



## Fourth-Year Progress Report Campus Strategic Framework *2012-2013*

This report highlights examples of progress achieved during the fourth year of the University of Wisconsin–Madison’s five-year strategic framework, which guides our work in five priority areas first articulated in 2009. Together, these activities advance the university’s overarching vision:

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

We have been exceptionally fortunate during the past two years to be led by David Ward, who agreed to an encore as chancellor while we made a transition in leadership. We owe a debt of gratitude to Interim Chancellor Ward for his commitment to keep the university moving forward along new paths during his two-year tenure. Following several years as president of the American Council on Education, he offered us new ideas within the context of a national conversation about higher education.

We are now welcoming to campus another leader with experience at the national level: Rebecca Blank, who has served as acting secretary of the U.S. Department of Commerce, is the 29<sup>th</sup> person to lead this great university since classes began in 1849. We look forward to working with her as she identifies her priorities for the campus.

For more than two decades, UW–Madison has built on the wisdom emerging from our reaccreditation self-studies to create campuswide strategic frameworks that have guided our actions at the campus and unit levels. I invite you to read these examples of progress and note the key measurements that we track each year.

Every person on campus — faculty, staff or student — calls upon our unique Badger culture to meet and accept challenges, pursue creative solutions and proudly celebrate success. Thank you for contributing to our mission and vision from every acre of the campus.

*Provost Paul M. DeLuca, Jr.*

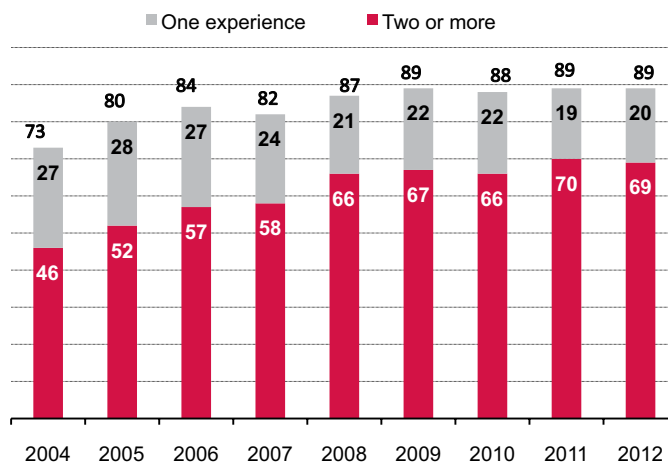
# Provide an exemplary undergraduate experience

- Rankings released during the academic year demonstrated UW–Madison’s academic excellence and value. The UW tied for 10<sup>th</sup> among public institutions in *U.S. News and World Report’s* 2013 edition of Best Colleges. Princeton Review ranked it seventh among the nation’s best values in higher education at public institutions, while Kiplinger’s ranked it 13<sup>th</sup> on its 2013 list of 100 best values in public education. A scorecard from the U.S. Department of Education reinforced UW–Madison’s standing as a good value among its peers.
- In fall 2012, the freshman class was the largest ever, with 6,279 students, and it had the largest number of new students from Wisconsin — 3,515 — since 2005. Fourteen percent were students of color and 17 percent were first-generation college students.
- The UW System Board of Regents recognized First-Year Interest Groups (FIGs) — UW–Madison’s program designed to help freshmen make the transition to college academically and socially — with a Teaching Excellence Award.
- The Wisconsin Collaboratory for Enhanced Learning (WisCEL), one of the success stories of the Madison Initiative for Undergraduates, combines formal instruction with more informal learning. Students in WisCEL sections of pre-calculus-level math and engineering courses, for example, consistently earned higher grades than students in the non-WisCEL sections of the same courses.
- *Radioactive*, a book about Marie and Pierre Curie written and illustrated by Lauren Redniss, was selected for the

