

REVENUE INNOVATIONS GUIDING PRINCIPLES

At UW-Madison, innovation is part of our DNA. We have a long history of economic innovation that includes our status as a land grant institution, the creation of WARF as a steward of campus-based research into the marketplace, and the development of University Research Park to nurture economic and technological developments. Over the last 10-15 years, UW-Madison's revenue growth has substantially lagged behind peer institutions in the Big Ten and other elite public universities, many of which compete with us for students and federal research funding.

In August 2019, former Chancellor Blank and former Vice Chancellor for Finance & Administration Laurent Heller appointed the **Revenue Innovations Study Group (RISG)** to provide recommendations for innovating revenue growth in support of the University's academic and research mission. These recommendations would generate a long-term endowment, develop other non-monetary assets, and cultivate immediate and recurring income streams.

1

Generate substantial new stream of revenue to be used to support the university's mission.

2

Recognize the university's history, as a public land-grant institutions, of placing value on the medium- to long-term versus the short-term.

3

Align with the UW-Madison Strategic Framework (2020-2025), while being supportive of the university's mission related to teaching, research, and service.

4

Support the university's agenda to enhance diversity, equity and inclusion, healthy communities, as well as honoring our relationships with sovereign Native Nations in the state now known as Wisconsin.

5

Factor in and respect principles of shared governance which gives representation to academic staff, university staff, faculty, and students, who all take part in making significant decisions concerning the operation of the university.

6

Enhance the student learning and growth experiences on and off campus.

7

Protect the overall wages and benefits of employees associated with any campus unit or program linked to revenue innovation.

8

Trial potentially scalable innovations in new technologies and technology transfer, performance and operations, campus design, transaction structuring and procurement, partnership structures, governance, and regulation.

9

Improve the accessibility, livability, sustainability, and quality of the campus environment, and the city region more generally.

10

Support and build positive relations and ties with the community, the nonprofit sector, the business sector, and the public sector in the city region, the state, the country, and the rest of the world.