This change simplified the current authorized payer process and creates a single source of information for charges and payments. It also means that the existing BadgerPay Payment plan will be available for both tuition and University Residence Halls charges.

The team consisted of team members from the Project Management Office, Bursar's Office, University Housing and Kristen McRoberts from the Office of Student Financial Aid.

Rethinking Student Support Networks

The Office of Student Financial Aid continues to expand its approach to more holistic student-centered services. From success coaching, which provides a one-on-one assistance in navigating the college experience to basic needs support which helps students gain access to food, housing, and insurance to promote their overall well-being – these new services aim to support the student experience so they can achieve their own journey of success. Launched over the course of several months, our team established a network of success services to further support UW-Madison students, not just financial aid applicants.

Supporting UW-Madison Online

Several members of the OSFA team have been involved in various work groups this past year to support the expansion of online learning through the new Online Undergraduate Program. This includes providing accurate costs and financial aid information, SIS use and management, and orientation programs.

“For the first time in UW-Madison history, students who live in University Housing residence halls received one bill for both tuition and on-campus housing charges and are able to make one payment.”

Welcoming our New OSFA Director to UW-Madison

In July 2020, UW-Madison was proud to name Helen Faith as the fifth Director of the Office of Student Financial Aid.

Helen is a certified financial aid administrator and has a master's degree in educational policy, foundation and administration from Portland State University. She received her bachelor's degree with honors in literature from the University of California-Santa Cruz.

We are excited to welcome Helen to campus and to UW-Madison. Helen begins this role on August 1, 2020.





DEVELOPMENT & PARTNERSHIP WITH WFAA

(Jeff Miller / UW-Madison)

This year, DEM and the Wisconsin Foundation and Alumni Association (WFAA) continued our partnership to fund existing need-based scholarships for our students, and both teams acted quickly to generate donations to support the COVID-19 emergency student support fund.

SUPPORTING NEED-BASED ACCESS PROGRAMS

In the 2019 calendar year, the Wisconsin Foundation and Alumni Association (WFAA) partnered with DEM to raise \$14 million from 2,600 individual donors, an increase of 82 percent over what was raised in the previous calendar year. Most of this money will support endowed, need-based financial aid. In particular, the Patterson Legacy Match supported both estate gifts and outright gifts to support financial aid. In 2020, the campus community came together to launch the Emergency Student Support fund shortly after the Chancellor's announcement to move classes online. More than 700 donations have contributed to this fund.

Engagement with donors has been a primary focus of the last year. DEM and WFAA successfully stewarded over 300 individuals with endowed scholarships, including 40 of UW-Madison's top supporters. The team mailed or hand-delivered impact reports with student thank you profiles to each donor. We also produced the first annual report for donors, the first student ThankView to annual supporters, and produced "10-Year Impact" reports for

close supporters reflecting a donor's cumulative impact with their OSFA endowed scholarship.

During the 2019-2020 academic year, OSFA awarded more than \$8 million from WFAA donor funds, including 42 new or first-time funds awarded. These funds supported 1,904 awards to students, mostly in the form of need-based scholarships. Recruitment/admissions scholarships, WAA chapter scholarships, and externally selected (typically by high schools) scholarships were also supported.

We hired one new FTE with partial time dedicated to WFAA student engagement needs such as completing thank you profiles, coordinating donor-student meetings, leading OSFA donor tours, etc. And we counseled staff members at the American Talent Initiative (ATI) on recommendations for other university financial aid offices to begin fundraising. Derek Kindle presented at the ATI conference and wrote a blog post on the topic.