## Participation Rate in Wisconsin Experience Activities

Percent of Bachelor’s Degree Recipients

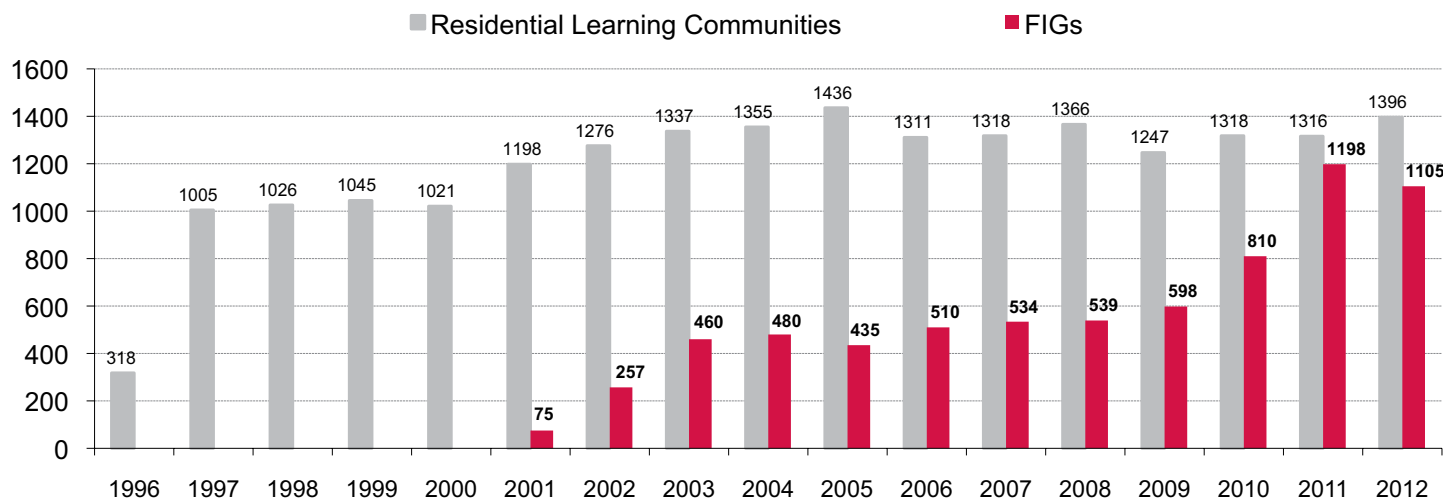
High-Impact Practice	2007	2012
First-Year Interest Groups	5%	7%
Study Abroad	22%	25%
Research Experience	13%	13%
Residential Learning Community	13%	15%
Service Learning Course	12%	3%*
Work Place Experience (Credit)	21%	22%
Independent Study Course	37%	39%
Honors Course	26%	29%
Capstone Experience	-	40%
Seminar Course	40%	41%
At least one experience	82%	89%
More than one experience	58%	69%



\*Starting in 2012, the standards for service learning courses were increased.  
Source: Wisconsin Experience Report.

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

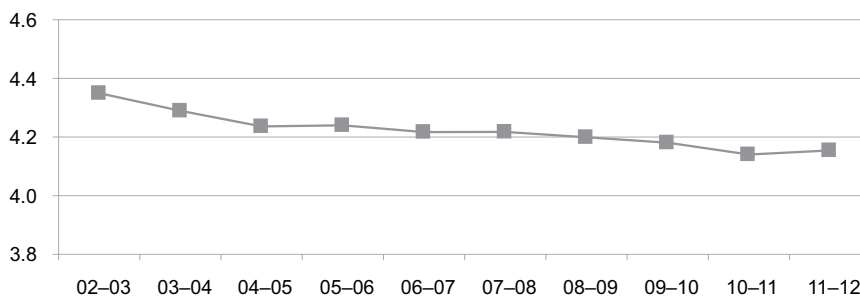
Number of Participating Students in the Fall Term



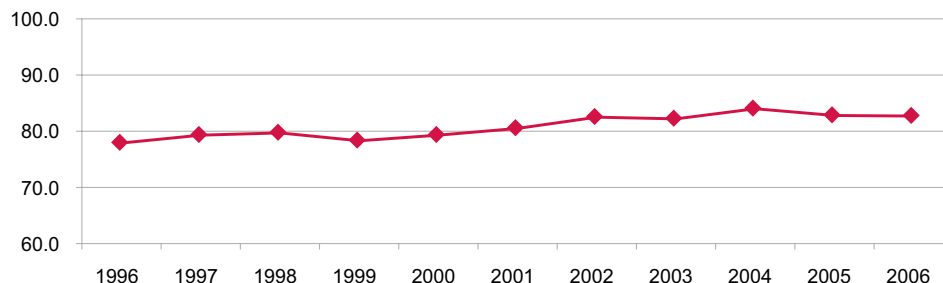
fourth year of Go Big Read, UW–Madison’s common-reading program. New students received copies during Wisconsin Welcome and more than 90 courses used the book.

