

A Second-Year Progress Report on the Campus Strategic Framework 2010–2011

This report highlights progress achieved during the second year of our five-year strategic framework for the University of Wisconsin–Madison. Following an intensive exploration conducted as part of the institution's reaccreditation process, the framework was introduced in spring 2009. From this far-reaching conversation among faculty, staff, students, alumni, and friends emerged a renewed commitment to the Wisconsin Idea, and a vision that articulates this 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 priority areas for focusing our resources to advance this vision. We are pleased to share examples of work in progress, as well as several milestone accomplishments advancing these priorities.

Through these efforts and others too numerous to include, our campus remains steadfast in our commitment and creative energy to bring forth innovative solutions during a particularly challenging economy. We are confident that these accomplishments and momentum will sustain and advance our great university in service to the state and the world.

Interim Chancellor David Ward

Provost Paul M. DeLuca, Jr.

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Provide an exemplary undergraduate experience

- ► The Wisconsin Experience provides students with highimpact practices, including service learning, research experiences, and study abroad.
- An increase in need-based aid and merit-based scholarship funding allowed us to offer financial aid and scholarships earlier in the recruitment process to attract targeted students (such as low-income, first-generation, women in STEM fields, underrepresented minorities, students from rural areas, and Wisconsin high-achievers).
- ► Great People Scholarships, which provide need-based financial support, were awarded to 69 students in the first year. Thanks to philanthropic gifts of more than \$25 million and university matching funds, at least 500 students will receive such scholarships in 2011–12.
- New and transfer students are receiving enhanced academic support through the Center for the First-Year Experience.
- "Reverse articulation" agreements are being explored, allowing an increase in associate degrees awarded to transfer students from Madison College.
- ► The Go Big Read program engaged students and faculty across campus in discussing the many complex issues presented in *The Immortal Life of Henrietta Lacks*. The book was used in the curriculum for 88 timetable courses across campus and for 45

- book discussions held at all four schools in the health sciences.
- ► UW student-athletes carried a cumulative 3.04 grade point average, and 244 UW studentathletes appeared on the Dean's List.
- ► The Chemistry 103 project was among innovative efforts to

- reduce the achievement gap for gateway courses.
- The Parent Program helped 24,000 parents connect to campus and serve as important partners in student success.

Wisconsin Experience Activities

High-Impact Practice	2005	2006	2009	2010
First-Year Interest Groups		3%	6%	6%
Study Abroad	18%	21%	25%	26%
Research Experience	11%	13%	19%	16%
Residential Learning Community	12%	13%	13%	13%
Service Learning Course	8%	12%	16%	15%
Field Work	20%	22%	20%	18%
Independent Study Course	46%	43%	37%	38%
Honors Course	22%	25%	27%	28%
Seminar Course	35%	38%	42%	40%
Graduates who had 1 experience	80%	84%	89%	88%
Graduates who had >1 experience	52%	57%	67%	66%

Based on activities documented on the student record

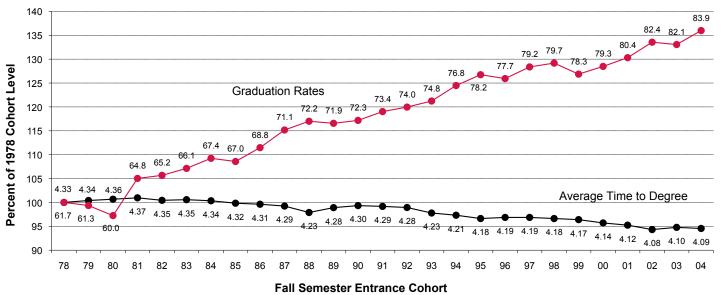
The Madison Initiative for Undergraduates

MIU HAS FUNDED 54 PROJECTS, INCLUDING:

