



A First-Year Progress Report on the Campus Strategic Framework

This report highlights progress achieved during the first year of our five-year strategic framework for the University of Wisconsin–Madison. The framework was introduced in spring 2009, following an intensive exploration — conducted as part of the institution’s reaccreditation process — that examined our mission and accomplishments during the previous ten years and laid the groundwork for a plan for the next decade. What emerged from this far-reaching conversation among faculty, staff, students, alumni, and friends is a renewed commitment to the Wisconsin Idea, and a vision that articulates that long-held principle:

The University of Wisconsin–Madison will be a model public university in the 21st century, serving as a resource to the public, and working to enhance the quality of life in the state, the nation, and the world.

The strategic framework identifies five priorities as the campus moves forward. We are pleased to share examples of work in progress in schools and colleges, as well as cross-campus initiatives that address these priorities. To see detailed reports from campus units, visit www.chancellor.wisc.edu/strategicplan.

During this inaugural year of the framework, the campus has demonstrated steadfast commitment and a willingness to bring forth creative solutions during a particularly challenging economy. We are confident that the campus will sustain this momentum in the years to come.

Chancellor Biddy Martin

Provost Paul DeLuca

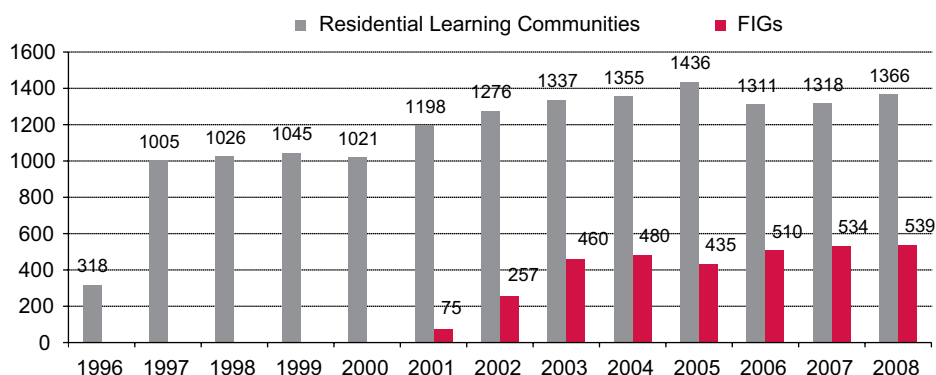
PRIORITY

Provide an exemplary undergraduate experience

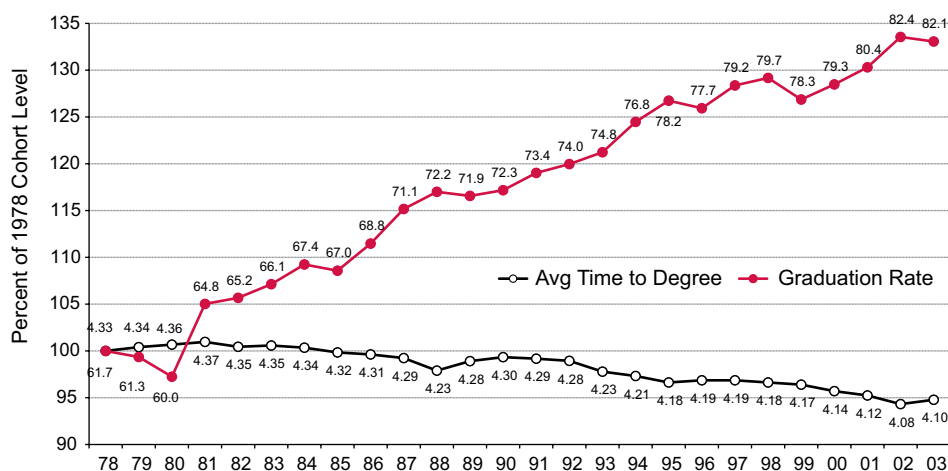
Achievements related to undergraduate education demonstrate a clear commitment to learning inside and outside of the classroom, and to providing experiences on campus and around the world. For example, International Studies reports an increase in study-abroad sites and participation, and a new office now coordinates international internships. The Morgridge Center for Public Service, which offers students ways to experience public service, service learning, and community-based research, is poised to move to new levels. With a focus on sustainability, the College of Agricultural and Life Sciences has developed the first of three new campus residential learning communities, building UW–Madison’s solid legacy in this arena.