- Student creativity, achievements and research were front and center during the 15th Annual Undergraduate Symposium, one of many events held during Ideas to Excellence, a month-long celebration that showcased scholarly and artistic accomplishments. Symposium participation was the most robust ever, with 549 undergraduates sharing their work.
- Reflecting that UW student-athletes are students first and athletes second, 225 were named Academic All-Big Ten honorees, 296 were named to the Dean’s List or Dean’s Honor List, and the cumulative GPA for all student-athletes at the end of 2012–13 was 3.0.

### 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

- Marking the UW’s legacy of pushing boundaries and discovering new possibilities, 2012–13 was designated the Year of Innovation. Following a well-attended kickoff lecture by Sir Ken Robinson in October, the Year of Innovation shined a spotlight on events featuring “creativity put into practice” — Sir Ken’s definition of innovation — by hundreds of faculty, staff and students. The year will culminate at the Wisconsin Science Festival on September 26-29, 2013.
- Thirty Wisconsin communities received grants totaling \$6.6 million through the Transform Wisconsin Coalition administered by University Health Services, funding projects that are creating healthier places to live, work and play.
- University Research Park on Madison’s west side is home to 126 companies employing 3,600 people. Many of the firms have emerged directly from UW research. A second phase, located southwest of Mineral Point and Junction roads, is expected to be ready for development in early 2014.
- The Office of Industrial Partnerships (OIP) completed its first year of operation, working at the interface of many

campus partners and the private sector to foster broad research-based collaborations. OIP processed more than 1,200 agreements supporting \$27 million of funded activity.

- Increasing the number of discoveries that are translated into products that benefit the state and the world is the aim behind a new entity: Discovery to Product. Soon to be launched, this new approach and office will leverage the strengths of UW–Madison’s great research engine by coordinating a seamless process from early stages of research and discovery through the creation of successful products and companies.
- The past year brought several pieces of news related to the dairy industry: The UW’s Wisconsin Center for Dairy Research was awarded a federal grant to work with state, industry and university partners, helping dairy companies to develop innovative products and to grow. A five-year, \$10 million effort led by the UW is identifying dairy-production practices that minimize the emission of greenhouse gasses and are more resilient to climate change. And a major renovation

of the campus’s Dairy Cattle Center was completed.

- Service learning and community-based research received a boost from the Morgridge Center for Public Service via eight matching grants in areas ranging from education to health to law, bringing the center’s total support for such projects to \$1.7 million since 2009.
- The UW Law School reached out to populations that often don’t have access to legal counsel, establishing the state’s first Immigrant Justice Clinic to assist undocumented immigrants in deportation proceedings, and launching a Veterans Law Center to help veterans who need civil legal services.
- Practicing engineers around the state and beyond who can’t attend courses on campus can turn to a highly regarded option. For the second year in a row, *U.S. News and World Report* ranked UW–Madison in the top ten for its online master’s degree program in engineering.
- The Odyssey Project, a program that helps individuals explore great works in the humanities as a way to recog-

nize their own gifts and ease into the demands of college, celebrated its 10<sup>th</sup> anniversary.

- In partnership with campus units, Visitor & Information Programs provided campus visits for approximately 71,000 people during the past year, including 45,000 prospective students and family members, and 26,000 individuals who participated in a customized-visit program.
- University Relations coordinated visits to Marinette, Burlington and the State Capitol during the year, bringing the UW experience to Wisconsin communities, promoting postsecondary education and demonstrating that the university community feels strongly about reaching out to the rest of the state.

