

MICHIGAN HIGHER EDUCATION 2018 EDITION

PUBLIC POLICY AGENDA

Higher Education Policy Priorities for Strengthening
the State Universities' Ability to Serve Michigan



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EXECUTIVE SUMMARY

Serving approximately 290,000 students annually, the state's 15 public universities serve as integral partners with government, business and industry, and the philanthropic and non-profit sectors to build a better Michigan. They are *public institutions* serving the *public interest*.

The high-quality and global reputation of Michigan's public universities are rooted in the state's unique form of higher education governance. State constitutional autonomy granted to the universities allows the gubernatorial-appointed and popularly-elected governing boards of these institutions to ensure strong accountability and stewardship of key fiscal, academic and other policy matters.

Representing the collective views of the state's public universities, the policy statements presented in this Michigan Higher Education Public Policy Agenda represent a guiding framework within which these institutions can successfully fulfill their missions while ensuring public accountability, academic quality and fiscal stewardship. The statements are tailored to Michigan and its unique policy-setting context, and are reflective of current issues being discussed in the state's public policy domain. This guide to higher education policy issues can serve as a resource for ensuring that Michigan's 15 public universities continue their historic achievements in shaping the state's rich legacy while fully realizing the promise of its future.

HIGHER EDUCATION STATE POLICY PRIORITIES

COLLEGE AFFORDABILITY

State Operating Support

- Increase state operating support for Michigan's public universities to maintain college affordability.
- Promote a state higher education funding model that provides sufficient, predictable and sustained public university operating support.

State Performance-based Funding

- Continue the utilization of a state performance-based funding system in which formula refinements involve input from public university leaders and that awards state appropriation allotments that support the missions of individual institutions.

State Need-based Student Financial Aid Programs

- Increase state investment in need-based student aid programs that promote access for low-income students.
- Boost, through new investment rather than redirection, the share of state financial aid directed to students attending the state's public postsecondary institutions, which are generally more affordable.

Tuition-Setting (Tuition Caps/Tuition Price Controls)

- Eliminate the use of legislatively-imposed tuition price controls, which impinge Michigan's public universities' ability to maintain affordable net costs of attendance, to strategically invest in programs designed to boost student outcomes, or to make other strategic investments as evaluated by the institutions. Caps on tuition prices, particularly when the state does not appropriate reasonable levels of university operating support, inhibit these institutions' ability to meet state educational attainment and economic goals.
- Reinforce recognition that full authority in setting tuition policy at Michigan's public universities is best determined locally and lies with the governing boards of these institutions.

CAPITAL OUTLAY AND ASSET PRESERVATION

State Investment in Campus Facilities and Infrastructure

- Support a state capital outlay process that is conducted annually, is consistent and predictable, and provides the public investment needed to ensure continued world-class academics and applied research at Michigan's public universities.
- Reinvest state payments for infrastructure, technology, equipment, and maintenance at university facilities, helping these state institutions lengthen the lifespan and functional utility of the state's investment for many more years.

STUDENT SUCCESS

Rigorous Postsecondary-aligned K-12 Education Standards

- Promote state-led collaboration among all stakeholders along Michigan's elementary, secondary, and postsecondary education continuum to ensure that academically rigorous standards are available to guide instruction for all K-12 students.
- Continue state-led reform in developing a comprehensive and high quality system for assessing student learning.

Teacher Preparation and Professional Development

- Promote collaboration among institutions and state officials to strengthen collegiate teacher preparation and professional development programs.
- Caution against using student test scores in evaluating teachers, and teacher preparation and professional development programs.

COLLABORATION VERSUS DUPLICATION AS THE MODEL FOR MICHIGAN PUBLIC HIGHER EDUCATION

Community College Bachelor's Degrees

- Oppose legislation that authorizes Michigan's community colleges to offer four-year degree programs.
- Reinforce the respective and distinct missions of the state's public universities and community colleges, and promote continuance of the historical model of programmatic collaboration, not duplication, between the two higher education sectors.

Seamless Student Transfer

- Support voluntary efforts to refine a streamlined, simplified and transparent process by which students can ascertain the transferability of credit-bearing courses from and among the state's community colleges and its public universities.
- Promote recognition that—with an emphasis on two- and four-year degree program alignment and the maintenance of rigorous academic standards—final determination on discipline-specific credit acceptance lies with university departmental faculty.

