



**WISCONSIN**  
UNIVERSITY OF WISCONSIN-MADISON

## **Third-Year Progress Report Campus Strategic Framework 2011–2012**

This report focuses on noteworthy progress achieved during the third year of the University of Wisconsin–Madison’s five-year strategic framework. First introduced in 2009, the framework guides our work, articulating five priority areas that together advance the university’s long-term 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.*

More than ever, public higher education must confront the challenge of providing high-quality research and education while navigating a shifting and ever-decreasing resource base. UW–Madison is no exception. Self-help is part of the solution and that involves change. How we change presents us with an exhilarating opportunity. Not changing is clearly not an option.

Many of your colleagues have been engaged in three campuswide efforts that together will help preserve and enhance our institution, move our university forward into a new era of greater self-sufficiency and self-determination, and ensure we have the talent that is critical to maintaining our world-class status. These initiatives leverage our culture of shared governance, collaboration, innovation, and social responsibility. Through them we are developing a comprehensive approach to the strategic priorities of resource stewardship.

*Educational Innovation* is designed to maintain the university’s responsiveness to student interest and need, provide a platform for incorporating the latest academic advances, and empower faculty and staff to create a campus environment that enhances learning and research excellence while creating new instructional/learning capacities and revenue.

The *Administrative Excellence* project is a transformational approach to help fill our growing revenue gap and ensure wise use of our resources. It is dedicated to improving the administrative organization of the campus and balancing cost savings, while creating the highest quality of service to the university.

The *Human Resources Design Project* aims to ensure that UW–Madison has the ability to attract, develop, and retain the exceptional and diverse talent we need to maintain our position as one of the world’s leading research and teaching institutions.

For more than twenty years, we have asked the campus to look to our strategic priorities to guide decisions and action plans. Some of the accomplishments are highlighted in this report, along with key measurements that we track year to year to identify growth and pinpoint areas that need our attention.

We know that our achievements reflect the work of extraordinary people — the students, faculty, and staff who are generating ideas, making discoveries, embracing new programs, earning degrees, and sustaining our unique Badger spirit every day. Thank you for all that you do as we move forward.

Interim Chancellor David Ward

Provost Paul M. DeLuca, Jr.

# Provide an exemplary undergraduate experience

- A new model for SOAR (Student Orientation, Advising, and Registration) was developed to focus on academic success inside and outside the classroom, and to meet the special needs of transfer students. Much of the SOAR programming took place in the new Union South's welcoming environment. In addition, using *Madison Initiative for Undergraduates* funds, a new Office of Campus Academic Advising was created to improve and centralize undergraduate advising.
- For its third year, Go Big Read, a program designed to engage the campus community and beyond in a shared

reading experience, explored *Enrique's Journey* by Sonia Nazario. The book was incorporated into the curriculum for 78 courses across the campus and several groups — including high school students and adult students — met with the author when she visited Madison.

