Strength Through Innovation and Flexibility

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University of Wisconsin-Madison
Paradoxical Issues of US Higher Education

PERFORMANCE:
  World class -- Mediocre

POLICY:
  One size fits all -- Mission Diversity

CHANGE:
  Future Vision -- Past Virtues
Reaching the Limits of Old Assumptions

FISCAL LIMITS
  • New Ratios of Public-Private Support

QUALITY LIMITS
  • Common Standards -- Variable Pathways

NATIONAL LIMITS
  • Global Competition -- Knowledge Economy
Shifts in Public Higher Education Financing

A revenue crisis -- A funding gap

- The “pendulum” of adequate/inadequate funding no longer applies
- No major revenue gains for standard tuition increments
- Federal and philanthropic funds provide the “margin of excellence” rather than “base” budget.
- Public universities need to develop a new strategy to remain competitive and advance a public vision.
A Strategic Framework for Advancing our Vision: “A Model Public University”
Our Shifting Revenue Sources

Expenditures
- Buildings, Special Programs, Research and Services
- Research
- Education
- Operations

Funding Sources
- Philanthropy Margin of Excellence
- Research and Technology Transfer
- State Funding
- Tuition
- Auxiliary Revenue

Funding Gap

Leveraged Impact

Base Budget
Responding to Revenue Shifts

Expenditures: Future
- Buildings, Special Programs, Research and Services
- Research
- Education
- Operations

Funding Sources: Future
- Philanthropy
- Research and Technology Transfer
- GAP
  - Educational Innovation
  - Administrative Excellence
  - State Funding
  - Tuition

Leveraged Impact

Base Budget
Filling the Gaps

1. Philanthropy

- Increased investment in the base budget
- Need-based aid to ensure access
- Fully endowed named professorships
- Funds for Educational Innovation
2. Enhanced Research and Economic Development

- Predictable “seeding” of external funding
- Partnerships: Expand our partnerships to expand our capacity and success
  - entrepreneurs, investors,
  - research U’s around the world
- Generate more products and companies from our research and ideas.
  - Discovery to Product (D2P)
3. Educational Innovation

- **Curriculum Design**
  - Departments across campus transforming their curriculum for learning excellence, market need, and best use of capacity

- **Alternative Delivery**
  - Technology to support collaborative, self-paced learning: WisCEL, flipped classrooms
  - Spaces for new learning: Nursing, SoHE
  - Flexible degrees and MOOCs

- **Serve and graduate more students**
  - Professional degrees and certificates – over a dozen coming soon
  - Increasing capacity in high demand areas

- **Agile infrastructure**
  - Restructuring units for optimal size and disciplinary connections
  - Expanding summer offerings
  - Streamlining and updating policies for efficient changes
4. Administrative streamlining

- Information technology - consolidation and aggregation
- Space management and reduction of leased space
- Demand management of supplies
- Enhanced coordination of facilities
- Streamlining grants management processes
5. System and State Flexibilities

- Increased institutional autonomy
- Agile personnel systems
- Reallocation of base funding
- Program specific tuition
- Enrollment mix: In-Out of State
### 2011-2012 Undergraduate Percent Non-Resident at Public Big Ten Universities

<table>
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<tr>
<th>University</th>
<th>Percent Non-Res</th>
<th>Policy Notes</th>
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<tbody>
<tr>
<td>Iowa</td>
<td>43.0%</td>
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<td>Purdue</td>
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<td>Wisconsin-Madison</td>
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<td>25% limit; BOR policy</td>
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A New Higher Education Policy Environment?

- Accept and confront institutional variability
- Simplify government engagement
- Set realistic performance outcomes
- Facilitate inter-institutional collaboration
- Resolve the proportionate public/individual responsibility for higher education