To allow more time for students to pursue internships and other leadership activities, the Wisconsin School of Business is implementing sophomore admission. The School of Nursing is one of only 15 nursing programs in the country chosen to participate in an initiative to create teaching-learning strategies related to patient safety and quality of care. Curriculum changes include a new major in environmental studies developed in a partnership between the College of Letters & Science and the Nelson Institute for Environmental Studies, and curriculum updates at the College of Engineering that address technology advances and globalization. The School of Social Work now offers a part-time master’s program in social work, serving working adults

**Residential Learning Communities and First-Year Interest Groups
Number of Participating Students in the Fall Term**



**Trend in Average Time-to-Degree and Graduation Rates
Within Six Years After Entering as New Freshmen**



**Participation Rate in Wisconsin Experience Activities
for Bachelor’s Degree Recipients**

High-Impact Practice	2005	2009
First Year Interest Groups	--	6%
Study Abroad	18%	25%
Research Experience	11%	19%
Residential Learning Community	12%	13%
Service Learning Course	8%	16%
Field Work	20%	20%
Independent Study Course	46%	37%
Honors Course	22%	27%
Seminar Course	35%	42%
Graduates who had 1 experience	80%	89%
Graduates who had >1 experience	52%	67%

Based on activities documented on the student record.

and others who cannot be full-time students.

Maintaining a longstanding contribution, the Division of Continuing Studies is offering innovative credit and non-credit learning opportunities for undergraduates and nontraditional students, such as the Odyssey Project, which provides credit courses in the humanities for adults facing economic barriers to higher education; and the Infant, Early Childhood, and Family Mental Health Certificate Program and the Mental Health and Older Adults Certificate Program, both non-credit postgraduate specialized training opportunities for mental health professionals.

CROSS-CAMPUS INITIATIVES include the Madison Initiative for Undergraduates (MIU), designed

to improve undergraduate education and increase affordability, and continued evolution of the Wisconsin Experience.

Through two rounds of funding, MIU is — or soon will be — supporting more than 50 new faculty, more than 25 new instructional staff, and more than 60 new teaching assistants. MIU funding is also being used to develop a more effective approach to introductory biology courses that will impact more than 7,000 students, and a coordinated, campuswide approach to academic, career, and pre-professional advising.

In addition, funding is being used to double First-Year Interest Groups, and to grow residential learning communities, which are sponsored by University Housing in partnership with academic units.

The Great People Scholarship campaign is raising funds for need-based financial aid.

The Wisconsin Experience defines the unique aspects of a UW–Madison education, based on the university's history to the state through collaboration and problem-solving, and high-impact educational practices. All programs and new courses are now reviewed using a Wisconsin Experience framework.

A Common Scholarship website and a new online Course Guide now provide easy access to information for prospective and current students, their families, advisors, departments, faculty, and instructional staff.

PRIORITY

Reinvigorate the Wisconsin Idea and renew our commitment to our public mission

Achievements related to the Wisconsin Idea illustrate how fully the university sustains this guiding principle, which is now emulated around the world.

Addressing needs within the state, the School of Medicine and Public Health has placed its first cohort of medical students in clinical training sites in rural areas and has launched an effort to work toward healthy birth outcomes in key Wisconsin communities. The Law School's criminal justice projects help low-income clients, including 1,300 who are currently incarcerated and several hundred who have civil legal concerns. The Center for Patient Partnerships advocates for approximately 250 clients facing serious illnesses. The

School of Nursing has received additional grant funding to link public health departments and nursing programs across the state. The School of Education is helping Wisconsin educators enhance their skills and meet licensing standards, extending K–12 partnerships to improve math and science instruction, and sponsoring arts events that enrich audiences across the state. The School of Pharmacy has increased enrollment of PharmD students to meet the state's workforce needs. Among other arts outreach efforts, the Arts Institute and the School of Music bring three faculty ensembles to communities around the state, and nearly 35,000 people attended the 12th annual Wisconsin Film Festival.