WFAA PARTNERSHIP BY THE NUMBERS

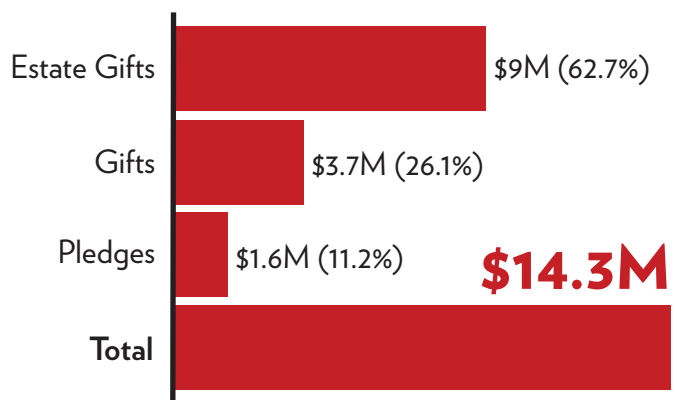
Financial Aid Scholarship Donations by the Numbers (2019 Calendar Year)

\$8.1M WFAA donor funds awarded during 2019-2020 academic year

1,904 Awards supported with WFAA donor funds during the same period

42 New or first-time funds awarded during the 2019-2020 academic year

Total Individual Donations Supporting Financial Aid Scholarships and Student Support (2019 Calendar Year)



Donor Support for COVID-19 Emergency Student Support Fund

700+ Individual donations supported this fund in a short amount of time

74% Donors who had not supported financial aid initiatives before

18% Donors who were UW-Madison faculty or staff



CONTACT

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Director of Development for
Scholarships and Student Support
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LEARN MORE

For more information about ways you can help support our students, visit supportuw.org. Interested in learning more about a specific fund? Here are three great places to start.

supportuw.org/giveto/greatpeople

Your donation here supports our most flexible need-based scholarship fund disbursed by OSFA.

