



## Fifth-Year Progress Report Campus Strategic Framework *2013-2014*

Chancellor Rebecca Blank, who began her tenure as our chancellor last July, and I share the belief that our campus community has had an extraordinary year. From launching our first massive open online courses, to unveiling new efforts to support entrepreneurship and technology transfer, to treading on the national stage at the NCAA Final Four, we have proven once again that our students, faculty, and staff are second to none.

Throughout the past year, we have advanced the university's overarching vision, articulated as a part of the institutional reaccreditation process in 2009:

***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.***

All that we achieve emerges from a strong foundation: reaccreditation self-studies that have informed a series of campuswide strategic frameworks for more than two decades. We are proud of our ongoing commitment to work at the campus and unit levels to identify what is best for our university and then develop a clear pathway to achieve our goals.

In 2009, as part of the reaccreditation process, we worked together to create a five-year strategic framework to guide the vast activities of our public research university. We have now completed the fifth year under this framework, and I am pleased to report that we have made significant strides in each of our five priority areas.

I invite you to read these examples — which only begin to describe the many ways that every corner of the campus has supported the strategic framework.

I have been honored to serve as your provost and vice chancellor for academic affairs for the past five years. As I pass the baton to the institution's next provost, Sarah Mangelsdorf, please know that I will continue to admire how each member of the campus community embraces challenges every day, seeks innovative solutions, and unselfishly contributes to our success.

Provost Paul M. DeLuca, Jr.

# Provide an exemplary undergraduate education

- This year's incoming freshman class of 6,339 students was the largest ever, and it included the largest number of Wisconsin residents since 2001. Students hailed from every county in the state, from 45 states and Washington, D.C., and from 34 countries. The class was also one of the most diverse: African-American, Hispanic/Latino, American Indian, and Asian/American students made up 16.1 percent of the class, the largest percentage in the past decade.
- Now in its fourth year, the Madison Initiative for Undergraduates (MIU) has added \$40 million annually to the university's base budget to support undergraduate experiences. MIU funding

created the opportunity to hire about 75 new faculty, providing increased capacity for undergraduate majors in high-demand areas; supported curricular reform, including the development of new courses; and increased liberal arts and international internships. Half of MIU funds were committed to need-based financial aid.

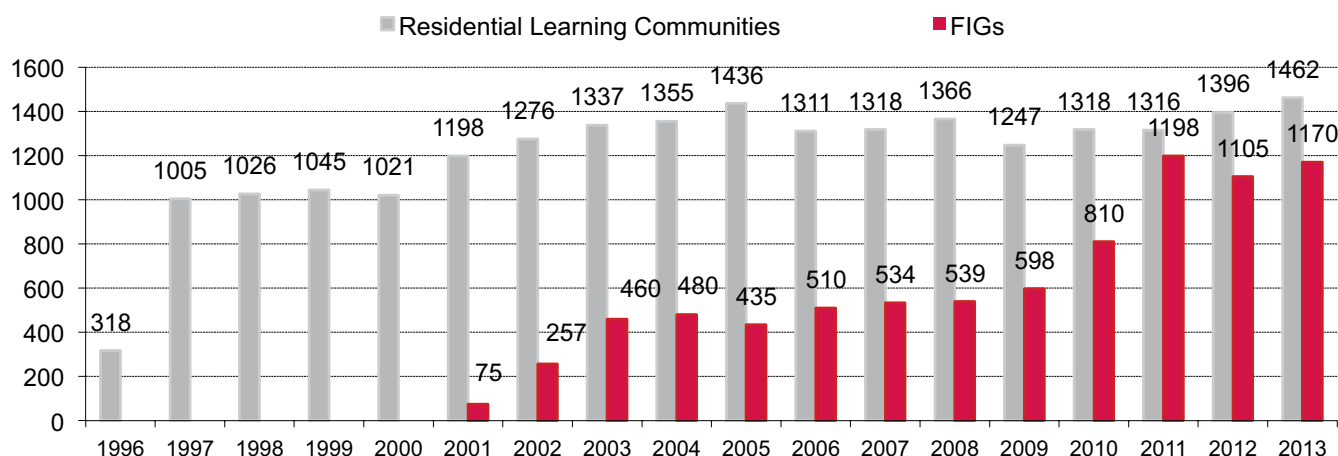
- *Kiplinger's Personal Finance* ranked UW–Madison eighth in the nation among best values in public universities, rising from 13th place in the previous two years.
- As part of Ideas to Excellence, a month-long celebration of students' academic and creative achievements, the 16th Annual Undergraduate Symposium gave

some 600 students the chance to present their work in a professional setting. Other events ranged from an art show to an honors thesis symposium to a digital salon.