CAMPUS SAFETY**Campus Sexual Assault**

- Ensure that any state legislation that seeks to address issues related to campus sexual assault complements existing or impending federal legislation and is grounded in the following principles: respect for the wishes of the victim, proactive support to students, and fairness for all involved in a given incident. In addition, such legislation should maintain the longstanding educational nature of the university discipline system.

Guns on Campus

- Oppose state legislation that seeks to diminish or eliminate institutional authority to regulate guns on campus.

UNFUNDED STATE MANDATES**Michigan Indian Tuition Waiver**

- Advocate for the state to fully fund its mandated Michigan Indian Tuition Waiver program.

State Reporting Burdens

- Reduce unfunded state reporting activities.
- Streamline state reporting requirements to eliminate wasteful duplication of efforts.

ACADEMIC GOVERNANCE**Institutional and Faculty Expertise on Academic Matters**

- Educate stakeholders on the benefits of the principles of academic freedom.
- Oppose state efforts to micromanage academic decisions regarding admissions criteria, the faculty, curriculum and instruction at public institutions.
- Oppose legislative interference with research and the academic peer-review process.

CAMPUS FREE SPEECH**Ensuring Uninhibited Diversity of Thought, Speech, and Expression**

- As enshrined in the Michigan Constitution, ensure university governing board oversight of campus free speech policies in protecting First Amendment rights.
- Oppose state legislation that seeks to place mandates on institutional campus free speech policies.

INSTITUTIONAL GOVERNING BOARD AUTHORITY OVER CAMPUS OPERATIONS**Board Oversight of Fiscal, Personnel and Operational Issues**

- Promote understanding and recognition among stakeholders of the authority governing boards have over public university strategic and operational matters.

THE STATE'S PUBLIC UNIVERSITIES: ESSENTIAL PARTNERS IN BUILDING A BETTER MICHIGAN

Michigan's 15 public universities serve a foundational role in advancing Michigan's economic, civic, and social aspirations. For two full centuries, beginning with the founding of the University of Michigan in 1817—twenty years before Michigan became a state—they have been the gateway to educational opportunity and economic success for hundreds of thousands of the state's citizens. Today, the state's public universities enroll almost 300,000 students annually and serve as engines of economic growth and stability for communities and regions throughout the state. Through their diverse and tailored missions, these institutions drive talent development aligned to state workforce needs, serve as major portals for research and development, and move new technology and ideas to the marketplace through business start-ups. They are known nationally and internationally for their high academic quality while also being financially accessible. They strive to ensure student success for underserved populations and those critical to boosting the state's educational attainment levels, including those from low-income backgrounds, first generation college students, minorities, military veterans, and working adults. The state's public universities have long served as integral partners with government, business and industry, and the philanthropic and non-profit sectors to build a better Michigan. They are public institutions serving the public interest.

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THE CONNECTION BETWEEN COLLEGE DEGREE ATTAINMENT AND ECONOMIC PROSPERITY IN MICHIGAN

Throughout the U.S., focus is being placed on boosting states' college degree attainment levels, and for good reason. There is no better state strategy for increasing economic prosperity than increasing citizens' postsecondary education rates. In Michigan, the 2016 median salary for those aged 25 and older with a four-year degree was \$50,800, \$18,400 more than those with a two-year degree (\$32,400) and nearly \$23,600 more than those with a high school diploma (\$27,200). Bachelor degree holders in Michigan also enjoy greater job security, with an unemployment rate in 2016 of just 2.4 percent—less than one-half the rate of those with some college or an associate's degree (4.9 percent) and one-third the rate of those with a high school diploma (7.1 percent).¹

Yet, Michigan lags considerably behind other states when it comes to college degree attainment, ranking 34th in the proportion of adults with a four-year degree,² and as a corollary, 32nd in per-capita income.³ Against this backdrop, however, it is forecasted that 43 of the 50 high-demand and high-wage careers in Michigan in 2024 will require at least some level of postsecondary education with 36 requiring a bachelor's degree or higher.⁴ Michigan's ability to survive and thrive in an increasingly interconnected global economy greatly depends on our collective ability to foster policies that increase access to the state's 15 public universities, while also maintaining academically rigorous programs that prepare students for the state's talent needs.

