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





AAC&U meeting on Student Success:
Pushing Boundaries, Raising Bars
Seattle, WA
March 23, 2012




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% in-state/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



Madison Initiative for Undergraduates: What it is


A “tuition differential” providing **access and innovation** to quality undergraduate education

- ✓ Half goes directly to need based aid
- ✓ Half allocated to initiate or expand campus projects that
 - Open gateway courses and high-demand majors
 - Open emerging curricular areas and majors
 - Develop and expand high impact educational practices



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)
- 2. Oct 2008 to Feb 2009:** Series of open forums to talk about MIU. Details emerge: differential vs. increase, half for need-based aid, "hold-harmless grants," innovation goals.
- 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



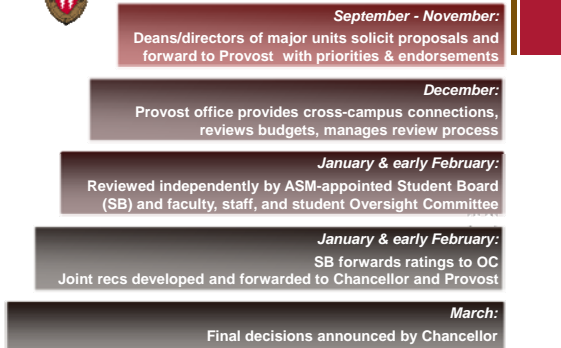
MIU Implementation Timeline

- 1. Fall Semester, 2009:** First MIU need based grants awarded. \$5M in first year ramping up to \$20M in 4th year and beyond
- 2. August, 2009:** First call for proposals issued with due date end Oct. First round decisions made November, 2009 (about \$5M)
- 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



Review Process



Early Impacts

- Recruiting the best
- Cows, up close and personal
- New GreenHouse for sustainability nurtures community
- University Health Service initiates new mental health case-management program
- Language program opens professional doors, boosts job prospects for students