- UW–Madison ranked sixth among U.S. universities and colleges in the number of students studying abroad in 2011–12, with 2,149 students earning academic credit in 85 countries on six continents. The university ranked 22nd among peer institutions in the total number of international students hosted in 2012–13, with 5,291.
- According to federal data, student loan repayment rates for UW–Madison students are well above the national

## Residential Learning Communities and First-Year Interest Groups (FIGs)

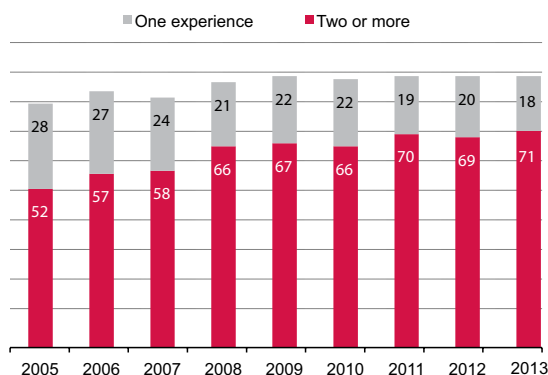
Number of Participating Students in the Fall Term



## Participation Rate in Wisconsin Experience Activities

Percent of Bachelor's Degree Recipients

	2008	2013
High-Impact Practice		
First-Year Interest Groups	6%	7%
Study Abroad	22%	25%
Research Experience	13%	15%
Residential Learning Community	13%	14%
Service Learning Course	12%	4%
Work Place Experience (Credit)	23%	25%
Independent Study Course	40%	39%
Honors Course	27%	29%
Capstone Experience	27%	43%
Seminar Course	43%	43%
At least one experience	87%	89%
More than one experience	66%	71%

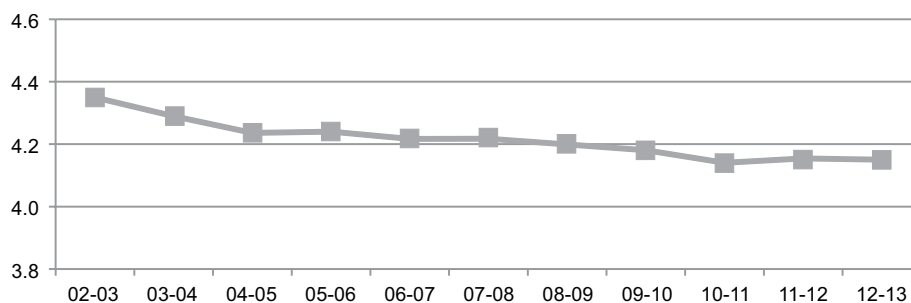


Source: Wisconsin Experience Report. Participation in a FIG was first measured for the 2005-06 graduates. Participating in a capstone experience (culminating course or experience) was first captured in 2007-08. In 2010, an official definition of a service learning course was approved by the University Academic Planning Council. A minimum number of hours spent in service learning was established. This resulted in fewer courses that counted as service learning courses and is the main contributing factor in the apparent reduction in the percentage of students who participate in service learning. Full Report: [http://apir.wisc.edu.wisconsinexperience/2013\\_Wisconsin\\_Experience\\_Report.pdf](http://apir.wisc.edu.wisconsinexperience/2013_Wisconsin_Experience_Report.pdf)

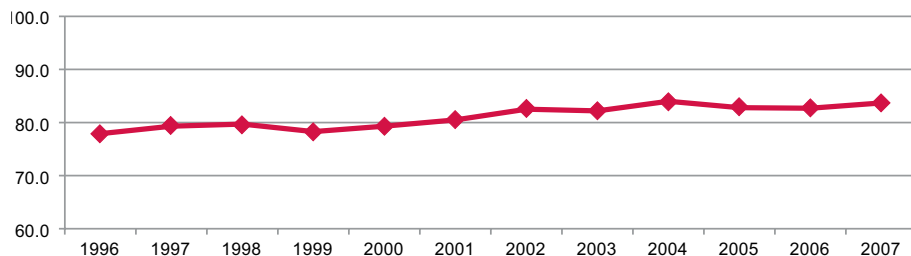
average. UW–Madison graduates had a 1.11 percent default rate on federal Perkins Loans — traditionally given to students with high financial need, far less than the national average of about 11 percent. The two-year default rate for federal Stafford loans among UW students was just 1.1 percent, compared to the national average of 10 percent.