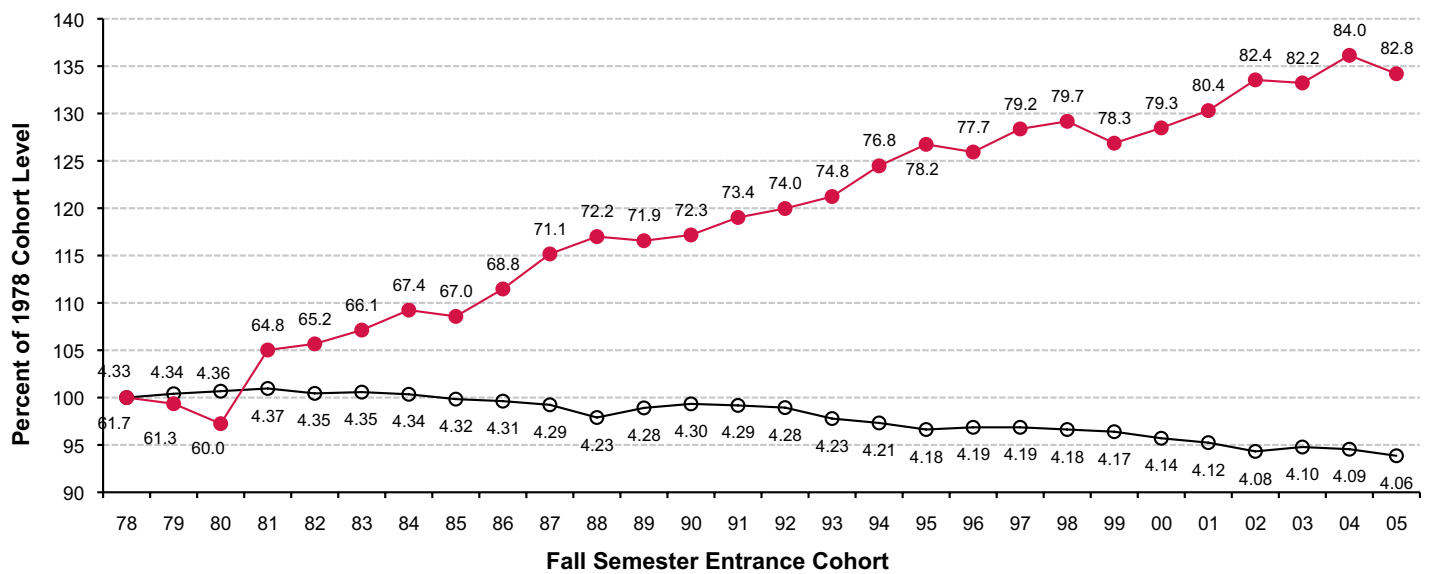
- The university's Parent Program continued to expand, with 28,500 parents registered with the program to serve as key partners during their students' undergraduate experience. This year the program began working with international parents in a variety of ways, including outreach efforts for

Spanish-speaking parents and those living in China.

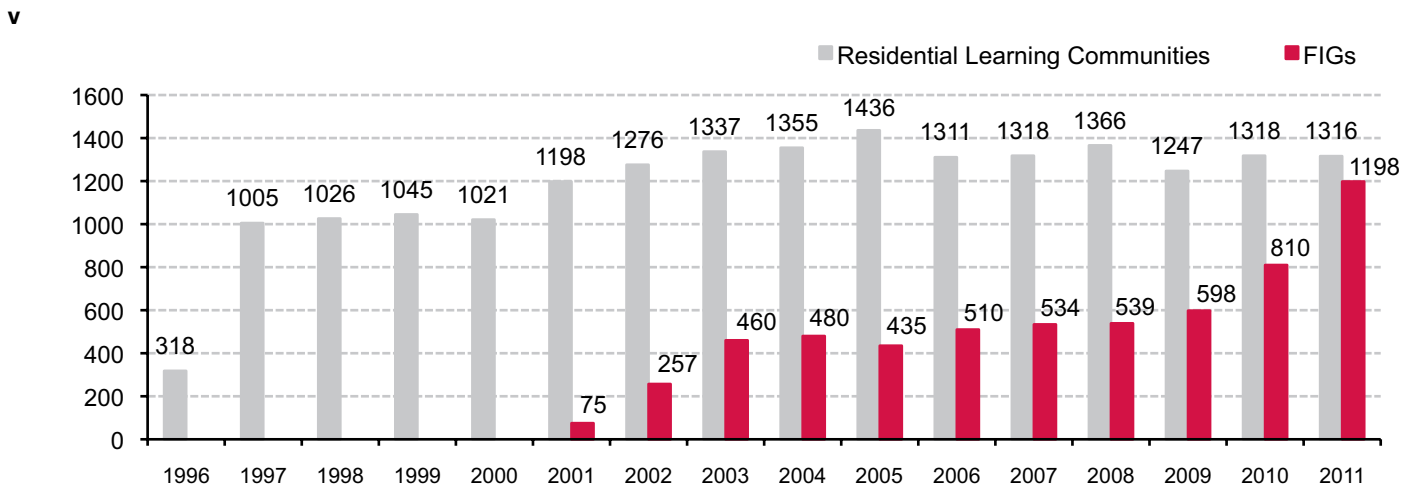
- Based on the perception of peers and high school guidance counselors, *U.S. News and World Report* ranked UW–Madison's undergraduate academic reputation seventh among all public universities and among the top five for several high-impact practices, such as learning communities and undergraduate research or creative projects.
- For the first time, the academic and creative work of undergraduates was showcased in full under *Ideas to Excellence*, a coordinated effort that featured

## Trend in Average Time to Degree and Graduation Rates

Within Six Years After Entering as New Freshmen



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



research, service work, fine arts, and performances during spring semester.