### Baldwin Wisconsin Idea Projects

- A social marketing campaign to decrease HIV risk in Milwaukee
- A service-learning project to improve public hygiene and provide a renewable energy source in Uganda
- A program to introduce teachers to engineering and ways to bring that knowledge into their classrooms
- An experiment that pairs graduate students with inmates to explore literature and writing
- A campus-community collaboration to address achievement gaps in Madison schools
- A project to develop a community-growing center and wellness programs for a Wisconsin city
- A partnership to inspire Latino youth to pursue careers in science, technology, engineering and math
- A program that pairs graduate students with Madison high school girls to introduce research in math and science
- An effort to help Ethiopian youth to develop skills and tools to address their communities' challenges
- Expansion of a program that helps adults achieve their dreams through higher education

### Selected Morgridge Center Partnership Program Types

	Number of Partner Sites
General Volunteer Placement	259
Badger Volunteer Program	49
Schools of Hope Program	21
Kauffmann Grant Community Internship Program	18

### Selected Internship, Clinical Placement, or Practicum Type (2011-12)

	Number of Students
Internships – Agricultural and Life Sciences	84
Internships, Co-ops - Engineering (Undergraduate)	791
Internships – Human Ecology	265
Clinical/Practica – Physical Therapy	128
Preceptorship – Medicine	150
Clinical/Practica – Pharmacy	712
Clinical/Practica – Nursing	342
Practica – Teacher Education	435
Clinical/Practica – Social Work	476
Clinical/Practica – Law	117
Clinical/Practica – Veterinary Medicine	85

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

- With more than \$1.1 billion in research expenditures — the money an institution expends in pursuit of science, engineering and other scholarly activity — for fiscal year 2011, UW–Madison ranked fourth among all U.S. research universities.
- A proposal to create a College of the Arts was developed with the intention of bringing more visibility to the arts and arts education on campus, helping to attract top students and faculty to UW–Madison and, thereby, helping to build our reputation as leaders in arts education throughout the UW System, the nation and the world. The proposal, currently being evaluated, builds on strengths of interdisciplinary practice and performance, as well as research and history in the arts.
- A new home for the School of Human Ecology, Nancy Nicolas Hall, opened for fall, providing 200,000 square feet of space. Named after alumna Nancy Johnson Nicolas, the facility is the first exclusive-use academic building on

campus named in honor of a woman. A 100 Women Wall of Honor recognizes those who have embodied the school's mission to improve the quality of human life.

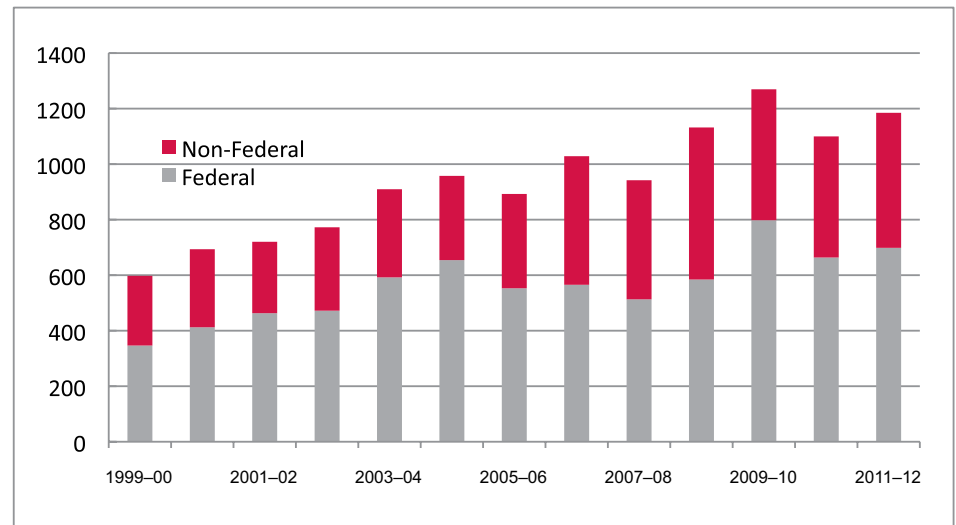
- The Andrew W. Mellon Foundation awarded the Center for the Humanities a \$1.1 million grant to develop career opportunities beyond academia for humanities doctoral students. Initiatives will include humanities graduate fellowships, the UW's first-ever graduate certificate in public humanities and assistance for humanities faculty to reach new audiences.
- With the support of a National Science Foundation grant, UW–Madison will train a new generation of scientists to explore conservation science within the context of major issues such as climate change. The grant will allow doctoral students to collaborate with researchers outside their home disciplines.
- Each year, faculty and staff conduct and share an astounding array of research