- UW–Madison was one of only four American institutions that could boast three super-elite scholars in the same year. Students were awarded a Rhodes Scholarship, one of the top honors in higher education; a Marshall Scholarship to attend the London School of Economics; and a Churchill Scholarship to attend the University of Cambridge.
- During 2013–14, 3,288 students (65 percent of them undergraduates) enrolled in 81 courses that offered community-based learning components or opportunities.

### Elapsed Calendar Years to Degree, by Graduation Year



### Six-Year Graduation Rate, by Year of Freshman Entrance Cohort



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

- A new trans-disciplinary research institute within the College of Engineering — the Grainger Institute for Engineering — was announced in June. Funded with a \$25 million commitment from The Grainger Foundation, the institute is intended to foster new discoveries and build the university's reputation as a leader in helping to solve critical technological challenges. The commitment will create an endowment for professorships, faculty scholar awards, and postdoctoral fellowships, with additional support from UW–Madison, the UW–Madison Vilas Trust, and the college.
- Thanks to a grant, the Dairyland Initiative, a School of Veterinary Medicine outreach program, is making its web-based resources available free to dairy farmers across the country. Farmers can find a wealth of information needed to create facilities that lead to a reduction in injuries and diseases and often increase milk production.
- *U.S. News & World Report* ranked UW–Madison third among schools offering high-quality online graduate engineering programs.
- To better address the nursing faculty shortage, the School of Nursing is one of four UW System schools offering new fellowship and loan forgiveness programs to encourage nurses to pursue doctoral degrees or postdoctoral training and assume nurse educator positions in Wisconsin. The current shortage in nurse educators limits the number of students who can be accepted into nursing programs. The state could see a shortage of 20,000 nurses by 2035.
- UW–Madison returned to its long-held position as the nation's top producer of current Peace Corps volunteers, with 90 alumni serving overseas. Since the agency was created in 1961, a total of 3,112 UW alumni have served abroad.
- The university's Office of Corporate Relations, established in 2003 to serve as the university's liaison to business and industry, hosted a number of special events this year, including a second annual Corporate Open House in August, which allowed UW–Madison schools and colleges to expand and strengthen relationships with corporate partners.

**Discovery to Product**, or D2P, a program to support entrepreneurship and encourage new start-ups among faculty, staff, and students, was launched in the fall. D2P will help the UW expand its role as a major partner to the state and the region in moving innovative ideas into the marketplace. The university and the Wisconsin Alumni Research Foundation each committed \$1.6 million in initial funding. A UW System economic development grant awarded \$2.4 million to UW–Madison to support innovations that can be commercial-ready by May 2015. A new director, mentors-in-residence, advisory board members, and partners are bringing industry experience in early-stage companies to help build D2P's success.

- *Forbes Magazine* in November cited University Research Park and the MG&E Innovation Center on its campus as among the top breeding grounds for compelling high-tech start-up companies. The 260-acre park on the city's west side is home to 126 companies and 3,600 employees, and has long been

considered a national model for high-tech jobs with strong links to university research. A second 370-acre park is under development west of the Beltline.

- The Office of Industrial Partnerships, established in 2012, works with companies whose interests range from access to cutting-edge basic research to technology commercialization. The office provides a central point of contact for these companies, as well as review of the contracts that go on to support and advance the interests of the UW–Madison campus and its researchers. During the last year, it completed 1,237 contracts, with a financial value to the university of more than \$27 million.