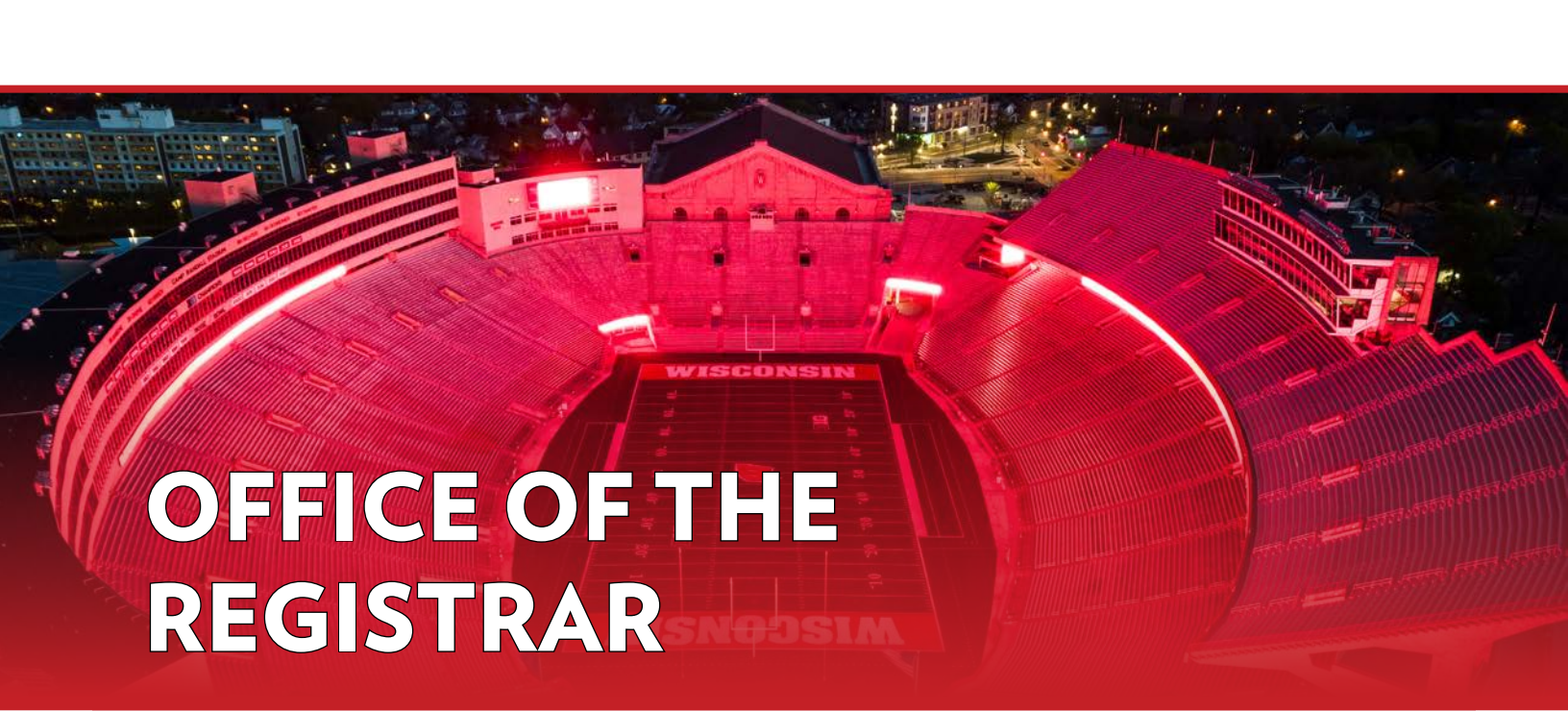
supportuw.org/giveto/btp

You can also choose to support Bucky's Tuition Promise, which, thanks to donors, provides scholarships to cover the full cost of tuition and fees to Wisconsin students whose households earn less than \$60,000.

supportuw.org/giveto/emergencysupport

At this link, you can specify that your gift be used to meet the unexpected costs incurred by students due to the global COVID-19 pandemic.





OFFICE OF THE REGISTRAR

(Tony Fumo / UW-Madison)

During an already busy academic year, the Office of the Registrar quickly mobilized to ensure the safety of our students during the COVID-19 pandemic and by facilitating the resulting mid-semester shift to remote education.

STREAMLINING CREDIT EVALUATION SERVICES

This fall, the Office of Admissions and Recruitment transitioned credit evaluation responsibilities to the Office of the Registrar. The new unit, known as “Credit Evaluation Services” (CES), processes course credit and AP/IB test credits for incoming freshmen and transfer students, as well as re-entry and continuing UW-Madison students.

New team members began training and collaborating with campus partners to map business processes and expand knowledge regarding evaluating and entering credit evaluations into SIS.

In late 2019, the new CES team dove right into work and began completing credit evaluations for the spring 2020 transfer class. As of June 10, 2020, the CES team completed credit evaluations for 1,356 fall 2020 transfer applicants. During those credit evaluations, over 25,000 courses were evaluated from 523 different colleges in 17 different countries.

As of June 24th, the team rolled out Transferology, along with the entire UW-System, to replace the Transfer Information System (TIS). Transferology is an online tool to view course equivalencies, enter and store coursework, and even request an evaluation of transfer work against a program.

This transition and the continued work would not have been possible without assistance from the Office of Admissions and Recruitment. This transition and associated work has been an all-hands-on deck effort between the OAR and RO to complete such high level work in a short amount of time.

RO TEAM HIGHLIGHTS

Transfer Credit Evaluations by the Numbers

25,000+	Total courses evaluated for transfer credits
1,356	Transfer students in spring 2020 with completed credit evaluations
523	Colleges and universities represented among these students
17	Countries represented among these students

Optimizing the Student Information System

In the summer of 2019 the Division of Enrollment Management successfully concluded its Student Information System (SIS) Optimization program. The latest version of our product, Campus Solutions 9.2 has been live for a year. Despite its conclusion, many staff across the division (and campus) were still heavily engaged in the development, testing and rollout of the new system beyond the release. Over the past year, testing of SIS 9.2 and minor updates, to things such as transcripts, have continued to happen to better integrate the system with division work and services provided.

Creating a project portfolio

The Registrar's Office began a journey in FY20 to establish new processes and create a project portfolio from the ground up after finishing the SIS 9.2 Upgrade. Due to countless competing project and task priorities with no clear path forward, they designed inclusive and transparent task management processes and established project portfolio management and budgeting processes - all to tackle the backlog and build organizational effectiveness. A total of 6 projects, 18 product/service improvements, and 22 upcoming initiatives have been run through the process since inception; the team has also completed approximately 300 Jira tasks.

