

**Recommendations from the President's Advisory Committee on the Role of System  
Administration  
Update on Implementation  
January 11, 2012**

**Distribution of Authority, Responsibility, and Accountability**

**Recommendations:**

1. Continue to implement and expand the Wisconsin Idea Partnership with its dual emphasis on seeking greater independence from unnecessary and costly state regulations and shifting authority and responsibility from UW System Administration (UWSA) to UW System institutions.

**Status:** In Progress

*The work of UW System Administration to implement this recommendation consists of multiple efforts and projects. Highlights include:*

- *The Block Grant budgeting structures are in place for FY 2013. UWSA is continuing to work with the Department of Administration (DOA) and the Legislative Fiscal Bureau (LFB) regarding how, under the new block grant system, UW will receive support for items over which the UW has little control, such as utilities and fringe benefits.*
- *UWSA Procurement is continuing to negotiate with DOA to resolve issues related to the delegation agreement language. UWSA Procurement is seeking implementation of the higher education authority as well as cost-benefit analysis exemption authority included in the biennial budget. Once granted, delegation will be moved to UW institutions that have submitted their delegation applications to UW System. Four UW institutions have already submitted applications.*
- *While the Committee was completing its work, numerous personnel delegations were made from UWSA to UW institutions, including:*
  - *Designating positions as limited, use of Director Unspecified titles, Administrative Officer titles, or Special Assistant titles, and creating new Dean (academic) position.*
  - *Recruiting, appointing, and setting the salary within the BOR approved salary range for new and interim Provosts/Vice Chancellors.*
- *A task force, chaired by UW-Platteville Chancellor Dennis Shields and UW-Madison Vice Chancellor Darrell Bazzell, is already working to guide development of new personnel systems for UW System Colleges, Extension, and Universities. The task force will provide the Board of Regents with the necessary information to make informed decisions when reviewing new personnel structures. As such, the task force will provide for collaboration between UW-Madison's new personnel system development team and the development of the personnel system for the balance of the UW System institutions, recommend changes to existing roadblocks to success, ensure stakeholders' issues and concerns are heard, and ensure that the new personnel systems encompass the necessary flexibilities to enable the UW institutions to effectively manage their workforce.*
- *The Board of Regents' "policy and procedure" for obtaining bids on UW System projects at UW institutions of less than \$500,000 has been approved by the State Building Commission and the Joint Committee on Finance (JFC). Capital Planning and Budget is currently developing template design, construction contracts, and a website to host project information similar to Wisbuild.*

**Milestone Dates:** Multiple (varies by initiative as noted above). Budgeting and finance changes will be implemented for FY13. Delegations will continue as additional authority, such as procurement, is granted by DOA and other state entities.

2. Shift planning and decision-making responsibility and authority to the institutions whenever possible, unless there is a paramount need for system-wide visioning and prioritization, coordination and consistency; devolution results in excessive cost or unnecessary duplication of effort; System Administration provides a unique service that cannot be replicated at an institution; or Regent policy, state or federal statutes or regulations require central administration of the function or service.

**Status:** In Progress

- *An ad hoc committee of Regents, Chancellors, and administrators, appointed by the President of the UW System Board of Regents, is examining Board roles and responsibilities in light of recent decentralizing delegations and the biennial budget.*
- *While the Committee is completing its work, numerous personnel delegations have already been made from UWSA to UW institutions, including:*
  - *UW institutions no longer need to obtain UW System Administration's approval to designate a position as limited. UW System will continue the annual report of limited appointments with concurrent appointments to ensure compliance with Regent policy.*
  - *UW institutions no longer need to obtain UW System Administration's approval to use Director Unspecified titles, Administrative Officer titles, or Special Assistant titles, or to create a new Dean (academic) position.*
  - *UW Chancellors have the authority to recruit, appoint, and set the salary (within the BOR approved salary range) for new and interim Provosts/Vice Chancellors.*
  - *The Chancellor of UW Colleges and UW-Extension has the authority to appoint and set the salary of UW Colleges Deans, Interim Deans, and the State Geologist.*

**Milestone Dates:** Multiple (varies by initiative). The ad hoc committee is expected to report in early 2012. Other delegations will be reviewed as additional flexibilities are granted by DOA and other state entities.

3. Make changes in administration of the UW System with attention to different capacities at individual institutions for operating with various levels of System support. For example, some institutions may have the capacity to provide administrative and other services themselves, while others may require greater assistance and support.

*see updates under #1 and #2*

4. Change the academic program approval process in ways that will reduce preparation time for institutions, increase flexibility in the development of the Universities and Colleges program array, shorten timelines for program approval, and reduce staffing requirements within the Office of Academic Affairs.