## Baldwin Wisconsin Idea Projects

*Grants awarded for 2014–17*

- A program to provide peer-supported learning and digital literacy for court-involved teens.
- A project that will connect students with artisans in Ecuador, Mexico, and Kenya who need help with microenterprise development.
- A community-based effort to educate Wisconsin consumers on the effective selection and use of health insurance.
- A media project that will teach digital storytelling and technology skills to tribal teens to address health disparities.
- A project that will pair UW archaeologists with residents of a small Wisconsin village to unearth remnants of a 1,000-year-old religious mission site.
- A series of writing workshops at libraries and community centers to help participants secure employment.
- An effort to distribute teaching tools and resources about Wisconsin's American Indian tribes to the state's school districts.
- A project to increase school-based and other educational support for young homeless children in the Madison school district.

## Selected Morgridge Center Partnership Program Types

Number of Partner Sites

General Volunteer Placement	90
Badger Volunteer Program	66
Wisconsin Idea Fellowship Program	22
Schools of Hope Program	13

## Selected Internship, Clinical Placement, or Practicum Type (2012–13)

Number of Students

Internships – Agricultural and Life Sciences	232
Internships, Co-ops – Engineering (Undergraduate)	845
Internships – Human Ecology	238
Clinical/Practica – Physical Therapy	119
Preceptorship – Medicine	165
Clinical/Practica – Pharmacy	731
Clinical/Practica – Nursing	788
Practica – Teacher Education	534
Clinical/Practica – Social Work	139
Clinical/Practica – Law	33
Clinical/Practica – Veterinary Medicine	84

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

- Despite flat research expenditures nationwide, UW–Madison ranked number three among all U.S. universities, according to the National Science Foundation. Total research and development expenditures neared \$1.2 billion.
- Teams led by UW physicists played crucial roles in two main experiments at the Large Hadron Collider that discovered the particle that is central to the process by which matter has mass — the existence of which was predicted by two theoretical physicists and earned them the Nobel Prize for Physics in 2013. The intensive data analysis needed to find the particle relied on high-throughput computing resources through the Open Science Grid, led by a UW computer scientist.
- British magazine *Physics World* named the UW's IceCube project recipient of the 2013 Breakthrough of the Year award in December. In November, the IceCube Collaboration had published data in *Science* on the first evidence of extremely high-energy cosmic neutrinos. UW–Madison is the lead institution on the IceCube Collaboration, which has 275 physicists and engineers in countries around the world.

- In January, the campus approved the reorganization of the Arts Institute and designated it as the first division on the UW–Madison campus solely dedicated to the arts — their administration, outreach, performance, teaching, and learning. The new structure will help the arts realize their full potential and ensure that their valuable contributions can grow and be celebrated.
- Contributing expertise in areas such as advanced manufacturing, controls, and high-performance computing, UW–Madison is playing a key role in a \$320 million initiative to create and apply cutting-edge technologies to advance U.S. global competitiveness in manufacturing. A newly formed Digital Lab for Manufacturing formally received \$70 million in funding during an announcement by President Obama in February.
- In October, the university launched a competition of undergraduate and graduate students across the country to submit proposals and business ideas that address challenges in 21st-century agriculture. The contest awarded \$100,000 to the winning proposal — the largest amount to date for an agriculturally focused student competition.
- In an effort to increase the “China literacy” of undergraduates, the Wisconsin China Initiative launched a China and Global Economics Lecture Series and, in partnership with the Nelson Institute for Environmental Studies and the School of Human Ecology, brought to campus a photography exhibit about landscape change in China. The initiative also distributed \$30,000 in grant money to fund UW–Madison faculty-led workshops across the China region.
- Nearly 440 students from across campus pursued undergraduate, capstone, and graduate/professional global health certificates, learning to understand, collaborate, and address local and world health challenges from a variety of perspectives.
- Acknowledging the work of the Wisconsin Alzheimer’s Disease Research Center in the fight against Alzheimer’s disease, the National Institutes of Health awarded the center a second five-year grant of \$7.5 million. The first grant supported the development of a pool of 500 research volunteers, many with a strong parental history of the disease.

