

Please indicate with an “X” which proposals you recommend for further exploration by the Legislature.

Proposed Recommendation #1: Separate UW-Madison From the Other 12 Comprehensive Campuses

YES	NO	Proposals
		The Legislature shall explore the creation of a dedicated governing board for UW-Madison that is separate from the Board of Regents for the Universities of Wisconsin, who will then oversee and support the work of the 12 universities outside of UW-Madison.
		Create a new state appropriation to provide general purpose revenue (GPR) funding specific to UW-Madison, and maintain a separate, singular GPR appropriation for the other comprehensive universities in the UW System combined.
		Create a new state appropriation model to provide GPR funding specific to each individual campus – 13 separate appropriations. UW System Administration services would be charged back to each campus using a utilization rate for their services. No separate appropriation would be made to UW System Administration as a stand-alone operating unit of the Universities of Wisconsin.
		If UW-Madison is separated from the UW System in whole or in part, locate UW System Administration headquarters outside of Madison. Milwaukee is a suggested location, as the anchor R1 institution among the 12 non-Madison comprehensives.
		Create a regional governance model for UW System, which could increase operational efficiency and be responsive to local educational and workforce needs. UW-Madison may or may not be its own “region.” Reduce administration by appointing regional chancellors instead of heavy administrative bodies at all 13 UW institutions.

Proposed Recommendation #2: Create a Higher Education Coordinating Council

YES	NO	Proposals
		Create a Wisconsin Higher Education Coordinating Council, appointed by the Governor and subject to Senate confirmation, to advise both the UW System and the Wisconsin Technical College System (WTCS). The council must establish statewide higher education goals, make recommendations in furtherance of those goals, track and report data, study areas for potential collaboration, and provide required preapproval before closure of any campus.
		Alternatively, members of the council would be appointed Majority and Minority leadership in both the Assembly and the Senate, with a balance of membership appointed by the Governor.

Proposed Recommendation #3: Revise Board of Regents Membership

YES	NO	Proposals
		The Legislature shall explore reforming how members of a dedicated Board to UW-Madison and a Board for the Universities of Wisconsin (the rest of the 12 universities outside of UW-Madison) are selected, ensuring key stakeholders are represented effectively through the membership of political leaders, University donors, students, and business leaders.
		The Board of Regents membership should include: (1) the State Superintendent of Public Instruction; (2) the WTCS President or other WTCS Board member designated by the president; (3) a state representative appointed by the Speaker of the State Assembly, or the representative's designee; (4) a state representative appointed by the Minority Leader of the State Assembly, or the representative's designee; (5) a state Senator appointed by the Majority Leader of the State Senate, or the Senator's designee; (6) a state Senator appointed by the Minority Leader of the State Senate, or the Senator's designee; (7) a faculty member, selected by the faculty, to serve for a two-year term and not from the same institution for two consecutive terms; (8) a student, selected by the students, to serve for a two-year term and not from the same institution for two consecutive terms; (9) a graduate of a UW System institution, selected by the Governor from nominations made by an alumni association affiliated with a UW System institution; (10) a member of the U.S. Congress selected by a vote of the Wisconsin congressional delegation, or that member's designee; (11) the Secretary of the Department of Workforce Development, or designee; (12) the Secretary of the Department of Safety and Professional Services, or designee; and (13) nine citizen members appointed for staggered seven-year terms, at least one of whom lives in each of the state's congressional districts.
		The Board of Regents membership should include legislative and executive branch representation to the Board of Regents ¹ through appointment of four legislators and a cabinet secretary. Specifically, he proposes that the board include: (1) the Assembly Speaker, or designee; (2) the Assembly Minority Leader, or designee; (3) the Senate President, or designee; (4) the Senate Minority Leader, or designee, and (5) the Secretary of the Department of Administration (DOA), or designee.
		The Board of Regents membership should include a legislator who serves on the Joint Committee on Finance (JCF) and a member appointed by the Assembly Speaker.
		Reforming the Board of Regents membership to include political leaders, University donors, students, and business leaders.

Proposed Recommendation #4: Provide UW System or UW-Madison Only With Limited Bonding Authority

YES	NO	Proposals
		The Legislature shall explore granting some level of bonding authority to UW-Madison.
		Allow UW-Madison only to issue debt and manage its own construction projects. All other UW institutions to follow the current policy.
		Allow all UW System campuses to issue debt and manage their own construction projects. This does not include UW System Administration.
		Set guardrails relating to bonding authority, such as limiting bonding authority to projects within a designated cost range, requiring financial projections, and showing JCF and/or the Board of Regents a demonstrated need for the project, subject to their approval.