\$1.1 million The value of community-service hours contributed in a year by more than 4,000 UW students.

#1 The UW-Madison Executive Education program's ranking in the world for "value for the money" by the *Financial Times* of London.

143,923 UW-Madison alumni living in — and contributing to daily life — in Wisconsin.

125 Startup companies housed at University Research Park.

30,339 Students attending evening, weekend, off-campus, or distance-education courses in 2008-09.

10 The UW's economic development partnerships in Sheboygan County alone, as noted in this searchable Wisconsin Idea database: <http://searchwisconsinidea.wisc.edu/index.pl>

Responding to needs throughout the state and beyond, the Veterinary Medical Teaching Hospital provides expertise during 20,000 patient visits each year, Human Ecology is developing a new center to help consumers understand financial issues, and the School of Business serves more than 900 companies and associations each year via its executive education programs. Continuing Studies enrolls 17,000 students annually — both for professional development and personal enrichment — in the more than 700 courses it offers annually. The School of Pharmacy assists practicing pharmacists and the pharmaceutical industry by conducting 225 continuing education courses each year. The Office of Corporate Relations worked with 159 companies

during the first quarter of 2010 alone, connecting businesses with expertise across the campus.

Reaching beyond the borders of the United States, International Studies is spearheading an initiative that focuses on research and education in the emerging powers of China, India, Brazil, and Russia.

CROSS-CAMPUS INITIATIVES

to reinvigorate the Wisconsin Idea include responding to a resounding theme that emerged during the reaccreditation process: the UW's ability to tackle complex societal problems.

Faculty, staff, and students from a broad range of disciplines will engage in research, learning, and service to advance the complex issues of global health and sustainability. The Global Health Initiative

(GHI) is focusing on understanding root causes and developing innovative solutions to health issues that can lead to equitable and sustainable health for people in Wisconsin and around the world. The Sustainability Initiative, which is described in more detail under the Resources priority, is in close collaboration with the GHI, leveraging solutions that impact both issues.

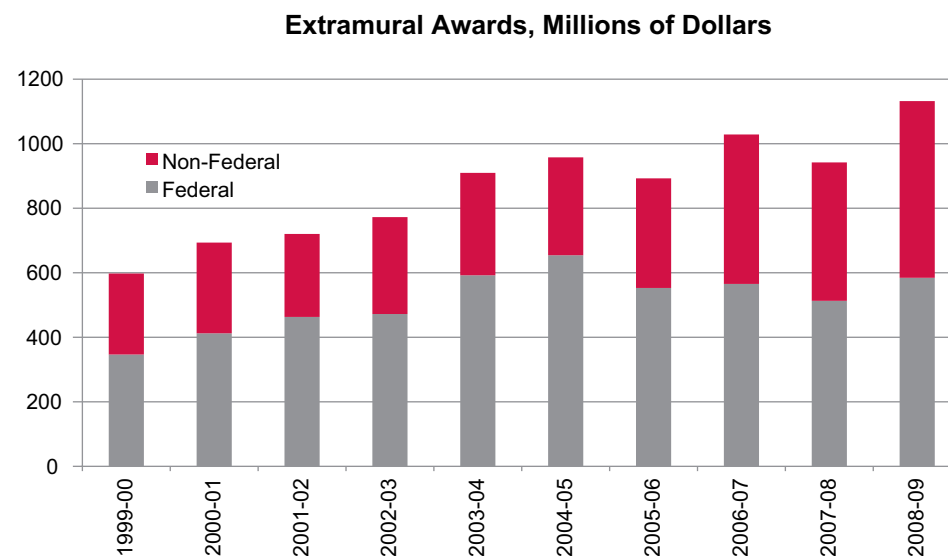
In an additional cross-campus effort, the newly established Office of University Relations is reaching out to UW–Madison's multiple constituencies both on and off campus, building stronger partnerships and aligning communications strategies to support the overall advancement of the institution and its mission.

