

Strength Through Innovation and Flexibility

David Ward
Interim Chancellor
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

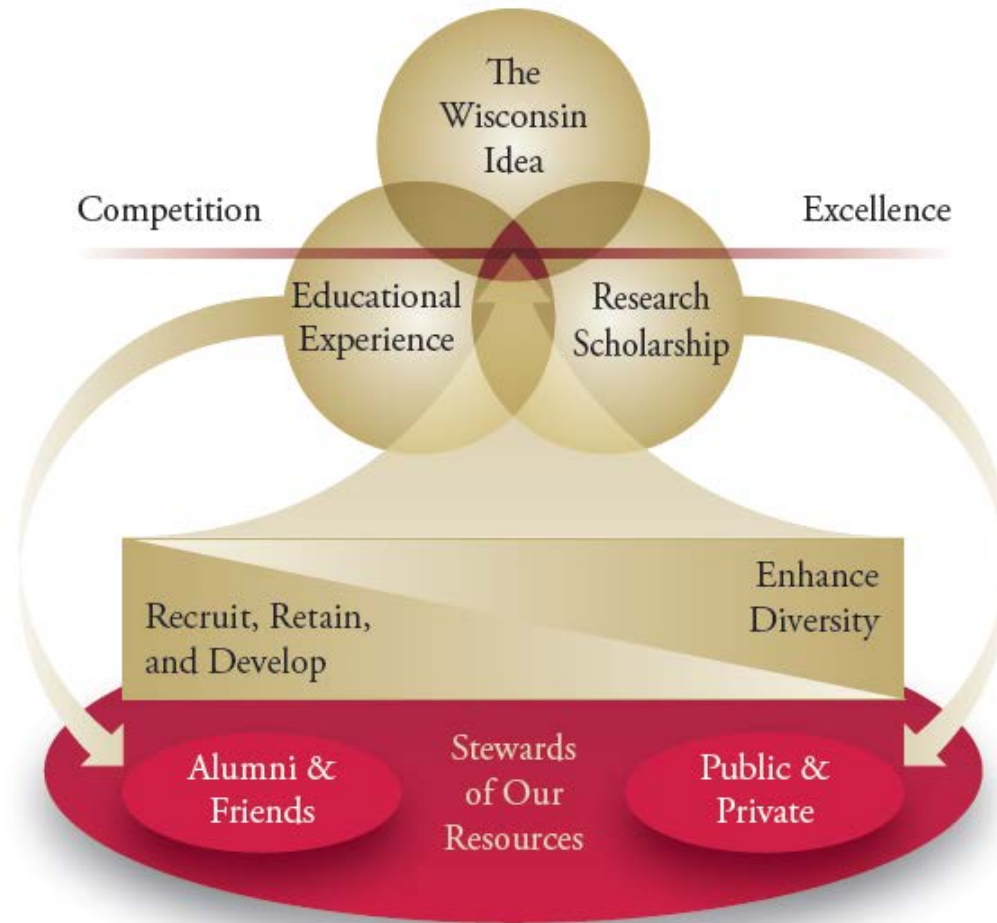
- Global Competition -- Knowledge Economy

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.