Improving the Degree Audit Reporting System

This year the Office of the Registrar developed and implemented an integration of the Degree Audit Reporting System (DARS) in the Course Search & Enroll application. As part of the 9.2 upgrade, the Course Search & Enroll app (CS&E) became the single source for all student enrollment and has been successfully used by students and advisors since that transition. To improve the usability of, and engagement with, the app and increase students' success, several other systems have been integrated with CS&E.

DARS is used to audit the progress of most undergraduate degree programs and certificates. A DARS audit processes a student's status and academic record as it applies to the requirements for completing a degree. A completed report indicates which requirements have been met and which are still needed. DARS is also an essential advising tool used for planning enrollment in future terms and to identify educational opportunities and pathways through curriculum.

Key Features of DARS for Students within Course Search & Enroll Application:

- Distinctive icons visibly indicate when requirements or sub requirements are complete
- Connects with established degree plans created by students in the Course Search & Enroll Degree Planner tool
- Ability to run "What-If" reports
- Ability to expand or collapse all requirement sections, or expand sections individually
- Depending on the audit settings selected, the expanded view can provide a list of courses that have been planned, enrolled in, in progress, and graded
- Clearly displays at the top of the report: Date of Report, Advanced Standing Credits, High School Units, Declared Major (Academic Plans), Advisor(s), and Catalog Year/Alt Catalog Year dates.





STUDENT SUCCESS THROUGH APPLIED RESEARCH (SSTAR) LAB

(Jeff Miller / UW-Madison)

Housed within the Office of Student Financial Aid, the SSTAR Lab, led by Dr. Nicholas Hillman, uses applied academic research to guide, support, and partner with practitioners whose work aims to improve educational opportunities and outcomes for current and future college students.

EXCELLENCE IN RESEARCH AND SCHOLARSHIP

In the previous year, the Student Success Through Applied Research (SSTAR) Lab secured almost a quarter of a million dollars in grant funding, including grants from a partnership between the Bill & Melinda Gates Foundation and the Sorenson Impact Center to study demographic shifts in higher education. We also received a grant from Ascendium Philanthropy to continue and extend our rural higher education research.

In addition to secured funding, we have been invited to apply and are awaiting responses for a grant from Arnold Ventures to study student loan repayment and one from the California Student Success Lab to study community college funding inequality.

Finally, we continue to build relationships with the national education community. The Joyce Foundation invited us to apply for a grant to study higher education enrollment and funding trends in Wisconsin, which we are in the process of developing. The Kresge Foundation is also interested in the lab's work and we are actively developing partnerships with them. Both foundations focus on midwestern states, so we are optimistic that we

will find partnership to help financially sustain the lab.

Across all work, we aim to bring rigorous research to bear on problems of practice. Doing this not only improves the administration of aid programs and promotes student success but helps our research team be more knowledgeable about policy and practice and the role research evidence plays in decision-making support.

We are being seen as a resource for people outside the university and we aim to make our work accessible and useful for broad audiences. Examples include:

On February 23, 2020, the Wisconsin State Journal [published an article](#) titled "Small UW campuses provide access to education. What would happen if they disappeared?" that built on our geography projects and highlighted the lab.

On March 13, 2020, Governor Evers' Task Force on Student Loan Debt invited Dr. Hillman to present research on student loan debt trends in Wisconsin.

CONFERENCE PRESENTATIONS 2019-2020

Association for the Study of Higher Education

Annual Conference

Spanning Boundaries and Broadening Impact: Research-Practice Partnerships as a Method for Research Engagement in Higher Education

Interaction Design Association Education Summit

Annual Conference

SSTAR Lab: An Innovation Story from an Unlikely Place (with Michelle Kwasny)

Wisconsin Association of Student Financial Aid Administrators

Annual Conference

Research-Practice Partnerships in Financial Aid

Society for Research on Educational Effectiveness

Annual Conference (cancelled due to COVID-19)

Researcher-Practitioner Partnerships for Higher Education: Perspectives of Practitioners and Funders

Coalition of State University Aid Administrators

Annual Conference (postponed due to COVID-19)

Linking Research to Practice: The SSTAR Lab Model

The Task Force subsequently invited him to offer recommendations on improving data collection efforts for the state.