projects that inform the lives of citizens in the state, the nation and the world. For example:

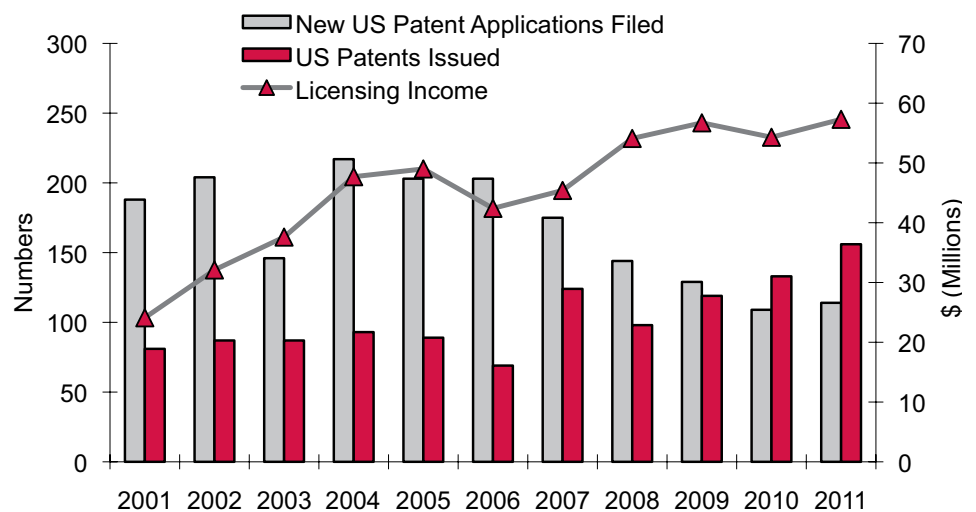
- Continuing research in human development, developmental disabilities and neurodegenerative diseases, the Waisman Center — one of only 15 U.S. centers of its kind — is celebrating its 40<sup>th</sup> anniversary.
- Working with a UW computer scientist, educational psychologist researchers are using computers to scour Twitter for posts that mention bullying events, offering new insights that could lead to more effective prevention methods.
- In a study of online behavior, life sciences communication researchers found that sharing science-related information via the Internet can have unintended consequences: public discourse on science topics may be narrowing due to comments from readers and other feedback that can color opinions.
- UW–Madison was part of a major collaboration at CERN laboratories in Switzerland that led to the discovery of the Higgs boson, which is thought to be responsible for imparting mass to matter, opening the door to a new era of understanding the origins of mass.
- The Center for Investigating Healthy Minds began a pioneering research study into the effectiveness of programs to help veterans adjust to life after combat, hoping to develop a model of care for those with post-traumatic stress disorder.
- More than 4,000 students and their families will be better prepared for success in school, thanks to \$15 million of federal funding to improve low-performing schools in disadvantaged communities, an expansion of an initiative first developed by the Wisconsin Center for Education Research.
- Researchers at the School of Medicine and Public Health are moving closer to a significant milestone in the battle against Alzheimer’s disease by using an advanced form of MRI to establish the first signs of decline in the brain.