PRIORITY

Invest in scholarly domains in which we have existing or potential strength and impact

Achievements related to research begin with UW–Madison's ranking as third in the country for research expenditures — a key measure of one of the university's core missions. As one of the nation's largest and most prolific public research universities, the UW enjoys global recognition for work ranging from stem-cell discoveries to K–12 educational policies and the special challenges of postsecondary education.

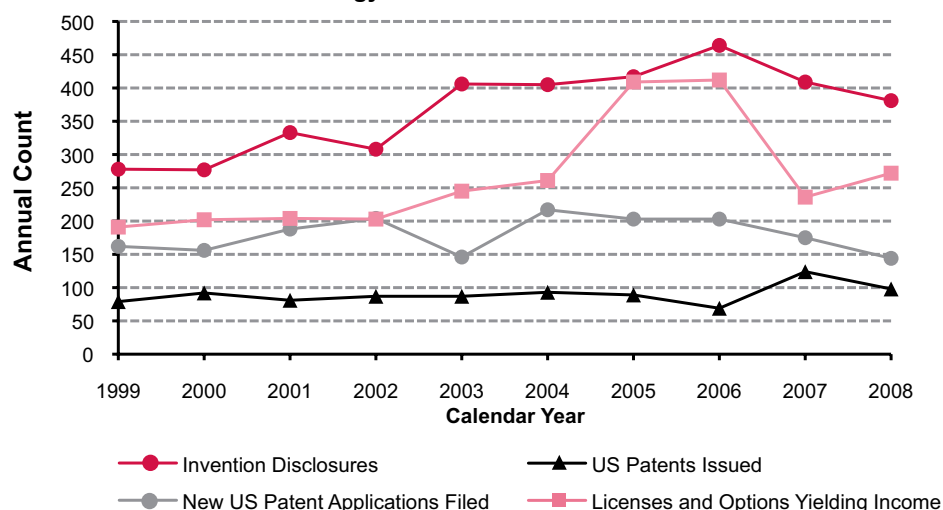
Through the Great Lakes Bioenergy Research Center, a grant bringing in over \$125 million to the state, the UW is a national leader in bioenergy exploration. The College of Agricultural and Life Sciences is active in interdis-



plinary, cross-campus collaborations in research areas including food safety, microbiology, global food security, sustainable energy, and

childhood obesity. The School of Business is reallocating resources in two of its strongest areas of research — marketing and real estate — and

Technology Transfer at UW–Madison



supporting interdisciplinary work related to entrepreneurship and international programming. The School of Nursing is developing new technologies for personal health records and creating assess points for work with minority or disadvantaged communities. The College of Engineering sponsors 43 research centers or institutes and 16 industrial consortia that together involve nearly 300 companies. Engineering faculty, staff, and students were inventors or co-inventors on 155 inven-

tion disclosures during fiscal year 2008 alone. Continuing Studies is exploring partnerships and programming related to health issues related to aging and care for the aging.

CROSS-CAMPUS INITIATIVES include hundreds of interdisciplinary research efforts addressing topics ranging from the effects of poverty to political campaigns to online consumer behavior. In support of these activities are efforts to reorganize and strengthen

research and graduate education leadership and policy, recognizing that this already complex environment continues to grow and evolve.

In addition, departments and units related to the humanities engaged the campus in events and performances through a Year of the Humanities and developed a comprehensive plan that enables greater alignment of resources and fosters research collaboration. Following an extensive assessment, more than 140 faculty members in arts-related units have developed a detailed proposal for a College of the Arts.

The new Wisconsin Institutes for Discovery, opening later this year, will be a model for interdisciplinary research in complex problems, featuring architectural designs that foster these collaborations. Together with the three-tower Wisconsin Institutes for Medical Research, scheduled for completion in about 2015, the campus will be poised to continue its leadership in engaging across disciplines to address the problems facing Wisconsin and the world.

PRIORITY

Recruit and retain the best faculty and staff, and reward merit.
Enhance diversity in order to ensure excellence in education and research.

Achievements related to our *human* resources span the campus.