- 76 new faculty positions; 31 filled by fall 2011
- 36 academic-staff positions and more than 100 new teaching assistants
- 1,100 students enrolled in 54 First-Year Interest Groups, an 80 percent increase
- Curricular innovation, including interdisciplinary certificates in digital studies, global health, and professional Japanese
- Internships, capstones, service learning, and undergraduate research
- A campuswide Office of Academic Advising
- Chemistry Learning Center support for 429 students
- International student e-tutorial, serving 7,334 current and prospective students from 138 countries

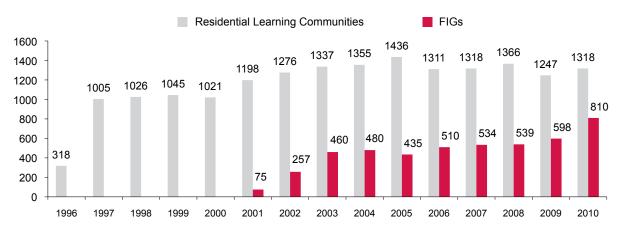
Time-to-Degree/Graduation Rate

Within Six Years After Entering as New Freshmen



Residential Learning Communities and FIGs





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

- ► The Morgridge Center for Public Service's Badger Volunteers program has grown tenfold in three years. This year student volunteers contributed more than 11,000 hours, representing more than \$220,000 in volunteer labor for community partners.
- ► In addition, UW student-athletes contributed 1,500 hours of

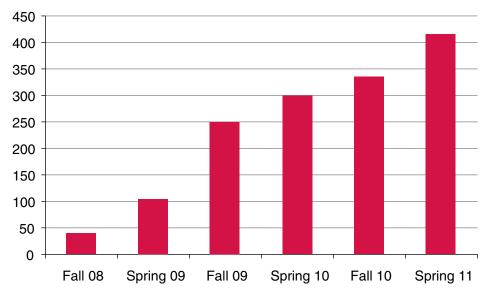
- community service in and around Madison.
- ► A 2011 economic impact report found that UW—Madison and affiliated organizations and startup companies support 128,146
 Wisconsin jobs and generate \$614 million in revenue annually for Wisconsin.
- ► The Global Health and the Sustainability initiatives, which are exploring two complex world problems through campuswide interdisciplinary efforts, have newly appointed directors and have been awarded institutional support to leverage their impact.
- ► With more than 100 companies in University Research Park,

ground was broken to build a second site.

- The Wisconsin China Initiative, created in 2007, has ramped up campuswide efforts to build institutional relationships with key partners in China, expand study-abroad opportunities for our students, and foster interdisciplinary connections among faculty involved in China-related research all aimed at giving UW–Madison a unique footprint in this important country.
- Program, supported by MIU, is moving quickly to establish new relationships with key international business and NGO partners, enabling more students to gain professional and intercultural experience through internships in places such as China, Germany, India, and Japan.
- ➤ The first All-Campus Board Summit brought together 650 members of more than 80 boards that advise colleges, departments, and programs across campus.
- ➤ The spectacular Union South opened, providing new opportunities for students, faculty, staff, alumni, and the community to connect.
- ► Through the Partner School Network, faculty, staff, and students worked with educators at four elementary schools, eight middle schools, and seven high schools to improve instruction and educational outcomes.
- Public-health issues in Wisconsin are being addressed through cross-campus collaborations and partnerships with the community, targeting issues such as ruralhealth needs, asthma in the inner