**Status:** In Progress

*A Systemwide working group including Provosts, faculty, and System Administration personnel has been formed to draft the new procedures. Once the draft is completed, it will be vetted by the Provosts and the Senior Vice President for Academic Affairs before submission to the Education Committee of the Board of Regents.*

**Milestone Dates:** The new plan will be in operation for academic program proposals submitted during the 2012-2013 academic year.

## Streamlining

### Recommendations:

5. Balance UW System Administration priorities, staffing, and organizational units to focus on their service role to UW System institutions.

**Status:** In Progress

*UW System Administration is conducting an assessment of its offices to determine what functions and services will be delegated and/or modified. This assessment has included face-to-face meetings and teleconferences with colleagues at the institutions, often followed up with online surveys to determine what functions and services could be delegated and/or modified. A number of flexibilities in the area of unclassified personnel policies have now been delegated to the Chancellors with, for example, supportive training and consultation with colleagues at the institutions. This will be a continuing assessment process in each office within UW System Administration that will include all aspects of the new business model: Interpreting, Training, Monitoring, Advocating, and Consulting (ITMAC).*

**Milestone Dates:** The new ITMAC business model is expected to be operationalized by March 2012.

6. As System Administration moves forward with implementing the budgetary reductions required by 2011 Wisconsin Act 32, continue to evaluate staffing and programs with an eye to shifting resources toward priorities identified in this report.

**Status:** In Progress

*One example of the implementation of this recommendation is the restructuring of Academic Affairs. As reductions in personnel have been made, one Associate Vice President and four other positions within Academic Affairs were eliminated. Along with other reductions in staff within Academic Affairs, this requires that Academic Affairs undertake a restructuring of nearly all subunits.*

**Milestone Dates:** This process will be completed in the early spring and completely implemented by July 1, 2012.

7. Implement ITMAC, a new business model for System Administration, or a similar approach, providing leadership and service to UW System institutions by emphasizing the following: **Interpreting, Training, Monitoring, Advocating, and Consulting.** Implementation of a new business model should include an emphasis on best practices for university staff especially when this information is requested by institutions and it is more efficient and effective to provide it centrally. Implementation should also emphasize a reduction in System Administration's role in day-to-day transactional activities.

*see update under #5*

8. Consolidate the multiple grant programs within Academic Affairs in an effort to reduce or streamline administrative and application processes, identify priorities for use of limited resources, increase flexibility of existing grant programs, and make larger grant awards.

**Status:** Nearly Complete

*After consulting with UW institutional leaders, the grant programs within System Administration have been consolidated from 12 grant programs into 2 grant programs, namely the Institutional Change Grants and the Conference and Professional Development Grants. The Request for Proposals has been completed and distributed to all institutions under the new program guidelines. Institutions are currently developing grant proposals under the new guidelines with a submission date of February 20, 2012.*

**Milestone Dates:** The process for evaluating the proposals and awarding the grants is being developed and will be in place by January 20, 2012.

9. Reduce System Administration's role in convening and leading constituent groups and consider transferring or sharing leadership responsibility with institutional staff, or eliminating constituent group meetings.

*see update under #10*

10. Transfer to a college or university responsibility for operation of selected system-wide activities within the Academic Affairs unit. Transferring responsibility for these activities will reduce administrative oversight by the Office of Academic Affairs, as well as ensure institutional ownership for system-wide agenda.

**Status:** In Progress

*Four specific activities within Academic Affairs have been identified for consideration by the Provosts, System leaders, and the Education Committee of the Board of Regents. These include the Institute for Urban Education, the Center for Women's Studies, the Center for International Education, and the System's Advisory Group on the Liberal Arts (SAGLA). The Institute for Urban Education was uniquely positioned to develop a transfer strategy and process. This has been completed with the input of the Deans of Education and Provosts throughout the System. A Request for Proposals has been distributed and a few institutions are developing their proposals to operate the Institute. It is expected that the Institute will be completely transitioned to an institutional home by September 2012. Background papers are being developed for each of the other three activities and they will be considered by the Provosts at their February meeting. Each of the activities has been discussed at previous Provosts' meetings.*

**Milestone Dates:** Transition plans for the four activities mentioned above will be completed by June 1, 2012. Other Systemwide activities will be considered for possible transfer once this set is completed. Additional opportunities for transferring leadership to UW institutions will be considered on an ongoing basis.

11. Prioritize audits conducted by System Administration to focus on compliance audits and programmatic reviews that are a priority for the Board of Regents.