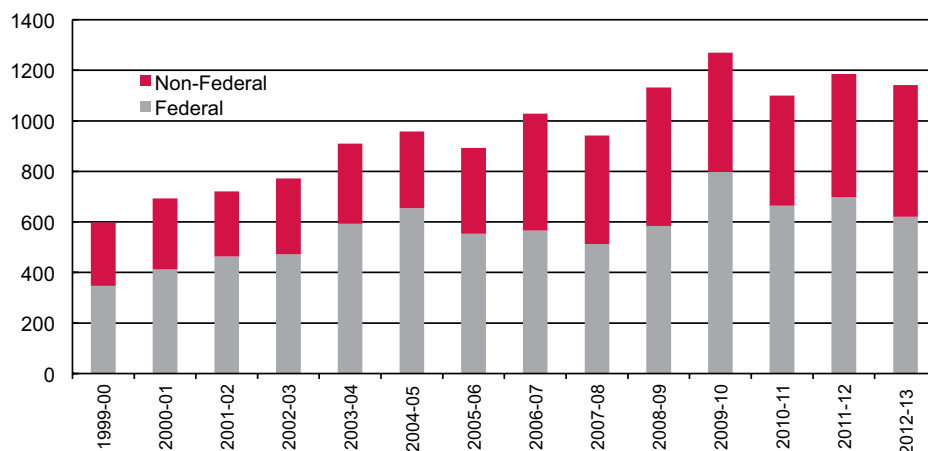
- UW faculty and staff continued to pursue cutting-edge research and share their findings with a global audience. Among their efforts:
  - A team of scientists led by a UW geoscience professor in February revealed data that confirm that the Earth’s crust formed at least 4.4 billion years ago, just 160 million years after the formation of our solar system. A microscopic zircon crystal used by the group to form its conclusions has been confirmed to be the oldest known material of any kind formed on Earth.
  - More than 70 students, faculty, and staff from the humanities and the sciences gathered at a monthly Humanities

Hackathon and used computational techniques to uncover unexpected connections and patterns to music, visual art, literature, and historical works.

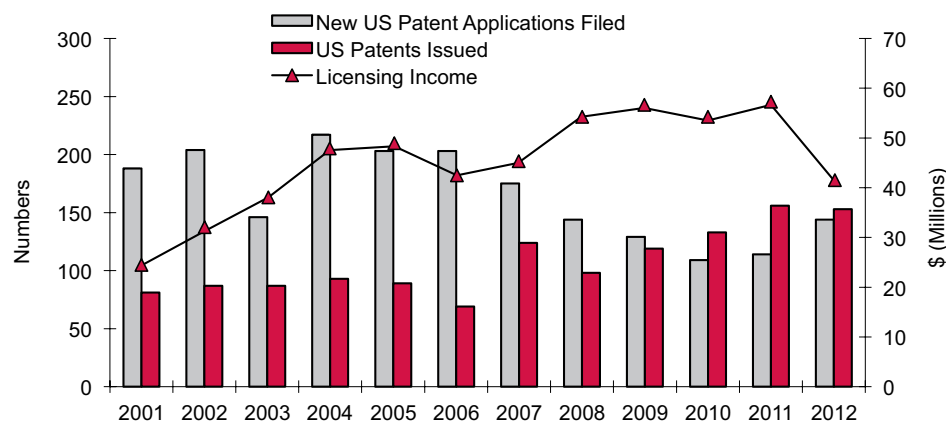
- A study conducted by the Waisman Center’s Center for Investigating Health Minds guided teachers in practicing mindfulness and found they were better able to reduce their own levels of stress and burnout. Teacher stress is a major concern for school districts nationwide.
- Using more than 2 million images collected by NASA’s orbiting Spitzer Space Telescope during the last decade, a team of Wisconsin scientists stitched together a dramatic 360-degree portrait of the Milky Way, providing new details of our galaxy’s structure and contents.

## Extramural Awards by Source

Millions of Dollars



## Technology Transfer





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

- Chancellor Rebecca Blank participated in a White House conference of university presidents who discussed college accessibility and student success. Among the commitments UW–Madison is making is an expansion of college pipeline programs, such as PEOPLE (Pre-College Enrichment Opportunity Program for Learning Excellence), which operates in lower-income areas in Wisconsin and currently involves nearly 900 pre-college students and 350 matriculated college students.
- PEOPLE was the recipient of the sixth annual Regents' Diversity Award for team excellence, presented by the UW System Board of Regents. The program has achieved outcomes that include a 95 percent enrollment rate into institutions of higher education for pre-college program participants and an average six-year graduate rate of 68 percent for the past five years for those who enrolled at UW–Madison.
- The Information Technology Academy, sponsored by the Division of Information Technology, launched a unique partnership with the Oneida Tribe of Indians of Wisconsin and the Lac du Flambeau Band of Lake Superior Chippewa Indians. The program provides pre-college technology access and training for Native American high school students.
- UW–Madison's Ad Hoc Diversity Planning Committee engaged the campus and the community in developing "Forward Together: A Framework for Diversity and Inclusive Excellence," completed in May. The report, a successor to initiatives including Plan 2008, is intended to help members of the campus community contribute to making UW–Madison more equitable, inclusive, and diverse, both on campus and in the community. The framework addresses five targeted domains: access to UW–Madison and to resources after students and employees join the campus, inclusive climate and culture, creativity and innovation, the Wisconsin Idea, and accountability.
- The university developed a Faculty Diversity Initiative, which offers practical tools for pipeline development and effective recruitment to enhance excellence with diversity, broadly defined. Among