There is no better state strategy for increasing economic prosperity than increasing citizens' postsecondary education rates.

CONTEXT: GOVERNANCE AND POLICY DEVELOPMENT AND OVERSIGHT AMONG MICHIGAN'S PUBLIC UNIVERSITIES

State Constitutional Autonomy Granted to Michigan's Public Universities

Under Michigan's Constitution, public universities have constitutional autonomy. Article VIII, Section 5 of Michigan's Constitution of 1963 reads:

Each board shall have general supervision of its institution and the control and direction of all expenditures from the institution's fund.

Constitutional autonomy enables Michigan's public universities to be governed in a manner that allows individuals who are well versed in higher education policy issues to make governance decisions for the institutions. Constitutional autonomy was first granted to the University of Michigan in 1850. As other public universities were created and subsequent constitutions adopted by the people of the State of Michigan, constitutional autonomy was continued as the most effective and appropriate method of governance for the state's public universities.⁵

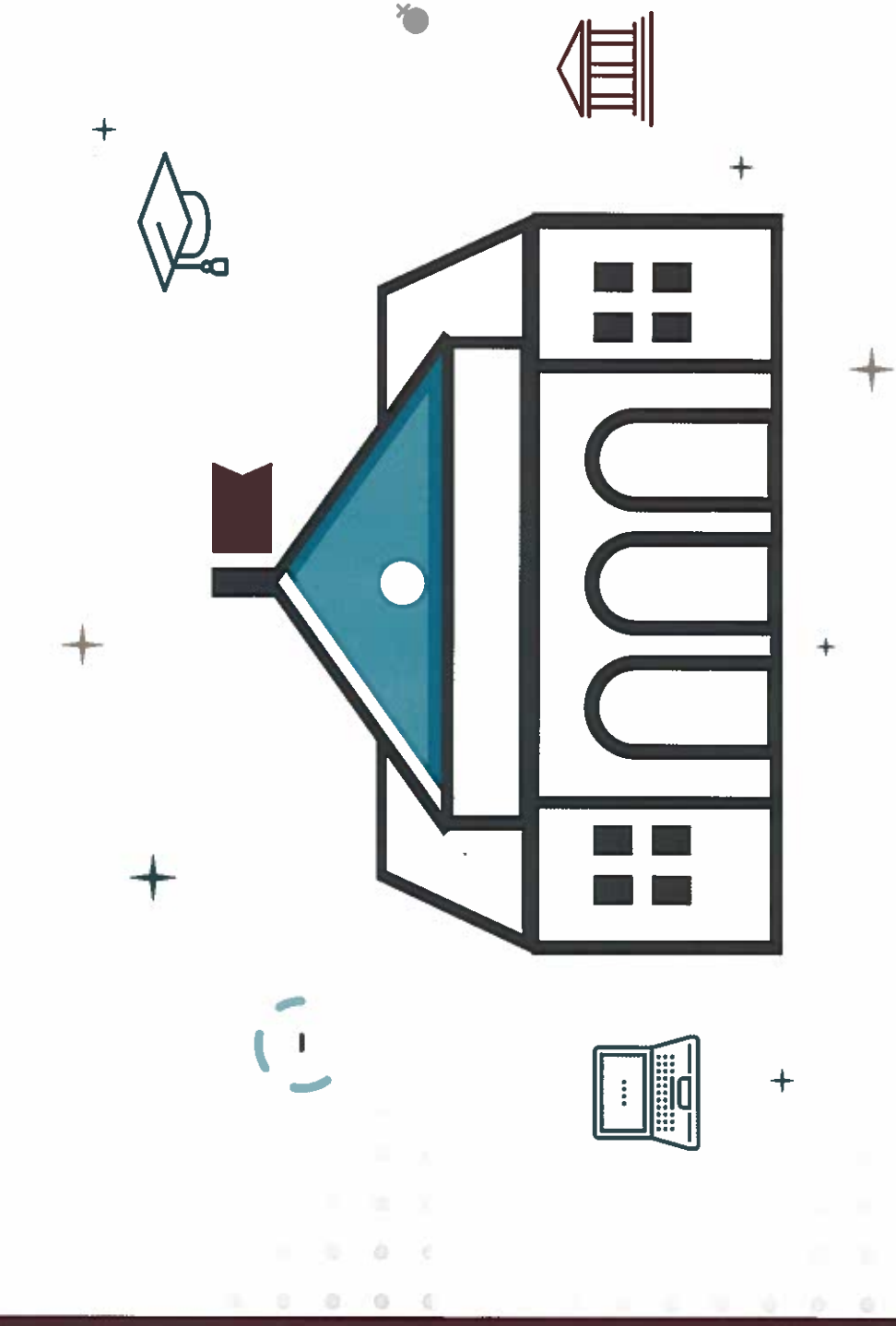
Constitutional autonomy is an essential component of the success of higher education in Michigan. While some states have organized their higher education institutions into a centralized, bureaucratic system, and other states have governing boards of higher education, Michigan has successfully maintained the autonomy and independence of each public university. The mitigation of excessive state-level bureaucracy permits Michigan's public universities to be nimble and to govern more expeditiously and efficiently.