- A report from the Institute of International Education once again gave UW–Madison high marks, noting that the university sent the tenth-highest number of students to study abroad, helping them to gain both cross-cultural and workplace skills in the global marketplace.
- More than 250 students from across the campus registered for classes included in three new entrepreneurship certificates offered through the Wisconsin School of Business.
- More than 800 UW student-athletes carried a cumulative 3.02 grade point average for the year, the best in school history, and 268 UW student-athletes appeared on the Dean’s List.

## Participation Rate in Wisconsin Experience Activities for Bachelor's Degree Recipients

### Percent of Bachelor's Degree Recipients

High-Impact Practice	2006	2011
First-Year Interest Groups	3%	6%
Study Abroad	21%	26%
Research Experience	13%	17%
Residential Learning Community	13%	13%
Service Learning Course	12%	14%
Work Place Experience (Credit)	22%	21%
Independent Study Course	43%	45%
Honors Course	25%	29%
Capstone Experience	—	29%
Seminar Course	38%	40%
At least one experience	84%	89%
More than one experience	57%	70%

Source: Wisconsin Experience Report.

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

- The Year of the Wisconsin Idea highlighted how the work of university faculty, staff, and students contributes to the state, nation, and world. The celebration included 41 events, 29 of which are standing UW–Madison activities that incorporated the Wisconsin Idea in some way. More than 8,500 students, faculty, staff, and community members participated in events during the year.
- In 2011, UW–Madison brought in \$808 million in new revenue to Wisconsin through research and instructional activities and \$1.1 billion for all activity and sources.
- University Research Park has an economic impact of \$826 million for the state, including creating more than 9,300 jobs and generating \$43 million in local and state tax revenue.
- During the 2010–11 academic year, for the first time in its history, the university awarded more than 10,000 degrees. Of the 10,099 degrees conferred, more than 3,500 were in master’s, research doctorate, and professional/clinical doctorate programs.
- The Global Health Institute awarded \$320,000 in global health research projects to six schools and colleges, and continued to expand global health education, with more than 200 students enrolled in certificate programs and nearly 300 students participating in field courses and independent study in 25 countries.
- The Office of Sustainability was formally launched with the goal of fostering a campus community that embraces sustainability as a core value and serving as a catalyst that ties sustainability to the campus’s objectives and values. The office distributed eight seed grants designed to promote ties between sustainability research and education, and campus operations.
- Thanks to gifts and grants from private sources, including UW alumni Simona and Jerome A. Chazen, a \$43 million project to expand the Chazen Museum of Art opened to the public. The new building doubles the museum’s size and, among other features, provides space for public enrichment programs.
- The Office of Corporate Relations worked with more than 530 companies, organizations, and individuals and connected them to campus experts and resources that could provide needed business assistance.
- Interim Chancellor David Ward led a Wisconsin delegation to China to launch UW–Madison’s first-ever international office. The Shanghai Innovation Office, located in a large research park in Shanghai’s Minhang District, is designed to facilitate conferences and workshops in areas such as technology transfer, entrepreneurship, and the commercialization of intellectual property.
- The Pro Arte Quartet, believed to be the world’s oldest continuously performing string quartet and the first quartet anywhere to be named a university ensemble-in-residence, celebrated its 100th anniversary with public concerts and lectures.
- As part of the Badger Volunteers program at the Morgridge Center for Public Service, 950 students worked with 53 Madison-area schools and other community groups, volunteering 15,200 hours at food pantries, clinics, programs for the elderly, and more.
- Seventy percent of the UW’s student-athletes participated in community service in the Madison area, contributing more than 3,600 hours.