On June 11 & 12, we co-hosted the 39th annual Student Financial Aid Research Network (SFARN) that brings researchers, policy analysts, government officials, and community-based organizations together to discuss aid policy and research. We hosted two sessions on how COVID-19 affects higher education – one on UW-Madison's response (Shane Maloney and Scott Owczarek) and one on national outlook (Trellis Foundation and NASFAA).

Engaging with a Vibrant Campus Community

We have initiated a DEM reading group for data analysts interested in reflecting on and incorporating anti-racist practices into data analysis by reading “White Logic, White Methods” to spark conversation, awareness, and ultimately reflective practice. APIR and WFAA also has staff participating with DEM, we have approximately 30 participants signed up.

Building a High-Performing Organization

Dr. Hillman (0.25 FTE), two Project Assistants (1.25 FTE), and two hourly students (10 hours per week) conduct all the research, analysis, and writing done in the lab. We have developed administrative practices between DEM finance, strategic initiatives, and RSP. New staffing and growth will bring the lab to 4.25 FTE in 2020-2021.

This includes our new Assistant Director, Dr. Audrey Peek, who most recently worked at the American Institute for Research and brings the research and project management skills necessary for this work. We are in the process of hiring a Research Analyst to evaluate the School of Education's teacher pledge program.

Serving the State of Wisconsin

The SSTAR Lab serves as a resource for UW-Madison, most notably by providing the analysis that led to the implementation of Bucky's Tuition Promise, but this year the lab served other stakeholders in Wisconsin and nationwide. We published a dashboard showing CARES Act funding allocations, improving the accessibility of the data behind the act that provided billions in emergency financial aid to students nationwide. Dr. Hillman was invited to share this resource with the research analysts at the Education Trust and with journalists who are members of the Education Writers Association. And we began the Student Debt in Wisconsin blog series, which curates student loan data from multiple sources to help inform the Governor's Task Force on Student Loan Debt.

STUDENTS IN THEIR OWN WORDS

(Jeff Miller / UW-Madison)

Students are the heart of what we do at the Division of Enrollment Management, and so no annual report would be complete without including their voices. Collected here are several responses written by students who received grants and scholarships thanks to generous private donations.



Eric Brown
Senior, Sociology and
Environmental Studies

I chose UW because I have always dreamed of coming to UW and because of its outstanding academic reputation. Also, many people from my area of inner city Milwaukee don't get to go to college let alone Madison due to the poor education systems and lack of money. So I wanted to show them that it can be done.

My inspiration is my dad who was the first in his family to go to college. As a result, I wanted to continue the legacy of educated young black males in my family and help break the cycle of poverty that a lot of my family and area experiences.

My major is sociology, which is the science of people and environmental studies, which is the study of the environment, its unique traits, and how we interact and affect it.

...[It] is important to me because it shows how far I've come and reminds me of how fortunate I am to have this opportunity. Also reminds me that I have to work even harder to show that I belong here and am using this opportunity to the fullest. Thank you so much for this opportunity and for all you've done.



Sarah Marshall
Sophomore, Animal
Science

I chose the University of Wisconsin-Madison because it has been my dream school for as long as I can remember. As the 25th best university in the world, the education I will receive here is outstanding, and the beautiful campus and city life makes it so much more wonderful. Growing up in a family without a lot of money for college made it tough to decide what my future was going to be, but with the generous scholarships I have received my dream of attending this university is now a reality and I am incredibly proud to be a Badger.

It means the world to me that I was lucky enough ...because it truly is the difference between getting a college education and not. Additionally, ...[it] helps keep me motivated to earn good grades and go above and beyond the standard expectations.

...With three other siblings and a less than average family income, I never thought that I would have been able to attend my dream college, and I have my donor and their generosity and support to thank for that. I promise that ... [it] will not be wasted and will help me earn a Doctor of Veterinary Medicine degree so that I can make the world a better place.



Niha Shamsi
Junior, Nursing

When considering universities, there were numerous factors that I focused on, including cost, program, location, and environment. For me, UW-Madison hit the mark on all of these categories. I am so grateful to have found a school that provides me a welcoming and open environment to pursue my dreams.