several notable results, the community of black faculty increased 20 percent between 2009 and 2013, and the increase will continue in 2014.

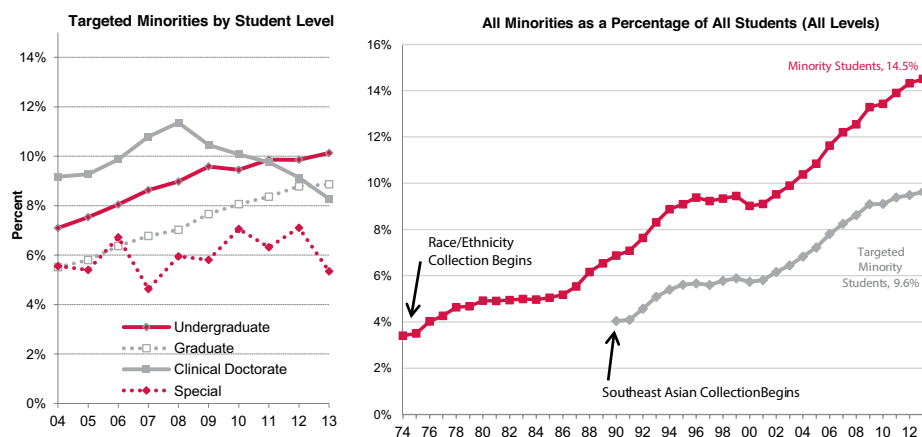
- For the second year, funding was reallocated to a Critical Compensation Fund aimed at offering targeted salary increases to faculty and staff. The program provided pay adjustments to address issues of equity with peers, job retention, and market influences.
- Workplace civility is a commitment by our campus and is being actively advanced by two campus initiatives.

One group is addressing education and awareness, and empowering individuals to prevent destructive behaviors and intervene when appropriate. In addition, a governance group is addressing policy issues to enable corrective action to be taken when warranted.

- Shared governance opportunities grew for the nearly 5,000 classified staff employees as they elected representatives to the newly formed Classified Staff Executive Committee and began to form a Classified Staff Congress.

## Diversity Categories

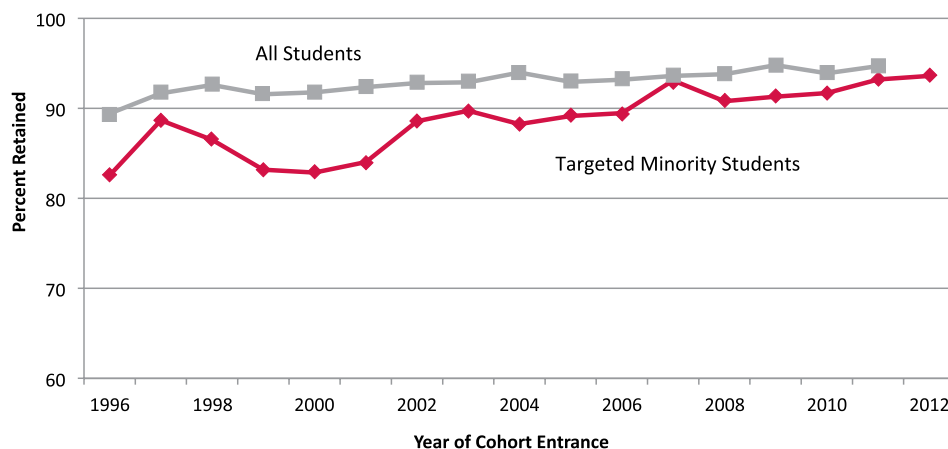
### Percent of Fall Enrollment



Targeted minority and minority counts are provided because they cannot be derived from the race/ethnic categories alone. Targeted minorities are domestic students who are Hispanic/Latino, African American, American Indian, or Southeast Asian (Hmong, Vietnamese, Laotian, Cambodian). Minority includes all the targeted categories as well as students who are other Asians (non Southeast Asian) and Native Hawaiians.