- Visitor and Information Programs (VIP) hosted campus tours for more than 42,000 prospective students, and staff at the Welcome Centers personally greeted more than 200,000 visitors. Some 1.3 million people interacted with VIP via website visits, phone calls, online chats, and email exchanges.
- The Entrepreneurs' Resource Clinic assisted more than 150 nascent entrepreneurs and new start-up compa-

nies, with services ranging from legal assistance to business development ideas to communications consulting.

- The Division of Continuing Studies offered 642 noncredit courses this year. In partnership with campus-based outreach units, the division enrolled 202,318 participants in classes or programs and, through Adult Career and Special Student Services, provided free educational advising and career

counseling to 6,675 people. In addition, 3,440 nontraditional students took UW credit courses via distance education or during evenings and weekends.

- The Wisconsin Idea Scholars Program was launched, connecting community leaders from across the state with UW–Madison experts to promote discussion and enable solutions to some of the state's most pressing challenges.

## Baldwin Wisconsin Idea Projects

*The Ira and Ineva Reilly Baldwin Wisconsin Idea Endowment awarded nearly \$790,000 in 2012 to projects that foster public engagement and advance the Wisconsin Idea.*

- Home-visit programs for low-income women experiencing postpartum depression
- Public-health projects for rural and other medically underserved populations
- Community-based education about practical applications of IceCube research
- Alternative treatment for veterans experiencing post-traumatic stress disorder
- Outreach to K–12 students to increase awareness of engineering, math, and science
- A legal clinic that will assist immigrants facing detention or deportation
- An educational program that will help older adults avoid medication errors
- Travel and skills development for students participating in Model United Nations
- Movement classes and performances for underserved girls ages 9–18
- Studio arts experiences for hospital patients transitioning to their communities

## Selected Morgridge Center Partnership Program Types

	Number of Partner Sites
General Volunteer Placement	201
Badger Volunteer Program	35
Schools of Hope Program	18
WI Idea Fellowship Program	10

## Selected Internship, Clinical Placement, or Practicum Type

	Number of Placements
Internships – Agricultural and Life Sciences	60
Internships, Co-ops – Engineering (Undergraduate)	514
Internships – Human Ecology	261
Clinical/Practica – Physical Therapy	128
Preceptorship – Medicine	148
Clinical/Practica – Pharmacy	725
Clinical/Practica – Nursing	400
Practica – Teacher Education	463
Clinical/Practica – Social Work	547
Clinical/Practica – Law	208
Clinical/Practica – Veterinary Medicine	81

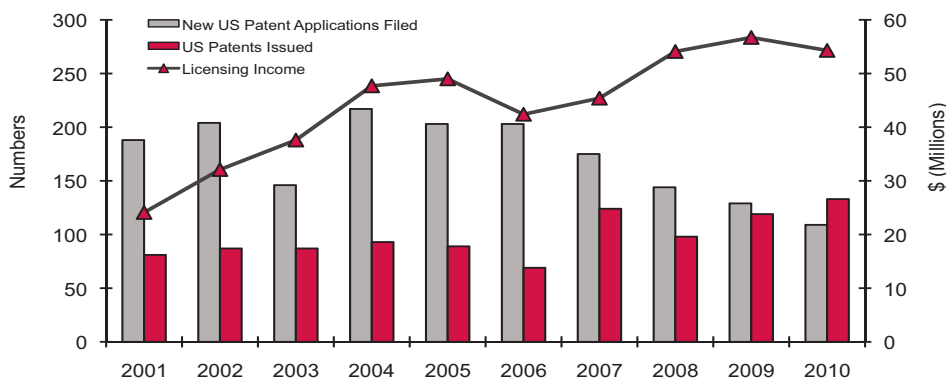
# Invest in scholarly domains in which we have existing or potential strength and impact