RECRUITMENT AND RETENTION

Schools and colleges report successful faculty recruitment in key areas of expertise, as well as steps taken to enhance recruitment efforts, such as offering endowed faculty chairs. Rigorous efforts —

from making market adjustments to salaries to offering more rewarding teaching and mentoring experiences — are leading to successful retention of critical faculty.

In addition, health insurance coverage was approved for domestic partners of faculty and staff members. The institution created new tools to evaluate and reward faculty achievements at

distinct stages of the career cycle, and promoted best practices in the mentoring and tenure-review process for probationary faculty.

More than 2,000 events were offered to faculty and staff for enrichment and professional development during the year. Events ranged from Fully Prepared to Lead, a comprehensive program for leadership skills, to the annual

Teaching & Learning Symposium, with themes dedicated to enriching the learning experience on campus. UW–Madison hosted a summit in collaboration with our Big Ten colleagues to build future leaders.

DIVERSITY

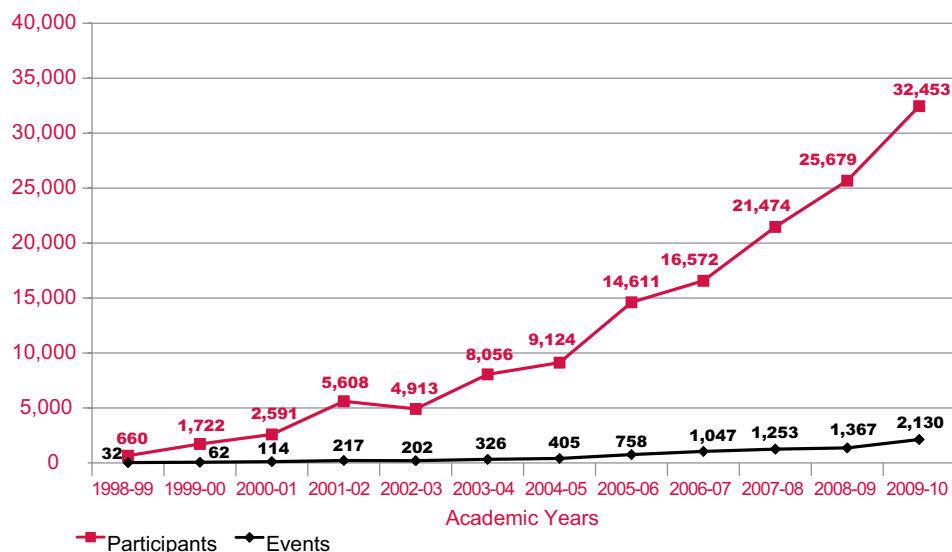
Campus units are also reporting efforts to enhance diversity among faculty, staff, and students, steps that in turn enrich teaching, learning, and research.

For example, the Graduate School reports increases in enrollment of ethnic minorities every year during the past decade, the School of Business reports an all-time high for enrollment of underrepresented minority students in the school's MBA program, and one-fourth of the Law School's entering class is composed of students of color. To attract more minority and female students to math, science, and engineering fields, the College of Engineering is sponsoring outreach programs for middle school and high school students. And recognizing the importance of diversity beyond the campus, the School of Nursing is taking steps to teach culturally congruent nursing care.

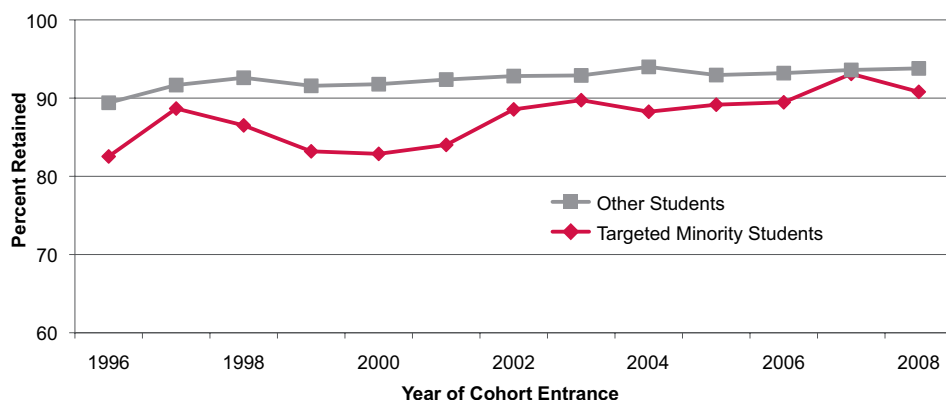
UW Athletics completed an institutional self-study that concluded with NCAA recertification for another 10 years. The recertification process found the university and its athletics program to be a model for meeting the NCAA's highest standards and principles in the areas of compliance, academic integrity, gender/diversity, and student-athlete well-being.