My journey is unique because out of my entire immediate and extended family, I am the first girl to travel out of state for college. In my Pakistani-Indian culture, it is not as common for girls to move out of their homes for college. My major is a Bachelor of Science in nursing with a minor in global health. Ever since I was a young girl, I have accompanied my dad on his numerous visits to the hospital and doctor's offices. It was during these visits that I grew to admire nurses for their ability to treat my dad, along with the rest of their patients, with such compassion and care.

My favorite memory related to UW-Madison was the moment I found out that I had been accepted into the nursing program. It was the last day of my Sophomore spring semester, and my parents had come to pick me up to go back home for the summer. I knew that decisions

“Growing up in a family without a lot of money for college made it tough to decide what my future was going to be, but with the generous scholarships I have received my dream of attending this university is now a reality and I am incredibly proud to be a Badger.”

would be released soon, and I was so anxious and nervous the whole day about receiving the email. It wasn't until I had everything packed in my parents' van that my phone dinged with the notification. I remember feeling as if my heart was about to rip out my chest when my parents and I nervously huddled over the phone waiting for the email to load. As soon as I read the words “congratulations” and “admitted”, my parents and I automatically burst into tears. It was the first time that I had seen my dad truly cry out of pride for me, and it was the happiest moment of my life. Everything that I had been working so hard for these past couple of years had led to that moment, and I will never forget that day.

This...signifies that there is somebody out there who believes in me and my future success...I will be able to help fulfill my parents' dreams and aspirations of their children receiving a higher education than them.

I would like to extend my gratitude to my donor for being so gracious and helping me to further my education and fulfill my dreams of becoming a nurse practitioner. I would be nowhere without the support from kind souls such as yourself, and I sincerely thank you from the bottom of my heart.





Melissa Wittig
Freshman, Biology

There are many reasons I decided to attend the University of Wisconsin-Madison, the biggest reasons being the quality of education and research. I was looking for a school that would give me the best education for my major and prepare me best for graduate school. Additionally, UW- Madison has hundreds of research labs going on at any given point. Research is a huge part of my undergraduate career and having many opportunities to get involved in this was very important to me.

One of my favorite memories related to UW-Madison is the lakefront and dock off of Lake Mendota, right outside of Memorial Union. Whether fall, winter, spring, or summer it was a place for me and my friends to gather after classes or on a nice day and have dinner together or just talk.

...[It] is extremely important to me because it allows me to get an education that I may not be able to get otherwise. I believe that many people are cut short of what they deserve for higher education because of money, and I already know many people that had to put a pause on their education or stop it completely because of financial reasons, when they had so much to offer to wherever they attended.

I would like to say that any donor of a financial aid program is helping students more than they may know. It is ensuring someone get an education that they may not otherwise be able to receive. Too many people with tons of potential are never given an opportunity to better the community and the more we support funding higher education the better off our society is.

(Brian Huynh / UW-Madison)



THE DIVISION OF ENROLLMENT MANAGEMENT

The Division of Enrollment Management includes a team of more than 170 full and part-time team members. Pictured here are members of the Divisional Leadership Team. This organization chart is current as of August 2020.



CAMPUS & COMMUNITY PARTNERSHIPS

The Division of Enrollment Management couldn't do it alone. Each of our offices depends on partnerships with campus and community organizations to admit, fund, and enroll a talented student body. Listed here are the names and contact information of some of the partner organizations we depend on. We thank each of these organizations for their dedication to supporting student success.

All-In Milwaukee

allinmilwaukee.org

What started as a logical partnership around maximizing financial aid has grown into a campus-wide collaboration to support All-In Milwaukee and the students we all collectively serve. All 12 students in their first-ever cohort are returning for their sophomore year, and we're looking forward to welcoming 27 new students in the freshman class.

Bursar's Office

bursar.wisc.edu

Each of DEM's offices came together with Deloitte consultants and the Bursar's Office to support and finalize the upgrade from the SIS 9.0 environment to the more user-friendly and de-customized SIS 9.2.

The Center for the First Year Experience (CFYE)

newstudent.wisc.edu

OAR worked with CFYE to develop and answer frequently asked questions for students and families, streamlining the new student experience in the process.