www.madisoninitiative.wisc.edu



Early Impacts

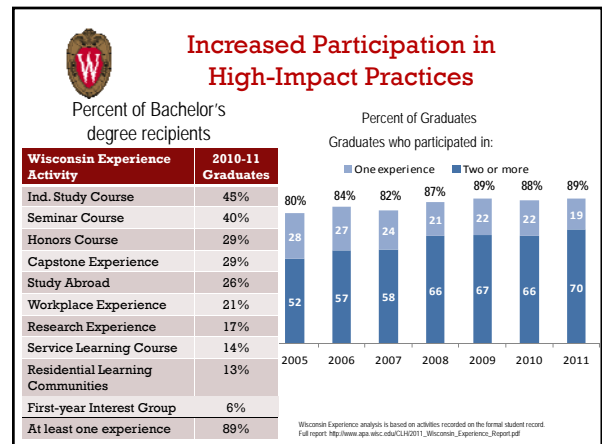
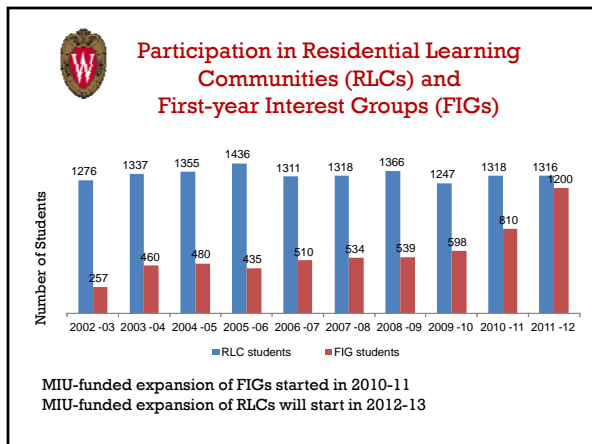
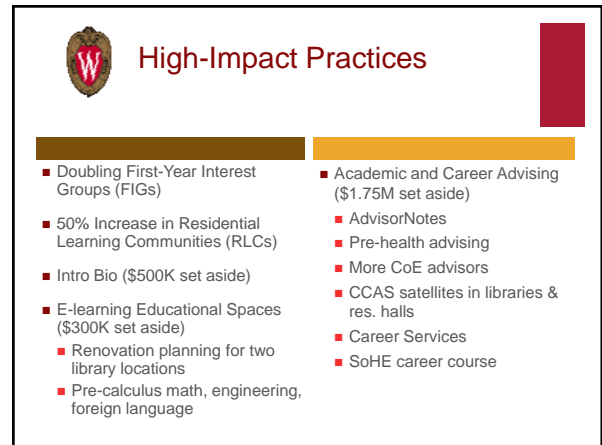
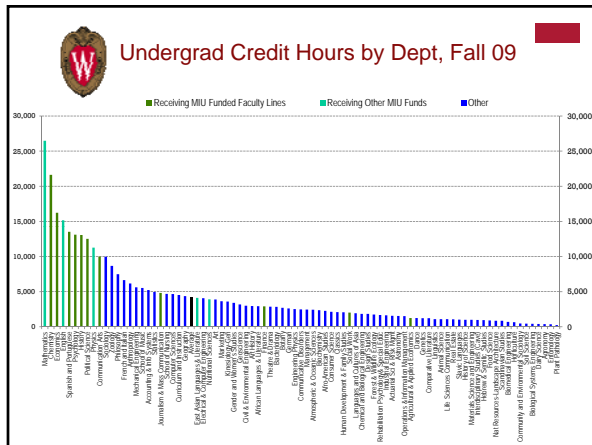
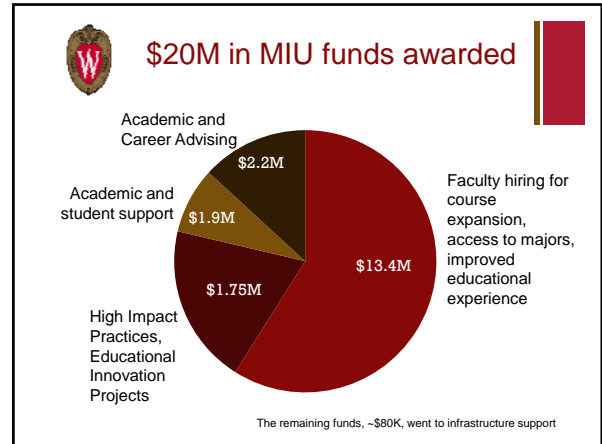
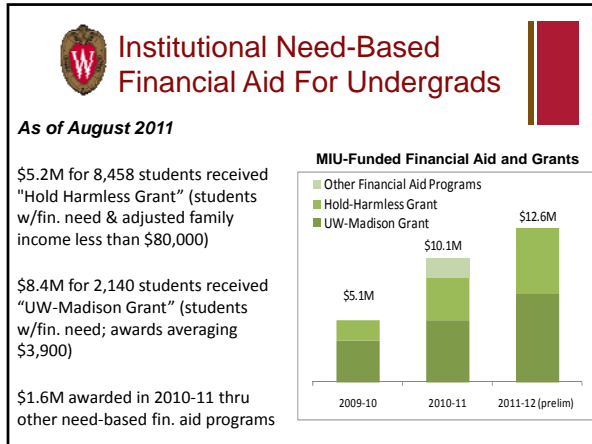
- MIU awards 24 new undergraduate academic and career advisors; first-ever Campus Advising Unit opens
- Campus welcomes new transfer students
- Enhanced services for students considering health careers
- New advising system keys student success, progress

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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)





% of 2010-11 Bachelor's Recipients Participating in HIPs

Wisconsin Experience Activity	All Graduates	Targeted Minority	First Gen in College	Entered as Transfer
Independent Studies	45%	55%	40%	39%
Seminar Course	40%	48%	39%	41%
Honors Course	29%	27%	23%	23%
Capstone Experience	29%	26%	32%	28%
Study Abroad	26%	23%	17%	17%
Workplace Experience	21%	20%	26%	28%
Research Experience	17%	22%	14%	18%
Service Learning Course	14%	24%	16%	13%
Residential Learning Comm	13%	19%	11%	4%
First-year Interest Group	6%	14%	7%	0%
At least one experience	89%	92%	86%	80%

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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