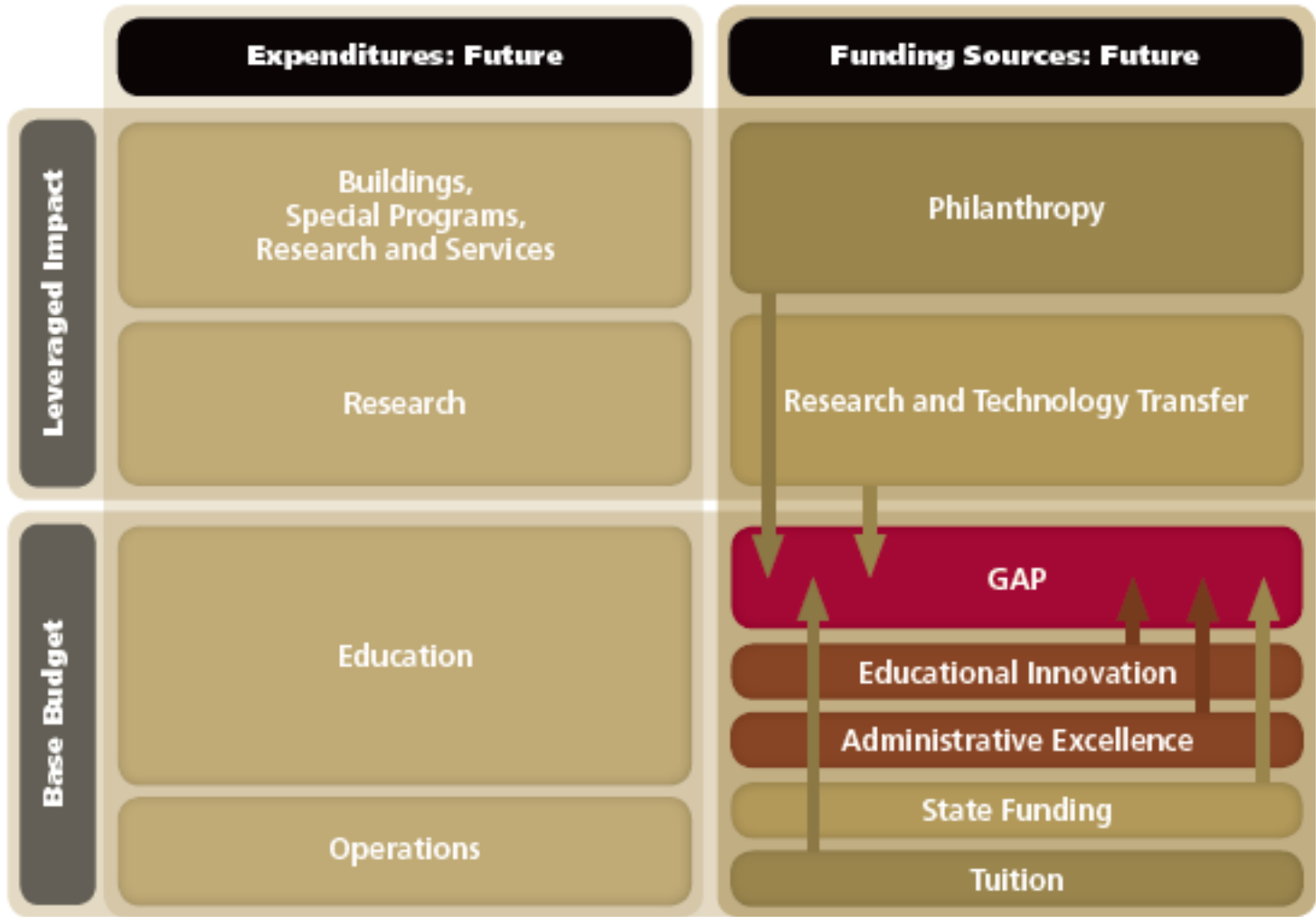
A Strategic Framework for Advancing our Vision: “A Model Public University”