Center for Leadership and Involvement (CfLI)

cfli.wisc.edu

OSFA and CfLI partnered to create the Engaged Leaders through Employment (ELE) program, which is expected to launch this fall for faculty & staff who work with student employees. This program seeks to build leadership capacity through employment experiences by equipping faculty and staff with the tools to succeed.

College of Agriculture and Life Sciences (CALS)

cals.wisc.edu

OSFA partnered with CALS to integrate financial wellness and GradReady into their seminar course for freshman. We'll be looking at the feedback from this course and using it to offer similar, imbedded financial wellness opportunities in other courses across campus.

Covering Wisconsin

coveringwisconsin.org

OSFA is collaborating with Covering Wisconsin to support students through the enrollment process for health insurance. This is a key partnership as a part of our Basic Needs supports and one we hope to continue to expand going into the next year.

Dean of Student's Office (DoSO)

doso.students.wisc.edu

OSFA expanded upon existing partnership with DoSO to support students in crisis through the crisis grant and a collaborative approach to emergency support as well as engaging on a joint taskforce to address basic needs of students in a more coordinated approach.

Division of Continuing Studies

continuingstudies.wisc.edu

OSFA partnered with the Division of Continuing Studies to recruit and fund FISC students and students joining us for a summer term of instruction.

Division of Extension

extension.wisc.edu

Over the past year OSFA has collaborated to discuss and improve ways in which we can share information in multiple languages on our financial aid promise programs. This has served multiple purposes including improving access to higher education, increasing recruitment to UW-Madison, and providing connectivity back into communities in Wisconsin to contribute to community and workforce development.

Division of Information Technology (DoIT)

it.wisc.edu

Credit Evaluation Services (CES) made the transition from OAR to the RO. With guidance from DoIT Project Management, CES successfully moved offices and has already implemented great work. With the help of DoIT services, the RO was also able to integrate DARS reporting with the Course Search & Enroll application.

Instructional Continuity and the Office of Undergraduate Advising

instructionalcontinuity.wisc.edu
advising.wisc.edu

The RO came together with various campus partners to quickly and effectively move the spring semester to a remote form of instruction. This partnership continues grow and be strengthened as the university adapts to providing high quality education in the midst of a pandemic.

International Academic Programs (IAP)

studyabroad.wisc.edu

In the past year OSFA offered financial aid drop-in advising at the IAP Office and joint funding sessions. We worked collaboratively with the IAP Office to assist students whose spring 2020 study abroad programs were disrupted due to COVID-19. We provided timely information to students and families and secured emergency funding to assist with unexpected costs.

The International Division

international.wisc.edu

OAR collaborated with the International Division to recruit and select six international, high-achieving King-Morgridge scholars to campus.

Office of Human Resources (OHR)

hr.wisc.edu

OHR has been a critical partner for OSFA in our Income Continuation efforts to support student employees in response to COVID19 as well as critical programming such as WiGROW as well as our Inclusive Student Employment Practices.

School of Education (SoE)

education.wisc.edu

OSFA and SoE collaborated to launch their Summer Bridge to Success Scholarship, which provided over \$1 million in emergency funding to 300+ students. Our relationship is expected to continue into the fall.

School of Medicine and Public Health (SMPH) and UW Health

med.wisc.edu

uwhealth.org

OSFA's partners at the School of Medicine and Public Health and UW Health played a huge part in building out and offering Radiology 914: Physician Financial Wellness course. Plans for expansion of the course are underway for spring 2021.

University Relations

universityrelations.wisc.edu

This year, OAR partnered with University Communications and Campus and Visitor Relations to create an engaging online campus tour. Working with University Communications, the team was able to build additional content beyond traditional tour stops.

UW-Madison Recreation & Wellbeing (RecWell)

recwell.wisc.edu

We partnered with the RecWell Referral Program, which will allow OSFA to recommend students facing financial hardships for RecWell fee waivers as well as to get directly connected with RecWell programming to build that students community at UW-Madison.



THANK YOU

From all of us at the Division of Enrollment Management, we thank each of these teams for their service to the students of UW-Madison and their partnership with DEM.

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Division of
Enrollment Management
UNIVERSITY OF WISCONSIN - MADISON