## Extramural Awards by Source

Millions of Dollars



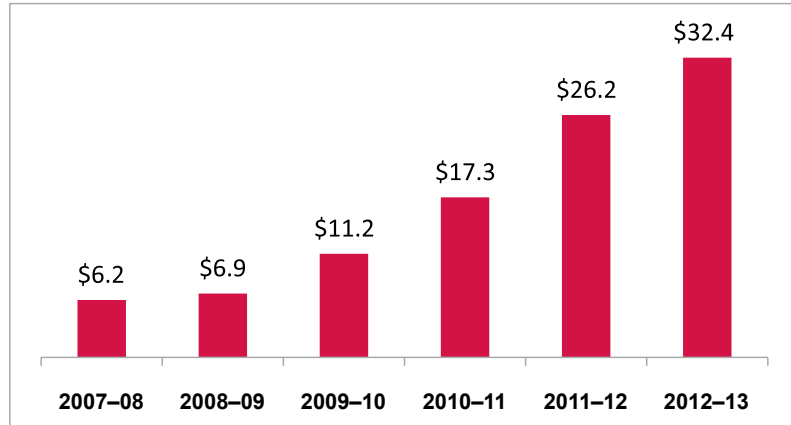
## Technology Transfer



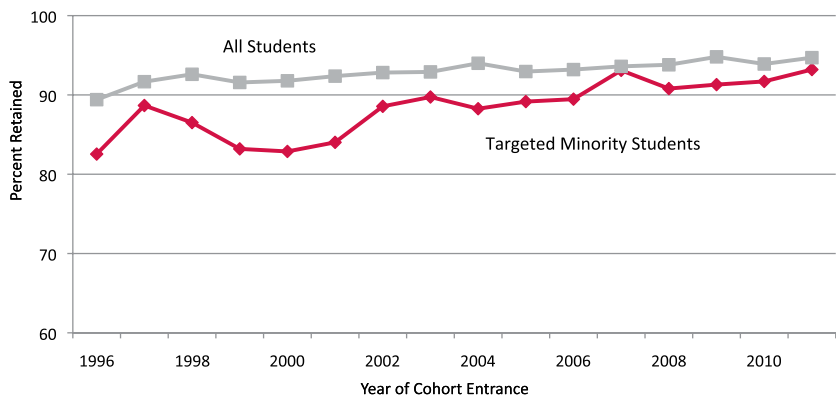
# Recruit and retain the best faculty and staff, and reward merit. Enhance diversity to ensure excellence in education and research.

- Several top leadership positions were announced at the university during 2012–13: Soyeon Shim, dean of the School of Human Ecology; Mark Markel, dean of the School of Veterinary Medicine; Ian Robertson, dean of the College of Engineering; and John Karl Scholz, dean of the College of Letters & Science.
- Goals for the Wisconsin China Initiative — an effort designed to ramp up engagement of the campus with the Greater China region — include building partnerships across the campus, within the state and in China, where UW–Madison has strong alumni and academic connections.
- The campus’s annual Diversity Forum, held in October, offered breakout sessions on diversity priorities, such as religion, the faculty diversity initiative, the human resources redesign project and Native American student achievement.
- An Ad Hoc Diversity Planning Committee representing students, faculty and staff, as well as the greater Madison community, has been appointed to develop a comprehensive proposal for a new diversity plan for the university.
- The university has made it easier to report incidents of hate and bias via new tools, which include a Web form and office locations for reporting. The steps are designed to aid in preventing and responding to such incidents, furthering a commitment to a safe, inclusive and respectful environment.
- During the 2011–12 academic year, the university granted 6,452 bachelor’s degrees, 2,104 master’s degrees, 810 research doctorates, and 709 professional/clinical doctorates — the second consecutive year that degrees have totaled more than 10,000.