Morgridge Center's Badger Volunteers Program





Baldwin Wisconsin Idea Projects

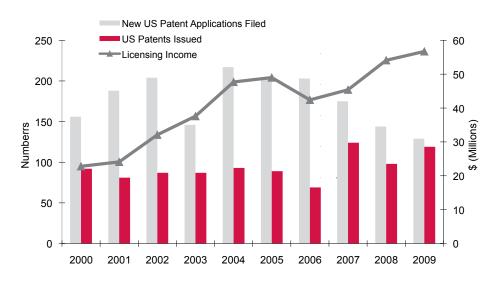
- Community-violence prevention in Madison neighborhood
- Irrigation of farms in Kenya by Engineers Without Borders
- Domestic-violence prevention in immigrant families
- Health training in Kenya
- Indigenous arts and sciences for Native American children
- Innovative energy efficiency in rural Wisconsin
- Expanding health care to uninsured women with chronic health issues
- Multicultural theatre productions to foster cultural understanding
- Community-based approach for addressing child maltreatment
 - city, obesity, smoking prevention/ quitting, fighting the flu, and solving the nursing shortage.
- ➤ Staff at UW–Madison Welcome Centers personally greeted more than 230,000 visitors and answered questions about UW– Madison from an additional 70,000 people.
- ► The Wisconsin Alumni Association hosted a teleconference town hall meeting with then Chancellor Biddy Martin for 20,000 alumni living in Wisconsin.

- More than 80,000 people participated in more than 800 non-credit and credit outreach programs.
- ▶ A Badger Poll gathered extensive opinions from Wisconsinites and found that 9 in 10 have a slightly favorable to extremely favorable impression of UW–Madison.

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

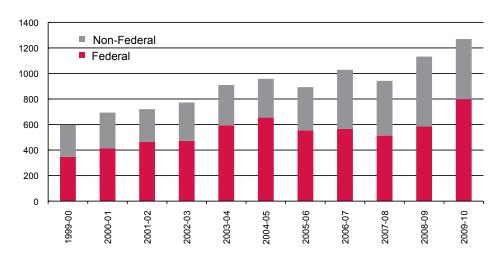
- ➤ The Wisconsin Institutes for Discovery launched, and the Wisconsin Institutes for Medical Research expanded, providing state-of-the-art facilities that foster leading-edge, interdisciplinary research advancing human health.
- ▶ In November 2010, officials broke ground for the Wisconsin Energy Institute, which will house researchers from the Wisconsin Bioenergy Initiative, the Great Lakes Bioenergy Research Center, and other campus energy-related programs.
- ➤ The Andrew W. Mellon Foundation awarded UW—Madison a \$10 million grant, matched by the state, to enhance research, hire new faculty, and support postdoctoral fellows and graduate students in the humanities.
- Neutrino Observatory, a massive ice-bound telescope, was completed at the South Pole. UW–Madison, which coordinated the project starting in 2005, will continue to oversee it under an agreement with the National Science Foundation.
- Through significant process and structural improvements, grants management backlogs have been eliminated and time spent by faculty to manage multiple grants has decreased.
- ► The Year of the Arts featured more than 300 performances, exhibits, public events, and publications to spotlight and celebrate

Technology Transfer



Extramural Awards

Millions of Dollars

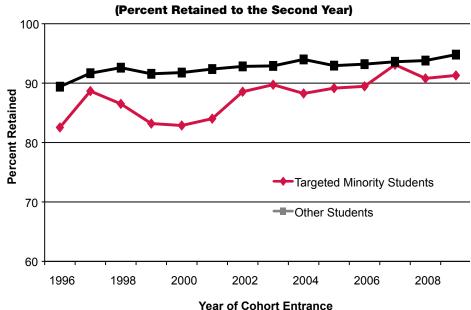


- the breadth, depth, power, and purpose of the arts on campus.
- UW-Madison's signature Cluster Hiring program was strengthened through practices to ensure continuity and growth of vibrant, active clusters.
- ▶ A new campus initiative, Discovery to Products (D2P), is focused on increasing the number of products and companies resulting from UW–Madison research.