## Student Retention Rates

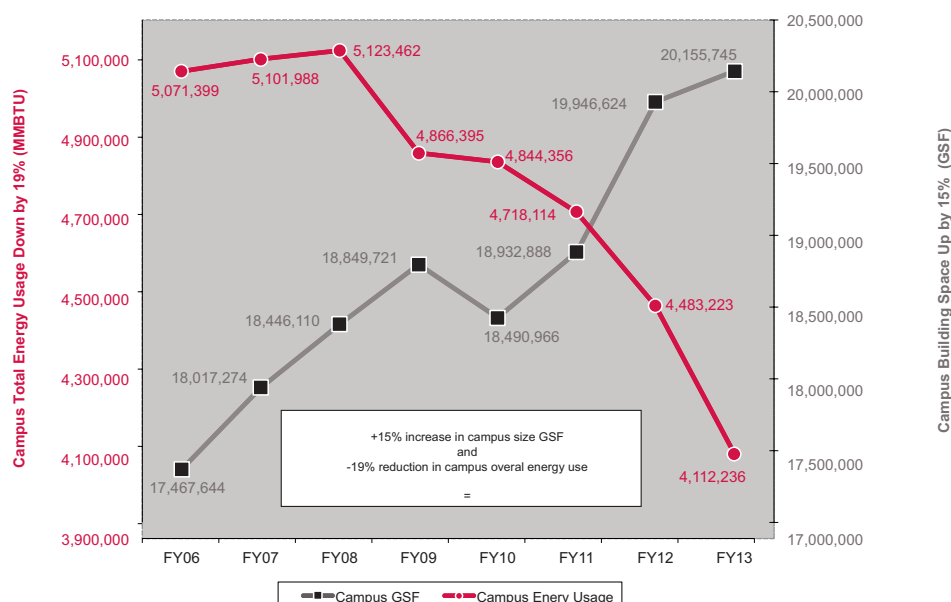
### Percent Retained to the Second Year



# Be responsible stewards of resources

- The campus demonstrated a commitment to sustainability through a wide variety of activities. Among them:
- Aldo Leopold Residence Hall became home to 172 students in late August. The building includes a greenhouse, solar panels to assist with hot-water heating, and monitors for electricity and water consumption.
- Nancy Nicholas Hall, the new home of the School of Human Ecology, received a LEED Gold designation.
- The We Conserve program and the Office of Sustainability partnered with community groups to collect reusable items during student moving days in mid-August. And WE Badger Volunteers added a green aspect, with teams of students committing to volunteer with a community partner for a semester.
- Faculty and staff across campus have been actively making improvements that result in better services and efficiencies. More than 80 improvements from 12 schools/colleges and 21 other units were shared with 675 attendees at the 2014 Improvement Showcase. More than 725 improvements have been shared and leveraged since the first Showcase in 2000.
- The Wisconsin Energy Institute (WEI) dedicated the past year to moving "Forward in Energy." The institute hosted the Wisconsin Energy and Sustainability Challenge for students and announced its first-ever seed grants for cross-disciplinary research in clean energy, and its building received LEED Gold certification. In pursuit of turning inedible organic materials into fuels and chemicals, the Great Lake Bioenergy Research Center, part of WEI, published four papers and filed four patents with the Wisconsin Alumni Research Foundation.
- The Office of Sustainability launched Climate Quest, a grant competition to encourage the campus community to create solutions to climate change that can have local to global impact. A new sustainability certificate will be available for undergraduates beginning in fall 2014. And the office completed a first-ever study to evaluate how we can use classroom space more efficiently.
- The campus received an award from the Environmental Protection Agency for using green energy for 15.4 percent of its total electrical usage.