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Institutional Oversight by Gubernatorial-appointed and Popularly-elected Governing Boards

All of the state's public universities are overseen by governing boards consisting of a diverse array of leaders with expertise and experience in the private and non-profit sectors. The governor of Michigan appoints the members of the governing boards of all of the state's public universities except for those at the University of Michigan, Michigan State University, and Wayne State University, who are elected via statewide popular elections. Regardless of the selection process, all governing boards have eight members serving staggered eight-year terms, with the university presidents serving as an ex-officio member of the board. Each board carries a popular mandate to govern, whether delegated directly from the citizens or through the Governor.

The elected and appointed governing boards are charged with overseeing key university policy and fiscal matters involving such issues as institutional expenditures, student enrollment, academic programs, tuition and financial aid, and capital projects. They are also responsible for upholding core principles that are integral to American higher education, such as academic freedom, academic integrity, shared governance, and freedom of speech and of expression.



Public University Collaboration with the Governor and Legislature

Although Michigan's public universities have constitutional autonomy, they collaborate extensively with the Governor, state legislature and all of the state's agencies on policy and programmatic initiatives to address a variety of opportunities, challenges, and needs facing the state. These include issues related to workforce development, economic development, K-12 education, health care, the environment, and public safety, to name a few. Institutional collaboration with state government is especially concentrated on issues of state funding of university operations, state student financial aid programs, and capital outlay financing. On issues related to the core educational missions of the public universities, the institutions interface extensively with policymakers and state officials to ensure that state policy formulation is done in a matter that best serves the interests of the state and its citizens.

As the coordinating board for the state's public universities, the Michigan Association of State Universities also interfaces extensively with the legislature, the Governor and his/her staff, and other state officials in fostering policy to maximize the collective value these institutions provide in serving the public interest and the state of Michigan.

Although Michigan's public universities have constitutional autonomy, they collaborate extensively with the Governor, state legislature and all of the state's agencies on policy and programmatic initiatives to address a variety of opportunities, challenges and needs facing the state.

HIGHER EDUCATION POLICY PRIORITIES FOR STRENGTHENING THE STATE UNIVERSITIES' ABILITY TO SERVE MICHIGAN

The policy recommendations discussed below represent a guiding framework within which the state's public universities can successfully fulfill their missions while ensuring public accountability, academic quality, and fiscal sustainability. Issues presented here are commonly deliberated in state legislatures throughout the U.S. and have, from time to time, surfaced here in Michigan. This public policy agenda is derived from a national public higher education policy agenda produced by the American Association of State Colleges and Universities.⁶ This second edition of the Michigan Higher Education Public Policy Agenda is tailored to Michigan and its unique policy-setting context, and is reflective of current issues being discussed in the state's public policy domain. This public policy agenda will be updated as warranted by evolving needs and opportunities.

Policymakers should consider public universities integral partners in the development of higher education-related state policy. Furthermore, given the intellectual and analytical resources they house, these institutions will continue to serve as indispensable resources in informing the development and reform of other state policies and programs across the state's public policy spectrum.