**Status:** Nearly Complete

*The UW System Board of Regents adopted the Operations Review and Audit Charter recommended by UWSA President Reilly on October 7, 2011. The charter defines the purpose, authority, and responsibility of the internal audit activity of the University of Wisconsin System, and is consistent with the recommendations of the Advisory Committee.*

*The Board of Regents' Business, Finance and Audit Committee established audit priorities for 2012 reviews which reflect the Advisory Committee's recommendation to shift the focus of the Office of Operation Review and Audit to financial and compliance audits of highest risk and priority. The FY 2012 audit plan is being developed utilizing a risk-based approach incorporating results of a risk assessment survey, feedback from key stakeholders throughout the University of Wisconsin System, consideration of industry trends, and coverage by others.*

**Milestone Dates:** Final audit plan slated for approval by the Board of Regents at February 2012 meeting.

## Setting Priorities

### **Recommendations:**

12. Encourage the Board of Regents and System Administration to limit and prioritize their initiatives and requirements in order to ensure that top priorities receive top attention and scarce campus resources are well deployed.

**Status:** In Progress

*The Office of Academic Affairs has prepared a document briefly describing all externally funded initiatives. A management team within UW System Administration has solicited feedback from the UW institutions and will oversee all the initiatives and provide regular updates on their progress. A framework, based on the Growth Agenda and Wisconsin Idea Partnership, is being developed to set priorities for internally and externally funded initiatives.*

**Milestone Dates:** Ongoing and under development.

13. Emphasize the distinctive role of individual institutions contributing to the goals of Inclusive Excellence.

**Status:** In Progress

*The Office of Academic Affairs is working with the UW institutions to develop an implementation plan for this recommendation.*

**Milestone Dates:** Ongoing and under development.

**14.** Review common IT systems to determine needs and priorities.

**Status:** Nearly Complete

*The UWSA Office of Administration and Fiscal Affairs, through its Office of Learning and Information Technology, is working with leaders from the UW institutions (Common Systems Review Group, or CSRG) to further define and adjust operations and project budgets and proposals. A draft paper has been prepared with seven recommendations regarding the direction and practices of the common systems group. CSRG members expressed their support for the collaborative approach among UW institutions for large administrative and academic systems and the form, structure and oversight of the CSRG. The group defined some of the current challenges of funding and collectively operating large IT systems, and will take up these challenges during 2012.*

**Milestone Dates:** Ongoing. The CSRG paper has been posted on the Common Systems web site.

**15.** Enhance System Administration's and the institutional capacities to lead, coordinate and respond to community and economic development opportunities throughout the state.

**Status:** In Progress

*UW System Administration is developing a partnership with the Wisconsin Economic Development Corporation (WEDC) to jointly fund a new leadership position at UW System. This position will coordinate the numerous vital efforts within UW related to job creation, business outreach, and other areas of economic development, and serve as a direct link with the State's economic development efforts.*

**Milestone Dates:** Spring semester 2012.

## Advocacy

**Recommendations:****16.** In advancing the *Growth Agenda for Wisconsin* and related initiatives, continue the attention to quality and educational effectiveness embodied in the goal of producing more highly-prepared graduates.

**Status:** Ongoing

*This is an ongoing project: Each UW institution is developing goals and strategies to leverage its existing strengths in order to implement the Growth Agenda and add additional baccalaureate degree-holders by the year 2025. Institutions are continuing to prioritize instruction, educational quality, and access while managing the \$250-million funding cut and \$66-million lapse provided in the 2011-13 Budget.*

**Milestone Dates:** Continuing Effort.

17. Encourage a thoughtful and broad statewide conversation on the benefits and drawbacks of establishing campus-based institutional boards, recognizing that in our multi-institution system, one size does not fit all.

**Status:** In Progress

*The President of the Board of Regents has appointed an ad hoc working group of Regents and Chancellors to examine the structure and governance of the UW System and to identify governance structures of analogous higher education systems in other states. The working group is considering the roles and authority of institution-level boards and advantages and disadvantages of such boards.*

**Milestone Dates:** The ad hoc working group is expected to report in early 2012.

18. Increase UW System's capacity to advocate for higher education in Wisconsin and for UW institutions in particular. In the long term, one of UW System's most important priorities should be to make the case to Wisconsin citizens and legislators of the critical need to reinvest in their public university system.

**Status:** Ongoing

*The Board of Regents, President Reilly, the Chancellors, and System Administration staff continue to emphasize the need for additional operational flexibilities and adequate financial support, in order to maintain the quality of a UW education, provide need-based financial aid, maintain affordable access, and continue investing in research and economic development efforts.*

**Milestone Dates:** Continuing Effort.

## Transparency

### **Recommendations:**

19. Further engage the Chancellors in upstream discussions of policy options well before the System Administration makes recommendations for Regent approval or System Administration implements new policies.