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

- Developed new tools to recognize faculty accomplishments and align faculty pay with performance throughout the career cycle, including promotion to associate professor or full professor.
- Faculty-retention funding and internal reallocation are being used to keep our university competitive and to enhance diversity.
- The Big Learning Event brought together faculty, staff, and some of the nation's brightest minds from disparate disciplines in an experimental idea lab.
- Ninety-five percent of graduates of PEOPLE, one of the most successful diversity pipelines to higher education in the nation, continue their education beyond high school. In fall 2011, 87 graduates of the program are incoming freshmen at UW–Madison.
- ► The Posse Program expanded by adding a STEM Posse from New

Student Retention Rates

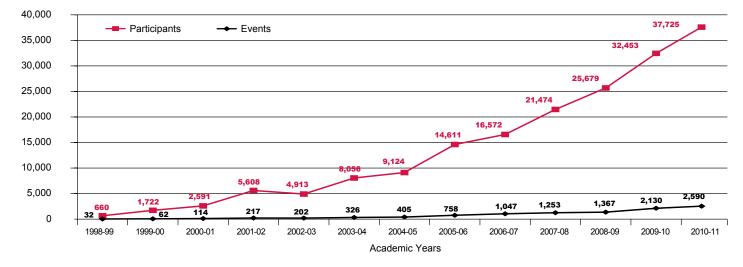


York, making UW–Madison's program the largest in the nation.

- Merit-based scholarships noted earlier in this report are aimed at helping to recruit and retain highachieving and underrepresented students.
- More than 28,000 prospective students participated in hosted tours of campus.
- Our diversity and climate efforts have undergone a transformation with several programs now reporting to the campus's chief diversity officer.

Human Resources Development

Number of Participants and Events



Be responsible stewards of our resources

- Administrative Process Redesign (APR) is supporting the Administrative Excellence initiative, the engagement surrounding the Huron Consulting Group, which is finding ways for our campus to become more efficient, effective, and flexible in areas such as facilities and space utilization, strategic sourcing, information technology, and human resources.
- ► The campuswide sustainability initiative, with an approach that integrates research, teaching, and campus operations, received national recognition with the highest rating. All new construction projects meet at least the LEED Silver standard.
- At the annual campus Showcase, more than 50 academic and administrative units from across campus presented approaches that are saving resources and improving services.
- The campus is working with UW System to develop newly authorized flexibilities that will enable UW–Madison to carry out its distinct mission more efficiently and effectively.
- The UW Foundation, under new leadership, is transforming its organizational structure and approaches to better serve donors and campus programs.
- ► UW—Madison was recognized for its "brand equity" on the Internet, receiving the top rating among all U.S. colleges and universities.

APR: Improvements in Research and Grants Administration

Award Setup	Average award setup time remains at the level originally reduced by 82 percent.	
PI Financials	Web-based tool developed for faculty to manage and project research program finances; 755 users in its first four months.	
Cost Transfers	Average processing time reduced by 86 percent: Non-Salary Cost Transfers: average 6 days	
	Salary Cost Transfers: average 12 days	
	As of July, 7, 2011, more than 1,100 staff and faculty have used the tool to complete a total of 2,699 transfers.	
Cost Sharing	New policy and guidelines implemented. Since October 2010, 100 percent of proposals with cost sharing have proper approvals before being submitted to sponsors. Cost-sharing errors decreased by 29 percent for all units and by 39 percent for the two divisions that use the cost-sharing approval tool.	
Award Closeout	Interim milestones include: 2,495 expired projects that had their statuses updated from "open" to "ended"; 1,054 automated e-mail messages sent regarding an award's impending end date; 59 division-based suspense accounts designated; and 499 expired awards identified for overdraft amnesty.	

We Conserve Annual Reductions

Since April 2006

Utility Bill	= \$13 million
Water Usage	= 178,000,000 gallons
Energy Units	= 1.2 trillion BTUs
CO ₂ Emission	= 125,000 tons
Diesel	= 10,000 gallons
Trash	= 9 percent



Bucky is Making Progress, Too!

Wisconsin is the only school in the nation to qualify both for a bowl game and for the NCAA men's basketball tournament every year since 2002–03. The UW women's hockey program has won four national championships in the past six years, and the UW men's cross country team set a Big Ten Conference record with 12 consecutive league titles.



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

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