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Mission-Focused State Performance-Based Funding Systems Can Enhance Student and Institutional Outcomes

Legislation that links state higher education appropriations to select institutional outcomes, commonly known as performance-based funding (PBF), is an increasingly popular financing policy mechanism that has been embedded in Michigan's higher education budget since 2013. The PBF distribution formula should be a collaborative effort among key stakeholders to build an incentive structure that respects and reinforces campus missions; encourages campuses to recruit, retain, and graduate low-income and nontraditional students; and remains compatible with state higher education, workforce, research, and economic goals. Further, short of refinements achieved through consensus, the formula should remain consistent so that institutions have a clear and sustained set of state objectives which to pursue.

Policy Action:

- Continue the utilization of a state performance-based funding system in which formula refinements involve input from public university leaders and that awards state appropriation allotments that support the missions of individual institutions.



Institutional Governing Board Responsibility for Setting Tuition Policy is Important to Ensuring College Affordability and Student Success

The governing boards and leaders of Michigan's 15 public universities believe deeply in the importance of college affordability. It is a moral and economic imperative. It is a precursor to ensuring educational opportunity and social mobility for our state's next generation. And it is critical for Michigan to achieve its goal of boosting educational attainment levels. The universities' collective efforts to maintain college affordability is evident in the tremendous efforts put forth to cut costs and keep the net costs of attendance lower through significant investments in student financial aid. State universities have increased spending by \$524.5 million in 2017 dollars on institutional financial aid from 1995 to 2017, a 220 percent increase. Put another way, universities have had to more than double the percentage of their total general fund expenditures spent on financial aid from six percent to over 13 percent to make up for what the state used to provide in student financial aid.¹² The institutions' achievements in containing costs is most evident in the fact that revenues per full-year equated resident undergraduate student have collectively increased only \$439 since 2002 in inflation-adjusted dollars.¹³ That's a mere 2.3 percent increase above inflation over 14 years.

The tuition policy-setting authority granted in the state's constitution to institutional governing boards is a responsibility taken with great care by university trustees and institutional leaders. Careful deliberation is given in setting tuition rates, integrating myriad factors such as the impact on students' ability to afford college prices, the ability to fund new institutional initiatives to boost student retention and degree completion rates, meeting accreditation standards and maintaining academic quality, and the ability to finance the delivery of new programs and partnerships designed to meet the state's labor market needs, along with various other state goals and objectives.

Since 2012, the state budget for higher education has included provisions that withhold a portion of state appropriations for university operations if the institutions exceed a predetermined and artificially set increase in tuition rates, or does not meet other performance funding requirements. The arrangement, known as "tuition restraint" or "tuition caps" can actually work against state and institutional objectives to keep college affordable and improve student success. The utilization of state-imposed price controls on tuition in an era of dwindling or static state appropriations hamstrings the ability of universities to drive resources into academic and student support areas that would in turn improve their performance on state metrics.

The governing boards and leaders of Michigan's 15 public universities believe deeply in the importance of college affordability.

CAPITAL OUTLAY AND ASSET PRESERVATION

State Investment in Campus Facilities is Essential to World-Class Instruction and Applied Research

High-quality academic and research facilities are vital to ensuring that Michigan's public universities remain competitive by continuing to deliver world-class education and incubating the knowledge that will power tomorrow's companies. Constructing technologically- and environmentally-sophisticated campus facilities requires a financing partnership between the state and its public universities. Although only two university projects were authorized between 2010 and 2015, the state has resumed investment in capital outlay in recent budgets by authorizing projects at a majority of the state universities. This is a commendable turnaround, and we encourage the state to continue its recent trend of providing capital outlay investment in its public universities.

Also important is the need for state investment in existing infrastructure on public university campuses in order to maximize the lifespan of these important state assets. The state has not provided infrastructure, technology, equipment, and maintenance (ITEM) grants since 2000, shifting one more cost burden from the state to the universities. Ultimately, a portion of students' tuition dollars end up paying for critical campus asset preservation needs; monies that would be better utilized for direct instruction. From both a statewide and institutional planning perspective, the state capital outlay process should be conducted annually, be predictable and consistent, and include significant public investment in campus facilities on a regular basis. Transparency and clarity on the process by which prospective campus projects are assessed by state officials and recommended for funding approval is also integral to a sound state capital outlay program.

Policy Actions:

- Support a state capital outlay process that is conducted annually, is consistent and predictable, and provides the public investment needed to ensure continued world-class academics and applied research at Michigan's public universities.
- Reinststitute state payments for infrastructure, technology, equipment, and maintenance at university facilities, helping these institutions lengthen the lifespan and functional utility of the state's investment for many more years.