## Reduction in Campus Energy Usage



## Educational Innovation

### Inspiring to engage

- Engaged 125 faculty and staff in blended and online instruction, reaching 4,900 students in 54 courses.
- Explored mobile learning, learning analytics, and self-paced, modular learning applications through EI Design Teams with 60 faculty, staff, and students.
- Reached 100,000 learners throughout the world via four pilot massive open online courses.

### Innovating through incentives and resources

- Launched 44 EI-funded projects and sabbaticals in 53 departments, spanning mobile and online learning, curricular redesign, master's courses, and interprofessional projects.
- Honored five outstanding educators with UW-Madison's inaugural Teaching and Learning Innovation Awards.

### Building capacities and exploring technologies

- Built capacity for instructional design and technology support for innovations.
- Served new students through 18 post-baccalaureate programs,

master's degrees, and capstone certificates.

- Collaborated to advance course design and development, learning spaces, enrollment management, recruitment of new learning audiences, assessments, advising, learning management systems, and the student experience.

## New Human Resources System

UW-Madison has been granted unprecedented authority by the State Legislature to develop a new personnel/human resources system specifically tailored to meet the university's talent needs. Based on a framework articulated in the UW-Madison HR Design Strategic Plan, the university is moving forward with the detailed design of this new system, which will be put in place over the next several years. Several critical components will go into effect on July 1, 2015.

The new system will help ensure that UW-Madison has a workforce that is highly talented, engaged, diverse, and adaptable by providing greater HR flexibility and efficiency in key areas of talent acquisition and management, such as compensation and hiring. At the same time, fundamental employee rights will be preserved. The new personnel system is being designed in close cooperation with campus governance and other stakeholder groups.

## Administrative Process Redesign (APR)

In addition to managing the Administrative Excellence initiative (see below), APR's process-improvement portfolio includes enterprise projects such as a financial portal for students and parents, internal campus communications, and enhancements to a key tool for managing research finances. Partnering with the Wisconsin School of Business, APR also offers a new professional development course on metrics-based decision-making, bringing performance measurement and analysis to the fore of administrative operations.

## Administrative Excellence

This initiative had a goal of transforming processes, systems, and structures to bring about cost savings, efficiencies, and improved service. All projects have been transitioned to the respective business owners, marking the close of Administrative Excellence in 2014. The

projects will be monitored for ongoing measurement by the APR office.

- **Strategic sourcing:** Leveraging the scale of purchasing and limiting choices or vendors without sacrificing quality or service levels. A wide range of office supplies, including remanufactured toner, were identified as preferred UW products, resulting in initial savings of \$293,000. In the eleven months following rollout of the desktop and laptop computer selections, the campus realized more than \$393,000 in savings.
- **Email and calendaring:** By consolidating existing email and calendaring systems across campus into one, the university can appreciate significant savings by improved productivity and avoiding duplicative costs. Implementation is under way, with early adoption targeted for fall 2014.
- **Data center aggregation:** A new operational model was approved to reduce costs by eliminating duplicative infrastructures and substandard facilities. A service unit reporting to the CIO was established to match optimized, high-efficiency hosting with service needs. This unit will align with the advanced computing infrastructure and the research community to enhance service and risk management.
- **IT decision-making:** A structural model for the campus to decide which IT projects are approved and funded was developed and approved for implementation. The CIO will operationalize the new model.
- **Instructional space utilization:** Two studies of instructional space and a College of Engineering feasibility study demonstrated that following campus policy could free more than 30 percent of classrooms for repurpose. A centralized inventory of instructional space data, including more than 60 attributes describing each room, was compiled and made available to the campus in April.



## Bucky is making progress, too!

- Wisconsin had a banner year in the athletic arena, with the football Badgers playing in the Capital One Bowl and the men's basketball team going to the Final Four for the first time since 2000.
- Sales of trademarked University of Wisconsin merchandise helped provide need-based financial aid to undergraduates: \$2.3 million was distributed among 2,494 students in 2013–14.
- In the fall, UW Athletics launched WiscFit, a program designed to encourage healthy eating and exercise habits among fifth through seventh graders. UW student-athletes visited classrooms across Dane County to engage students in exercise activities and help them set attainable goals for the year.
- Once again, Wisconsin's student-athletes totaled big numbers on the Academic All-Big Ten teams: 68 for fall and 107 for spring. To be eligible for this honor, student-athletes must be letter-winners who are in at least their second academic year and carry a cumulative grade-point average of 3.0 or higher.



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