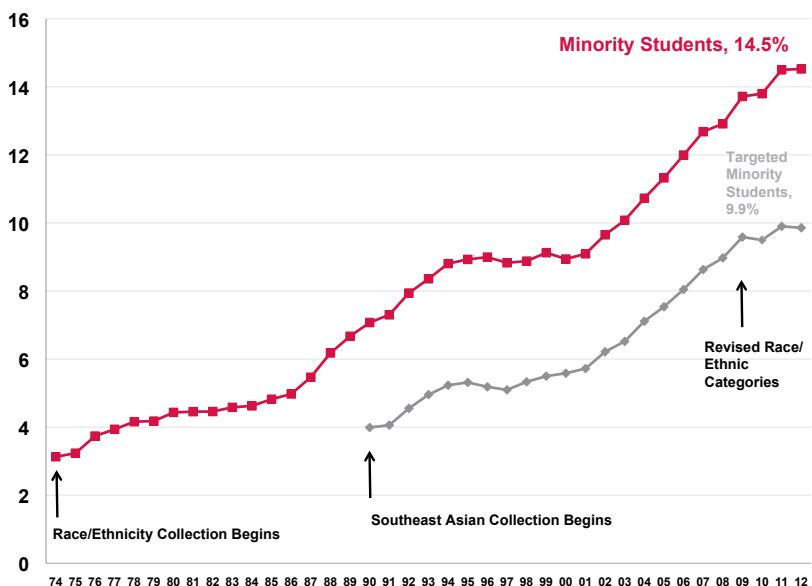
## Institutional Need-Based Grant Dollars for Undergraduates Millions of Dollars



## Student Retention Rates Percent Retained to the Second Year



## Diversity Categories Percent of Fall Enrollment





# Be responsible stewards of resources

- The Wisconsin Energy Institute, a center for clean energy research and education, was dedicated in April. Designed to use natural light to reduce energy consumption, the building houses researchers who are finding innovative ways to turn inedible organic materials into fuels and chemicals, and monitoring how energy decisions affect the world around us.
  - The Student Sustainability Council, the student arm of the Office of Sustainability, was formed in November 2012, bringing together sustainability-minded student organizations and campus initiatives focusing on undergraduate and graduate student collaboration.
  - In October 2012, a Counterfactual Campus kickoff event was sponsored by the Wisconsin Institute for Discovery to encourage “counterfactual thinking” and reflection on “what if” scenarios to answer questions, such as what the university will look like — and be like — one hundred years from now. Future-oriented thinkers, including researchers, artists, journalists and business experts led a variety of discussions.
  - In a collaboration between University Communications and cartography,
- the campus map — one of the most frequently used online tools — received a facelift that upgrades its look and functionality, offers real-time Madison Metro data, and works on smartphones and tablets.
- #UWRightNow, a multimedia project designed to capture the breadth, depth and spirit of UW–Madison during a 24-hour period, was held for a second year in April 2013. The campus community — including alumni and friends around the world — shared the people, interactions and connections that make the UW such an incredible place.
  - Provost Paul DeLuca and Charles Hoslet of the Office of Corporate Relations joined Wisconsin Gov. Scott Walker’s trade mission to China. They met with Wisconsin businesses operating in China, discussed internship opportunities for UW students, and explored training programs the university could offer for the companies’ Chinese employees.
  - In June 2013, the Office of Community Relations and the Community Partnerships and Outreach Staff Network, with support from the Office of the Chancellor and the Morgridge Center for Public Service, announced

## Educational Innovation

- School/college “EI Points” have reported a total of 141 Educational Innovation projects in schools and colleges, including 41 curricular redesigns and 95 blended or online learning projects.
- Twenty-one EI full proposals have been selected to receive funding among the 79 pre-proposals submitted by 53 departments across 14 schools, colleges and units. Projects include virtual anatomy instruction, virtual patient advocacy, flipping classrooms and blended learning, rethinking cross-department collaboration, interprofessional education, virtual physics, online professional master’s, online chemistry labs, web math, an interdisciplinary approach to teaching Jewish culture and more.
- Fourteen new post-baccalaureate programs (seven professional master’s and seven capstone certificates) have gone through academic processes and have been launched or will be launched during the next six to 12 months.
- Six faculty members were awarded funds to extend their sabbatical plans to facilitate EI engagement at a grassroots level.
- UW–Madison will offer four pilot courses as part of a new delivery system in higher education known as Massive Open Online Courses (MOOCs). To date, nearly 50,000 global learners have enrolled in one of four courses.
- Twenty-five high-impact online or blended courses across several schools and colleges are being developed for Summer Session. Total course enrollment for summer 2013 increased 10 percent compared to last year.

eight Community-University Partnership Awards, which thank community partners and highlight exemplary collaborations between the community and UW–Madison.