High-quality academic and research facilities are vital to ensuring that Michigan's public universities remain competitive by continuing to deliver world-class education and incubating the knowledge that will power tomorrow's companies.

COLLABORATION VERSUS DUPLICATION AS THE MODEL FOR MICHIGAN PUBLIC HIGHER EDUCATION

The longstanding collaboration evident among Michigan's public universities and community colleges has been foundational to ensuring a state public postsecondary system that is cost- and operationally-efficient, responsive to student-consumers and employers, and is of high academic quality. The state's public two- and four-year sectors of higher education partner extensively to meet state labor market needs and to optimize the missions and capacities that are unique to each sector and their respective institutions.

Community College Bachelor's Degrees

The state universities and the Michigan Association of State Universities have been steadfast in their opposition to the offering of bachelor degree programs by the state's community colleges. Allowing community colleges to offer bachelor's degrees will result in higher costs for students and taxpayers. In duplicating already-existing four-year programs available at the state's public universities, community colleges will incur costs for salary and benefits of additional faculty and support staff, as well as operating costs for administration, materials and supplies, travel, information technology, meeting accreditation requirements, and providing other support services. Capital expenses related to equipment and facilities may also be incurred. Significant increases in community college tuition prices and local taxation would result from community college bachelor degree programs. The cost of offering these programs will be covered through tuition increases, higher local millages and/or requests for higher state appropriations. The popular appeal of lower priced tuition at community colleges is masked by the fact that these institutions are subsidized twice by taxpayers: once through local property taxes (\$533 million in 2016¹⁴) and again through state appropriations (\$395 million in 2018). The state has disinvested hundreds of millions of dollars in support of its public colleges and universities during the past decades; investing future state monies in a duplicative set of programs is a remarkably inefficient use of taxpayer-provided state revenues.

Allowing community colleges to offer bachelor's degrees will incur wasteful spending to address no unmet need. It will result in the creation of 28 additional public four-year degree granting institutions in Michigan, representing an enormous legislatively-directed expansion of institutional mission creep through a mass duplication of existing programs and services. In a state with a nation-leading forecasted decline in the number of high school graduates, such a profound expansion in the number of public four-year degree institutions is completely counter to good state fiscal policy.

The state's public two- and four-year sectors of higher education partner extensively to meet state labor market needs and to optimize the missions and capacities that are unique to each sector and their respective institutions.

Seamless Student Transfer

The state's public four- and two-year institutions have a long history of continually enhancing the ease with which students can transfer credit-bearing courses among and between institutions. The Michigan Association of Collegiate Registrars and Admissions Officers (MACRAO) Transfer Agreement started in 1972 and was succeeded by the Michigan Transfer Agreement (MTA) in 2014 to provide students with a 30 credit hour block in approved disciplines—equivalent to a full year of college—transferable among all public universities and community colleges statewide. Dozens of ladder two- and four-year degree programs among the state's community colleges and public universities further serve the needs of students and employers—there are 781 different partnerships, including off-site bachelor's degree programs and articulation agreements, among the community colleges and public universities.¹⁵ The state's public universities, community colleges, and independent non-profit colleges are currently voluntarily partnering on the statewide Transfer Steering Committee (TSC). The TSC is providing coordination of a degree pathways initiative, which will convene faculty to try to replace institution-to-institution articulation agreements in a particular major with articulated statewide degree pathways spanning across all participating campuses. The committee is also overseeing the replacement of the Michigan Transfer Network website, which will provide students and academic advisors with even more information about transferring, including easy identification of course-to-course transfer credit equivalencies.

Ongoing efforts to further enhance seamless student transfer among Michigan's public universities and community colleges should be done on a voluntary basis and in a collaborative manner. The state's student transfer process should respect institutional departmental discretion in determining the alignment and rigor associated with courses completed at other postsecondary education providers. Final determination as to the transferability of discipline-specific courses to the state's public universities must remain the responsibility of university departmental faculty who are best positioned to ascertain the credit worthiness of courses completed at other institutions.