Proposed Recommendation #5: Increase Tuition

YES	NO	Proposals
		Raise tuition to address economic difficulties faced by the UW System. Currently, the Board of Regents determines tuition rates, and these rates are different for each of the campuses.
		Eliminate artificial price ceilings, and allow more flexibility at the institution level to set differential tuition by program based on factors such as cost and demand.

Proposed Recommendation #6: Non-Completing Student Exit Interviews

YES	NO	Proposals
		Devise and implement a formalized process for gathering information about why students do not complete their degrees within the UW System institutions either because they dropped out of college or because they transferred to another institution outside of the System, perhaps through exit interviews.
		This process would be voluntarily taken up by the Board of Regents with UW policy.
		UW would be compelled to take up this initiative by the Legislature.

Proposed Recommendation #7: Enhanced UW System Financial and Program Reporting to the Legislature

YES	NO	Proposals
		Require the UW System to provide JCF with more detailed information on the UW System's actual expenditures to date when JCF is considering the UW System's budget during the biennial budget process.
		Require the UW System to provide a detailed annual report to the Legislature identifying all current employment positions and salaries.
		Clarify within state law that the UW System must maintain certain financial records and provide them to the Legislature upon request.
		Require the UW System to report the following information to the Legislature for each campus annually: (1) student full-time equivalent (FTE) by undergraduate major at each university; (2) faculty FTE by undergraduate major; and (3) academic staff FTE by undergraduate major. Require the UW System to report employee FTE in the areas of governance, finance, facilities management, human resources, and information technology for each campus and for the UW System Administration. If the UW System does not satisfy this reporting requirement by a set deadline, the Joint Legislative Audit Committee should authorize an evaluation by the Legislative Audit Bureau of the UW System's administration and academic programming.

Proposed Recommendation #8: Review of Program Offerings

YES	NO	Proposals
		Require the Board of Regents to review and evaluate program offerings within the UW System on a regular basis to identify inefficiencies and unnecessary duplication.
		Require each UW institution to review and evaluate program offerings on a regular basis to identify inefficiencies and unnecessary duplication.
		Regionalize UW System program offerings to reduce duplication in programming at campuses that are geographically near to each other. Move toward a model of specializations for programming at each campus.

Proposed Recommendation #9: Active Role in Shared Governance for Faculty, Staff, and Students

YES	NO	Proposals
		<p>LRB-0462/1 - a bill draft relating to shared governance.</p> <p>Shared governance refers to the ways in which the faculty, academic staff, and students of each institution play a role in the governance of the UW System.</p> <p>The bill draft restores statutory language repealed by 2015 Act 55.² Prior law referred to faculty providing immediate governance of institutions and to academic staff and students being active participants in governance and policy. Specifically, prior to Act 55, the statutes provided the following:</p> <ul style="list-style-type: none">• That faculty “shall be vested with responsibility for the immediate governance of such institution and shall actively participate in institutional policy development.”• That academic staff “shall be active participants in the immediate governance of and policy development for the institution.”• That students “shall be active participants in the immediate governance of and policy development for such institutions.” <p>Act 55 repealed these provisions and provided instead that faculty, academic staff, and students be responsible for “advising the chancellor” on faculty, academic staff, and student matters, respectively.</p>
		<p>Alternatively to LRB-0462/1, create a committee, task force, or commission to discuss and deliberate the topic of shared governance, how well it is working, and whether it could be improved.</p>

Proposed Recommendation #10: Blue Ribbon Commission on Higher Education in Wisconsin

YES	NO	Proposals
		<p>Create a Blue Ribbon Commission on Public Higher Education in Wisconsin with the following objectives:</p> <ul style="list-style-type: none">• Defining the goals of higher education for this state.• Identifying strengths and weaknesses in Wisconsin institutions of higher education• Identifying demographic trends affecting higher education in Wisconsin.• Identifying strategies to enhance Wisconsin attainment rates.• Encouraging and developing innovations among institutions of higher education.• Encouraging and developing partnerships between the UW System and WTCS.

		<ul style="list-style-type: none"> • Exploring strategies to strengthen access and equity in higher education for students and potential students. • Exploring strategies to reduce barriers to enrollment and degree completion. • Exploring sustainable funding sources and examining state funding challenges. • Identifying new ways to administer financial aid.
		<p>Membership on this Blue Ribbon Commission include all of the following:</p> <ul style="list-style-type: none"> • UW System students, faculty, and staff. • Representation from UW System leadership. • Representation from WTCS leadership. • An equal number of legislators from both political parties. • The Governor. • Experts in the field of workforce development. • Experts in the field of higher education.