- In addition to working closely with the governor’s office, key legislators and others on the 2013–15 state budget, State Relations actively worked on or monitored legislation related to open-records laws, priority registration for veterans, drones used for research purposes, photo identification for voting, regulation of charitable gifts and statewide broadband access.

## By the Numbers: Energy Conservation

- 12.5 percent: drop in total campus energy use since 2005, even as campus building space grew by 2.8 million square feet
- 70 million: kilowatt hours of wind-powered electricity used through mid-April of the 2012–13 academic year, representing 15 percent of the campus’s annual electricity use
- Grade A: Report card for UW–Madison, one of only seven schools among 322 campuses surveyed, from the Sustainable Endowments Institute in 2011

## By the Numbers: Annual Improvement Showcase

Showcase provides a venue to share and leverage improvements made across campus throughout the year.

- 72 posters presented in 2013; 649 posters since 2000, the first year
- Exhibitors from 12 schools and colleges, and 15 other units, in 2013
- 509 attendees in 2013; more than 4,300 since 2000
- 99 percent of 2013 survey respondents would recommend Showcase to their colleagues

## Administrative Excellence

Under this campus initiative, a number of administrative and technological areas are transforming processes, systems and structures to bring about cost savings, efficiencies and improved service.

- **Strategic sourcing:** Leveraging the scale of the university's purchasing and limiting the number of choices or vendors without sacrificing quality or service levels. This year, several office supplies, including remanufactured toner, were identified as preferred UW products, resulting in initial savings of more than \$100,000, with participation still growing. For computer desktop and laptop purchases, the vendor significantly reduced prices for a smaller selection of product configurations, generating more than \$100,000 of savings in just a few months.
- **Email and calendaring:** By consolidating existing email and calendaring systems across campus, and adopting and implementing Microsoft Office 365, the university will achieve significant savings by avoiding duplicative operating costs on servers, software, licenses and spam/virus protection. Migration is expected to begin in fall 2013.
- **Data center aggregation:** Recommendations were approved for campus data-center services to improve service levels, minimize data security risks and provide significant costs savings. A new operational model will include avoidance of operating and replacement costs by eliminating duplicative infrastructures and substandard facilities; matching optimized, high-efficiency hosting facilities with service needs; providing consistent service levels across campus; promoting and encouraging best practices (e.g., virtualization); and aligning 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. Delivery to the campus is expected in fall 2013.
- **Instructional space utilization:** An inventory of instructional space with more than 60 attributes has been compiled and will be shared with the campus in fall 2013. A process for reviewing underutilized space will be piloted in coming months.

## Human Resources Design Project

The 2011–13 biennial budget gave UW–Madison the authority to develop a new personnel system specifically tailored to the university's talent needs. With the involvement of the entire campus, UW–Madison developed the HR Design Strategic Plan. This plan outlines a comprehensive new HR system for the campus to provide greater flexibility in key areas such as compensation and hiring, while also protecting employees' rights.

The new system was to be implemented starting July 1, 2013, pending approval by the Joint Committee on Employment Relations. However, the Legislature amended the 2013–15 budget bill to delay the effective date until July 1, 2015. The university will use the delay to refine and enhance its approach, continuing its emphasis on broad campus engagement.

### Bucky's progress



Sales of trademarked University of Wisconsin merchandise set a new record in 2011–12, with gross royalties reaching \$3,752,828. Half of the proceeds go to Bucky Grants that provide need-based financial aid to undergraduates. During 2012–13, more than \$1,822,635 million was distributed among 2,353 students.

Badgers Give Back, a new outreach program, was launched in September 2012. The UW's 800 student-athletes clocked more than 4,250 volunteer hours at more than 150 area events, promoting education, physical fitness, families and community.

In fall 2012, 18 student-athletes were named to the Big Ten Academic All-Conference team, which honors students who carry a cumulative grade-point average of 3.0 or higher. Thirty-two student-athletes were named for winter 2012, and 138 were named for spring 2013 and at-large sports.



**WISCONSIN**  
UNIVERSITY OF WISCONSIN–MADISON

For more information, visit [www.chancellor.wisc.edu/strategicplan](http://www.chancellor.wisc.edu/strategicplan)

© 2013 Board of Regents of the University of Wisconsin System