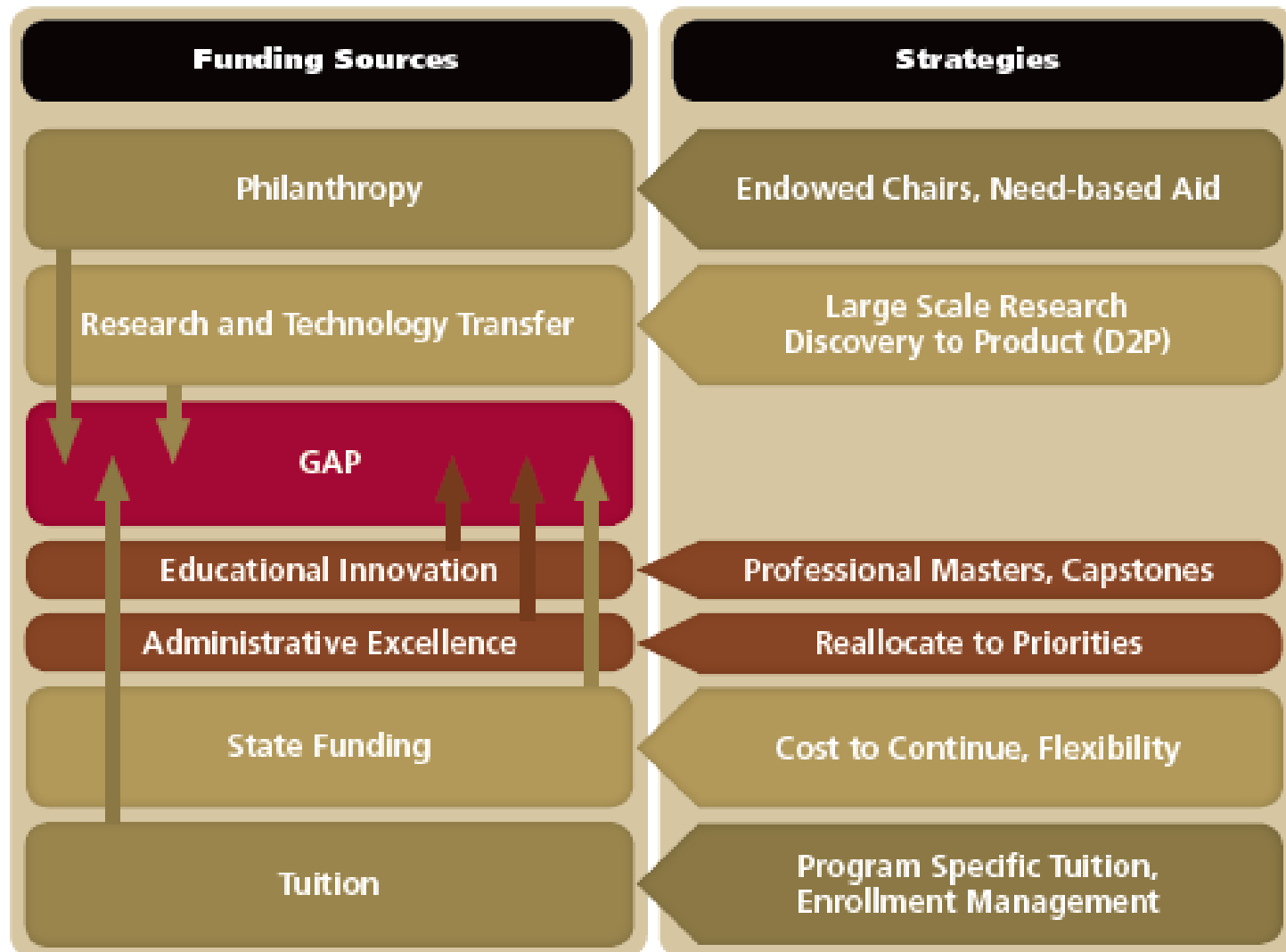
Our Shifting Revenue Sources



Responding to Revenue Shifts



New Revenue Strategies



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

University	Percent Non-Res	Policy Notes
Iowa	43.0%	No restrictions
Purdue	40.0%	No restrictions
Michigan	37.0%	No restrictions
Indiana	35.0%	No restrictions
Pennsylvania State	34.0%	No restrictions
Wisconsin-Madison	24.6%	25% limit; BOR policy
Illinois	21.0%	No restrictions
Minnesota	18.0%	No restrictions
Michigan State	18.0%	No restrictions
Nebraska	18.0%	No restrictions
Ohio State	16.0%	No restrictions

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