The Madison Initiative: A Model to Enhance Access and Quality for Undergraduates

Goals for this Session

- Describe the campaign that generated support within the context of a decentralized public university and reticent state legislature
- Present initial results demonstrating the impact of MIU on campus
- Discuss "lessons learned" and application to home campuses

Brief Background on UW-Madison

- 28,000 undergrads; state mandated 75% instate/25% out-of-state
- Low tuition, low aid financial aid model
- Capacity for tuition increase, but...
- Political and popular appeal of tying tuition increase to undergrad ed
- Coupled with financial aid increases
- Coupled with high accountability

How MIU Funds are Generated

- WI resident tuition increase: $250, Fall 2009; $500, Fall 2010; $750, Fall 2011; $1000, Fall 2012 and thereafter
- Three times higher for out-of-state undergraduates
- Generated approximately $10M in 2009-10, $20M in 2nd year, $30M in 3rd year, $40M in 4th year and thereafter

How MIU Funds were Distributed

- Half for need-based aid pool ($5M in first year, $10M in 2nd, etc.).
- Half for goals indicated through a bottoms up, creative "call for proposals" process:
  - Call went to entire campus – any individual, dept, unit or school/college could submit proposals through their school/college dean or director of major campus units (Libraries, Housing, etc.)
MIU Campaign Timeline

1. October, 2008: Chancellor and campus leadership initiate plan for a tuition increase targeted towards undergraduate education. Called Madison Initiative for Undergraduates (MIU)
3. March to May 2009: “big push” stage of communication. Lots of campus meetings of every type – with students, w/in depts, press releases and news stories/interviews, individual meetings with stakeholders and opinion leaders, etc.
4. May 2009: Board of Regents vote to approve MIU

Review Process

September - November: Deans/directors of major units solicit proposals and forward to Provost with priorities & endorsements

December: Provost office provides cross-campus connections, reviews budgets, manages review process

January & early February: Reviewed independently by ASM-appointed Student Board (SB) and faculty, staff, and student Oversight Committee

January & early February: SB forwards ratings to OC

Joint recs developed and forwarded to Chancellor and Provost

March: Final decisions announced by Chancellor

MIU Implementation Timeline

1. Fall Semester, 2009: First MIU need based grants awarded. $5M in first year ramping up to $20M in 4th year and beyond
3. November 2009: Second CFP issued, with due date in February, 2010
4. February to April, 2010: MIU OC review and recommendations to Chancellor. Chancellor announces 2nd round awards April 2010 (about $10M)
5. November 2010 to April 2011: Third and final CFP and awards made on similar schedule as 2nd round (about $5M)

In total: 54 projects funded (from 200), allocating $20M

Early Impacts

- MIU awards 24 new undergraduate academic and career advisors. First-ever Campus Advising Unit opens
- Campus welcomes new transfer students
- Enhanced services for students considering health careers
- New advising system keys student success, progress

www.madisoninitiative.wisc.edu

Early Impacts: Overview

- 74 faculty hirings authorized across 20 depts
- 24 new advisors & new Office of Campus Advising
  - 1000 students at Pre-Health Advising Center in 1st year
- 120 new Teaching Assistants = ~10,000 new seats in (mostly) gateway courses
- Aid to students = $15.1 million in 1st two years (over 10,000 students received awards)
- Substantial increase in high-impact practices leads to first-year retention:
  - Doubled First-Year Interest Groups (FIGs)
  - Increased by 50% Residential Learning Communities (RLCs)
Institutional Need-Based Financial Aid For Undergrads

As of August 2011

$5.2M for 8,458 students received "Hold Harmless Grant" (students w/fin. need & adjusted family income less than $80,000)

$8.4M for 2,140 students received "UW-Madison Grant" (students w/fin. need; awards averaging $3,900)

$1.6M awarded in 2010-11 thru other need-based fin. aid programs

$12.6M

Receiving Other MIU Funds

$20M in MIU funds awarded

Academic and Career Advising

Academic and student support

High Impact Practices, Educational Innovation Projects

The remaining funds, ~$80K, went to infrastructure support

Undergrad Credit Hours by Dept, Fall 09

High-Impact Practices

- Doubling First-Year Interest Groups (FIGs)
- 50% increase in Residential Learning Communities (RLCs)
- Intro Bio ($500K set aside)
- E-learning Educational Spaces ($300K set aside)
- Renovation planning for two library locations
- Pre-calculus math, engineering, foreign language

Academic and Career Advising

(11.75M set aside)

AdvisorNotes

Pre-health advising

More CoE advisors

CCAS satellites in libraries & res. halls

Career Services

SoHE career course

Participation in Residential Learning Communities (RLCs) and First-year Interest Groups (FIGs)

MIU-funded expansion of FIGs started in 2010-11

MIU-funded expansion of RLCs will start in 2012-13

Increased Participation in High-Impact Practices

Percent of Graduates

Graduates who participated in:

Percent of Bachelor's degree recipients

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<tr>
<th>Wisconsin Experience Activity</th>
<th>2010-11 Graduates</th>
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<tbody>
<tr>
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<td>Residential Learning Communities</td>
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<td>First-year Interest Group</td>
<td>6%</td>
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<td>At least one experience</td>
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Percent of Graduates

80% 84% 82% 85% 88% 88% 90%

Increased participation in high-impact practices

Percent of Graduates who participated in:

85%
% of 2010-11 Bachelor’s Recipients Participating in HIPs

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<th>Wisconsin Experience Activity</th>
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<th>Targeted Minority</th>
<th>First Gen in College</th>
<th>Entered as Transfer</th>
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<td>60%</td>
<td>62%</td>
<td>58%</td>
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MIU has advanced…

- Innovation in and out of classroom
- Re-imagining academic support systems
- More need-based aid
- An explosion of cross-campus collaboration
- New thinking about impact & accountability

MIU has led to…

- Groundwork for new strategic tuition decisions
  - Access and affordability
  - Program improvement
  - Yearly accountability
- Groundwork for new “resource stewardship” discussions
  - Administrative excellence
  - HR Redesign
  - Educational Innovation

Lessons learned

- Strong leadership: not just to articulate goals, but organize whole campus
- Time spent on communication/engagement strategy worth it
- “middle group” financial aid target
- access and innovation educational targets (HIPs and ELOs)

Lessons learned

- Engage shared governance
- Strengthened accountability culture
- Unanticipated benefits:
  - student involvement in ratings headed off complaints
- Foundation for Educational Innovation

Thank you!

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