Cross-campus diversity efforts are being strengthened through a

Participation in Events Hosted by the UW-Madison Office of Human Resource Development July 1, 1998 – June 30, 2010



Student Retention Rates (percent retained to the second year)



tightened and improved infrastructure, and new investments in faculty diversity.

In addition, the Pre-College Enrichment Opportunity Program for Learning Excellence (PEOPLE) has grown to more than 950 students, with 149 UW–Madison graduates in 2009. The First Wave Spoken Word and Hip Hop Arts Learning Community won the

Wisconsin Governor's Award in Support of the Arts and continues to receive international recognition. The Posse Program, which prepares select high school students for college and provides a network of support while in college, has expanded to bring students from New York, its fourth Posse city.

PRIORITY

Be responsible stewards of our resources

Achievements in the responsible use of resources range from specific efforts related to sustainability to improvements in essential campus processes. At the School of Human Ecology, careful planning for an extensive building project allowed eight tons of materials to be salvaged for use by Habitat for Humanity. Viewing resources broadly, Continuing Studies is supporting outreach programs across the campus in an effort to avoid duplication of services related to fiscal management, information technology, registration services, and more. International Studies is creating a deans' group that will help align international activity among campus units.

CROSS-CAMPUS INITIATIVES

include undertaking a comprehensive Sustainability Initiative. Led by a steering team of faculty and staff from disciplines across the campus, working groups are focusing on energy, food, natural and built environment, materials and consumption, health, and transportation — all geared toward using the campus as a model for sustainability efforts.

The initiative will build on the accomplishments of the We Conserve program, which has reduced energy costs by almost \$10 million annually.

A campuswide Administrative Process Redesign project, which engaged nearly 500 participants, has focused on improving the university's research and grants processes through five large-scale

Administrative Process Redesign (APR)

Examples of achievements

Projects	Performance After APR
Award setup	Average award setup time reduced by 82 percent.
Principal investigator financials	Web-based tool developed for faculty to manage and project research program finances.
Developing grant sub-agreements	Processing time reduced by 85 percent.
Collaborative research approvals	Average response time for approvals is now one day, an improvement of 75 percent.
IT access for exiting employees	Two-thirds of terminated employees have IT access removed the same day the HR representative is notified.
Improve HR process for requesting overload	Fifty percent approved on the same day requested.
Corrective non-salary cost transfers	Processing time reduced by 83 percent.

redesign projects this year. Results include reducing award set-up and increasing researchers' access to financial data (see table).

The university completed construction on seven building projects, many of which feature the latest in energy-saving and green technologies. The renovated School of Education Building is on track to achieve Leadership in Energy and Environmental Design (LEED) gold certification, and is the first state of Wisconsin building to receive an Energy Star rating.

The 11th Annual Showcase highlighted more than 50 best practices, allowing campus units to share innovative ideas and learn from each other to improve work processes.

Hundreds of faculty and staff across campus engaged in developing a campuswide information

technology strategic plan that lays a foundation for the campus to provide state-of-the-art support for our research and teaching missions. Significant progress has been made to establish an e-learning roadmap, offering a suite of instructional technologies, and new learning and collaboration spaces. Technology infrastructure is advancing to support campus storage needs, a new identity and access-management system, data-center aggregation planning, information security, and campus and regional network solutions.

The campus's Great People Campaign is focused on raising funds for three synergistic elements — undergraduates, graduate/professional students, and faculty — to support the intellectual capacity of campus and the core of the university's greatness.



For more information, visit www.chancellor.wisc.edu/strategicplan

© 2010 Board of Regents of the University of Wisconsin System