Policy Actions:

- Support voluntary efforts to refine a streamlined, simplified and transparent process by which students can ascertain the transferability of credit-bearing courses from and among the state's community colleges and its public universities.
- Promote recognition that—with an emphasis on two- and four-year degree program alignment and the maintenance of rigorous academic standards—final determination on discipline-specific credit acceptance lies with university departmental faculty.

Ongoing efforts to further enhance seamless student transfer among Michigan's public universities and community colleges should be done on a volunteer basis and in a collaborative manner.

UNFUNDED STATE MANDATES

Michigan Indian Tuition Waiver Program

The state universities of Michigan are fully supportive of partnering with state government to enhance college access for economically disadvantaged populations. One such population is Native Americans. Recognizing this, the Michigan Indian Tuition Waiver (ITW) program was enacted in the 1970s, pursuant to a 1934 executive agreement the state of Michigan entered into with the federal government to provide free public education for Native students. The ITW provides Michigan residents who are at least one-quarter Native American and are certified members of a United States tribe free tuition at all of the state's 15 public universities and 28 community colleges. Over time, the state's funding of the program has not kept pace with increases in student enrollment and institutional costs. In 2017, actual costs for the program exceeded the state's allocation by \$6.8 million, leaving the institutions to cover the balance of this state-mandated program.¹⁶ In order for Michigan to live up to its agreement to provide social mobility to Native Americans through access to postsecondary education, the state should lift the unfair burden placed upon the universities by this state-mandated program.

Policy Action:

- Advocate for the state to fully fund its mandated Michigan Indian Tuition Waiver program.

In order for Michigan to live up to its agreement to provide social mobility to Native Americans through access to postsecondary education, the state should lift the unfair burden placed upon the universities by this state-mandated program.

CAMPUS FREE SPEECH

Ensuring Uninhibited Diversity of Thought, Speech, and Expression

Fundamental to the mission of all public universities is a commitment to open discussion and the free exchange of ideas. Each year, thousands of guest speaking engagements and demonstrations collectively take place at Michigan's public universities; almost all of which are without incident. This commitment to free speech and free expression is complemented by an obligation to enable access to safe, secure, and sustainable venues for speech, teaching, learning, research, employment, housing, and service at the state university campuses. All of these institutions—in policy and in practice—allow for, and protect, the rights of free speech without regard to viewpoint.

Michigan's public universities—like all public bodies in Michigan—use the reasonable “time, place, and manner” discretion afforded by the both the United States and Michigan Constitutions to maintain reasonable order on their properties, and in their services, events, and programs, while simultaneously fostering robust dialogue and promoting civic engagement. Much like there are parameters regarding speech and expression at the United States and Michigan Capitol buildings, similar considerations of time, place, and manner are utilized on college campuses to protect the interests of those seeking the opportunity to learn.

Michigan's Constitution confers upon the state university governing boards the exclusive power to supervise and control their institutions. This governance model has produced a setting on college campuses that works well in allowing for the free expression of speech while at the same time providing appropriate access to a high-quality, safe, and secure learning environment.

Policy Actions:

- As enshrined in the Michigan Constitution, ensure university governing board oversight of campus free speech policies in protecting First Amendment rights.
- Oppose state legislation that seeks to place mandates on institutional campus free speech policies.

INSTITUTIONAL GOVERNING BOARD AUTHORITY OVER CAMPUS OPERATIONS

Board Oversight of Fiscal, Personnel and Operational Issues is Essential

Article VIII, Section 5 of the Michigan Constitution of 1963 affirms that the governing boards of the state universities of Michigan “have general supervision of its institution and the control and direction of all expenditures from the institution's funds.” More than 150 years of jurisprudence has consistently upheld governing board authority over the entire university enterprise. This campus autonomy is a foundational aspect of governance among Michigan's public universities and is essential to ensuring effective oversight and informed decision-making involving operational and strategic matters at these institutions. Issues involving expenditures, facilities planning, personnel, zoning, and public-private partnerships are under the authority of institutional governing boards.

Policy Action:

- Promote understanding and recognition among stakeholders of the authority governing boards have over public university strategic and operational matters.

BLIC UNIVERSITIES



The Michigan Association of State Universities serves as the coordinating board for Michigan's 15 public universities, providing advocacy and fostering policy to maximize the collective value these institutions provide in serving the public interest and the State of Michigan.



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