Proposed Recommendation #11: Student Loan Ombudsman and Borrower's Bill of Rights

YES	NO	Proposals
		<p><u>LRB-0463/1</u>, a bill draft relating to student loans and borrowing protections, for the committee's consideration. The bill draft creates an Office of the Student Loan Ombudsman in the Department of Financial Institutions and requires the office to license student loan servicers. The bill draft enumerates various responsibilities of the Office of the Student Loan Ombudsman, including assisting student loan borrowers, processing complaints related to student loans, disseminating information about student loans and the work of the office, and annually reporting to the Legislature.</p> <p>The bill draft authorizes the Office of the Student Loan Ombudsman to conduct certain investigations and examinations and to take administrative action. Finally, the bill draft creates a private right of action for students when student loan services violate the requirements or prohibitions provided in the bill draft.</p>

Proposed Recommendation #12: Distribution of GPR Funding

From 2015-17, a commission was formed to review how the UW's GPR appropriation is distributed among its campuses and how much is allocated to UW System Administration. This advisory group was largely comprised of representatives from within the UW System. After two years of review, the conclusion was to make no changes.

YES	NO	Proposals
		Require the Board of Regents to publish the formula or methodology it utilizes to allocate state GPR to each of the UW campuses.
		Require the Board of Regents to review this formula or methodology on a regular basis, such as every two to five years.
		Require JCF approval the specific GPR allocations made to each campus and any changes made with regular reviews.
		Consider non-partisan third-party review of the GPR allocation model to conclude with recommendations for optimal changes that can be applied dynamically on a bi-annual basis, preceding adoption of the state budget.
		Amend current law to require the UW System to distribute its main GPR appropriation equally to each campus on a per-capita or per-FTE basis.

Proposed Recommendation #13: Results-Oriented Incentives

YES	NO	Proposals
		Continue discussions on creating results-oriented metrics by university leadership that incentivize leadership to find ways to improve educational outcomes and campus success in a way that is measurable and transparent to the public.
		Devise a targeted incentive program for institutions to fully utilize shared services across the System and to leverage efficiency efforts toward overcoming structural deficits.

Proposed Recommendation #14: Limitation on UW System Administration Funding and Employment

YES	NO	Proposals
		Convert UW System Administration from GPR funding to a program revenue operation funded by assessments paid by the individual campuses for services received.
		Limit the UW System Administration budget and FTE employment through statute.

Proposed Recommendation #15: Create a College of Applied Arts and Science to Grant Streamlined Three-Year Degrees

YES	NO	Proposals
		<p>Create a new accredited College of Applied Arts and Science that streamlines the bachelor's degree into a three-year program with a focus on academics. This college would limit non-academic amenities to allow the institution to operate at minimal cost, employ only faculty, and receive administrative support from existing institution or system administrators. The college would not charge for any non-instructional services. Program offerings at this college would be directly targeted to meet the greatest workforce needs of Wisconsin's statewide economy.</p> <p>Also consider replacing an existing institution with the new three-year college.</p>
		<p>Create a Wisconsin College of Applied Arts and Science Commission to design and recommend necessary statutory language for the creation, regional accreditation, and operation of this college by a UW System institution.</p>

Proposed Recommendation #16: Centralize UW-Madison and UW System Administration

YES	NO	Proposals
		<p>Merge UW-Madison Administration and the UW System Administration offices. A single hybrid president/chancellor position would lead the combined administration to provide consistency and reduce duplication of financial services, legal services, public relations, information technology services, and facilities management. Capitalize on shared services, purchasing power, and economies of scale.</p>

Proposed Recommendation #17: Dedicated Board of Regents Staff

YES	NO	Proposals
		<p>Create no more than two non-partisan staff positions employed by the Board of Regents to provide research and other support to individual regents at their direction. These need not be full-time positions and could be incorporated into the job responsibilities of existing UW System administrative positions.</p>

Proposed Recommendation #18: UW and WTCS Credit Transfer

YES	NO	Proposals
		Require the UW System and WTCS to have universal course numbering and to ensure total credit transfer between and within both systems.
		Create universal pipeline and early college credit programs for the UW System, WTCS, and secondary schools.
		Require each UW System institution to accept WTCS liberal arts graduates and waive all bachelor's degree general education requirements.

Proposed Recommendation #19: Limit UW Position Authority

YES	NO	Proposals
		Restrict the UW System's ability to create limited appointment positions and other non-academic positions if the compensation for such positions exceeds 200 percent of the Wisconsin median income.
		Require JCF approval of each position description and salary prior to posting if the position compensation is greater than the equivalent of \$60,000 per year.

Study Committee Member Name