**Status:** In Progress

*While there are several ways this is being accomplished, two examples illustrate the level of integration of the Chancellors into the development and approval of new policies. Three Chancellors have been added to the weekly President's Cabinet meeting. The Cabinet serves as the primary discussion point for the creation, oversight, development, and final recommendations of policies and practices. Additionally, two Chancellors are now included in a weekly teleconference with the Board of Regents leadership, allowing for early Chancellor participation in planning sessions.*

*All Chancellors continue to meet with the UW System President and System Administration staff twice per month through teleconferences, video conferences, and face-to-face meetings to discuss System policies and issues that impact the UW.*

**Milestone Dates:** Ongoing.

- 20.** Work toward a higher level of transparency and open discussions between System Administration and the UW System stakeholders regarding budgets and rationales for allocations and other financial matters.

**Status:** In Progress

*UW System's Office of Administration and Fiscal Affairs and UW institution Chief Business Officers (CBOs) meet regularly, typically on a monthly basis, to discuss budget allocations and other financial matters. In November 2011, the CBOs agreed on a methodology for allocating cuts and lapses for the 2011-13 biennium. Discussions also began regarding the use of resources and the need for additional flexibility. A workgroup of UW institution CBOs and Chief Student Affairs Officers is currently developing principles, guidelines, and draft recommended changes for leadership consideration. Discussions with the CBOs regarding the GPR/Fee pool have already produced Guiding Principles for resource allocation.*

*In addition, UW System Administration coordinates and meets regularly with numerous groups and representatives to seek guidance and input on policies, procedures and directions. These groups include institutional representatives, such as Chancellors, Provosts, Chief Student Affairs Officers, Financial Aid Directors, CBOs, Public Information Officers, Faculty and Staff Representatives and Student Representatives, as well as many other parties both within the UW System, throughout higher education, across educational sectors and other community and economic leaders.*

**Milestone Dates:** January 2012.

- 21.** Review the pros and cons of the pooling of resources, and related benefits and consequences for institutions, and ensure greater transparency in the allocation of resources.

*see update under #20*

## **Next Steps – From Idea to Reality**

### **Recommendations:**

Redefining the roles of UW System Administration in a way that supports the devolution of authority and responsibility to the institutions and further enables them to engage in entrepreneurial activities will require significant organizational changes. A multi-faceted approach should be considered to ensure this new model is effective and successful:

- **Regent Oversight**

At least twice a year, the Board of Regents meeting agenda should include an opportunity for Chancellors, Provosts, and Chief Business Officers to share the progress, successes and setbacks, related to this initiative. Similarly, Chancellors, Provosts, Chief Business Officers and other constituency groups should discuss the progress of this initiative at their meetings. The Regents may well consider additional ways to secure input from Chancellors, Provosts, Chief Business Officers and other constituency groups.

Essential to implementing the recommendations of this report will be a schedule of activities and reporting requirements. Therefore, it is important that the President ask System Administration staff to develop a 2-year schedule of activities along with projected milestones to record achievement and indicators of progress.

- **Operational Policies and Procedures**

Similar to the comprehensive review of Regent Policy Documents initiated by the Board of Regents in early 2011, System Administration in consultation with Chancellors or their designees, should review, reevaluate, and change its operational policies and procedures to reflect the devolution of responsibility to UW System institutions. Universities, Colleges, and Extension will also need to review and change operational policies and procedures in accordance with new responsibilities and authority.

- **Professional Development, Education, and Training**

Institutional managers and employees will need education and training to effectively implement new administrative flexibilities related to budgeting, financial management, procurement, human resources, and capital planning. System Administration managers and employees will need education and training to effectively carryout new or changed responsibilities.

Consider implementing an organizational development program within System Administration to support employees and managers as they adapt to the new business model.

- **Communications**

The System President in concert with Chancellors, is encouraged to develop a comprehensive communication plan that calls attention to the changes in decision making within the System recommended by this report, but also the changes in culture and attitude required by all members of the university community in order to make this new model successful. The communication plan should reach audiences within the university community and the general public, and should emphasize the new model described in this report.

**Status:** In Progress

*As longer-term, ongoing initiatives, the identified "Next Steps" are at varying stages of implementation, which will continue into the future. UW institutions, in conjunction with UW System Administration, are moving forward aggressively to adopt many of the recommendations quickly, while (1) taking the time to ensure that the implementation is conducted in a reasoned and appropriate manner; and (2) determining the best approaches and schedules for implementing each recommendation, including an assessment of the training and resources needed to ensure success. These approaches have been identified for many of the recommendations, and work is already under way.*

*For some of the “Next Steps” identified in this section, such as those under Professional Development, Education, and Training and Communications, the best approaches for implementing the Committee’s recommendations need to be identified, while work on others is already under way. For example, University, Colleges and Extension staff are working along with UWSA staff and the affected constituent groups to review policies and procedures (see the update for recommendation #1). In addition, the Regents are being updated at each Board meeting on the progress being made on the recommendations. A larger discussion regarding the Committee’s recommendations and progress will occur at a Board meeting in early 2012.*

**Milestone Dates:** Multiple (varies by initiative) and Ongoing.