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## **TRANSFORMING THE WAY UW SYSTEM DOES BUSINESS**

### **Improving Quality and Affordability for Students**

- Increased efficiencies will allow UW System to invest more in student success
- Properly managed programs, course, sections and faculty workload will solidify the path to graduate in four years.

### **Reforming and Re-engineering Business Practices:**

*Conduct a thorough analysis of all “back-office” operations system-wide and implement necessary changes:*

- “Back office” refers to non-instructional, typically administrative operations such as human resources, payroll, purchasing, IT, facilities management – actually, any function within the organization.
- The Huron Consulting Group has already worked with several of our campuses, and identified savings. Taking a system-wide look at operations has the potential for even greater efficiencies and savings – while also improving the quality and effectiveness of what we do. These services could possibly be consolidated, regionalized, or even eliminated to achieve savings which could then be redirected to the classroom.

*Establish an “independent hotline” to report waste, fraud and abuse.*

- These types of hotlines are common in state agencies and at other higher education institutions. A UW System hotline will send a strong message to the legislature and the public that we take concerns about waste, fraud and abuse seriously.

*Reform the search process for presidential, chancellor, and vice presidential positions.*

- The current executive search process, in many ways, has worked very well. However, it also can be limiting or restrictive. National search firms have repeatedly told us that highly qualified candidates are declining to participate because of our process. Some common sense reforms are both warranted and overdue, and a full review of our executive search process should be undertaken.

## **Refocusing and Realigning Academic Priorities.**

- Develop uniform workload guidelines for the non-instructional activities of faculty members. This is important to help us more clearly explain the broad and diverse range of faculty responsibilities.
- Establish processes and policies to manage programs, courses, and sections with low enrollments, as well the proliferation of elective courses so that priority is given students having access to the necessary core courses.
- Monitor, manage, and drive down the number of required credits to graduate, so that students have a better opportunity to finish in four years. While the UW System's current minimum is 120 credits to graduate, as mandated by the Higher Learning Commission, some programs' credit requirements have increased beyond that minimum and should be reviewed.
- Provosts and the UW System administration are already engaged in this process and faculty will play a critical role. Our goal is to strengthen academic programming and to better explain to legislators and the public all the good work done by our faculty and staff. By demonstrating that we are managing our existing resources responsibly, we believe we will be in a better position to make a compelling case for increased resources and flexibilities from the state.

## **Reforming the Development and Approval Processes for both Facility and Segregate Fee Requests:**

- Develop two approval processes for capital bonding projects: one for proposed new net square footage; and another for the remodeling or refurbishing of existing square footage.
- An in-depth analysis and review of existing segregated fees as well as the development of a new process for approving seg fees. Every campus has become more reliant on segregated fees in recent years, and we intend to do a better job of accounting for those fees – and finding ways to reduce them where possible.
- Going forward, existing segregated fees and any requests for increases in segregated fees will be subject to unprecedented scrutiny.