- The Wisconsin Institutes for Discovery, a public-private research facility, was named 2012 Laboratory of the Year by *R&D Magazine* in an international competition recognizing high standards in architecture and lab design, and innovative concepts for science buildings.
- After nearly five decades of work, the fifth and last volume of the *Dictionary of American Regional English (DARE)*, which captures the differences of American English spoken language, was published. The entries are derived from interviews that UW researchers conducted in more than 1,000 communities across the country. Next steps include supplemental materials, such as maps, and an electronic edition.
- The Graduate School established an Office of Industrial Contracts to negotiate research contracts and help faculty and academic staff work more efficiently with the private sector.
- The Great Lakes Bioenergy Research Center (GLBRC), a consortium of universities, the U.S. Department of Energy, and businesses led by UW–Madison, issued its first patent on technology that will enable the transfer from laboratory to industry the ability to convert biomass to ethanol and other advanced biofuels. The Wisconsin Energy Institute, which will house the GLBRC, will provide scientists and engineers a collaborative, state-of-the-art environment to advance energy solutions on campus and beyond.
- A public-private consortium of the Morgridge Institute for Research, the UW, SHINE Medical Technologies, Phoenix Nuclear Labs, and several national labs received a Department of Energy cooperative agreement — and state and local support — to design and build a medical isotope production facility in Janesville, Wisconsin that is

expected to employ 150 people and meet half of the U.S. demand for Mo-99.

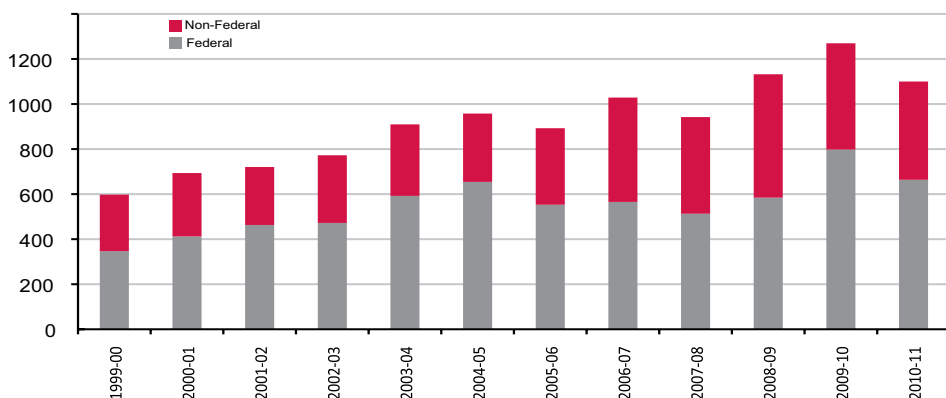
- The illusive Higgs boson was the remaining missing piece of the Standard Model of physics. The cornerstone of its discovery — announced in July 2012 by the European Organization for Nuclear Research — was strongly based upon the work of the ATLAS UW group led by UW–Madison.
- In May 2012, the School of Nursing broke ground for Signe Skott Cooper Hall, a \$52 million facility that will house cutting-edge learning environments, including simulated-care settings designed to support clinical teaching and research. The new building will allow the school to grow by at least 30 percent during the next decade.
- As of October 2011, 279 start-up companies with UW–Madison associations were recorded; 105 were formed around technology licensed by the Wisconsin Alumni Research Foundation.
- Building on its first-year success, 12 teams were awarded grants under a research collaboration program between UW–Madison and UW–Milwaukee. Eight joint-research teams received grants when the program was launched in 2010.
- With participation of faculty and staff from across the arts, a proposal was developed to create a College of the Arts. The proposal calls for the departments of art, dance, and theatre and drama, and the School of Music to be united. The proposal will continue to be reviewed by campus committees during fall 2012.
- Computer Science, the CIO Office, and DoIT network engineers, in partnership with NSF and Cisco, are building an experimental Open Flow network on campus that will enhance science research capabilities by providing flexible and fully programmable high-capacity networking.
- The UW Institute for Clinical and Translational Research received a \$41 million grant from the National Institutes of Health to educate trainees and support clinical and translational research in laboratories, clinical settings, and the community, all designed to improve human health.

## Technology Transfer



## Extramural Awards by Source

Millions of Dollars

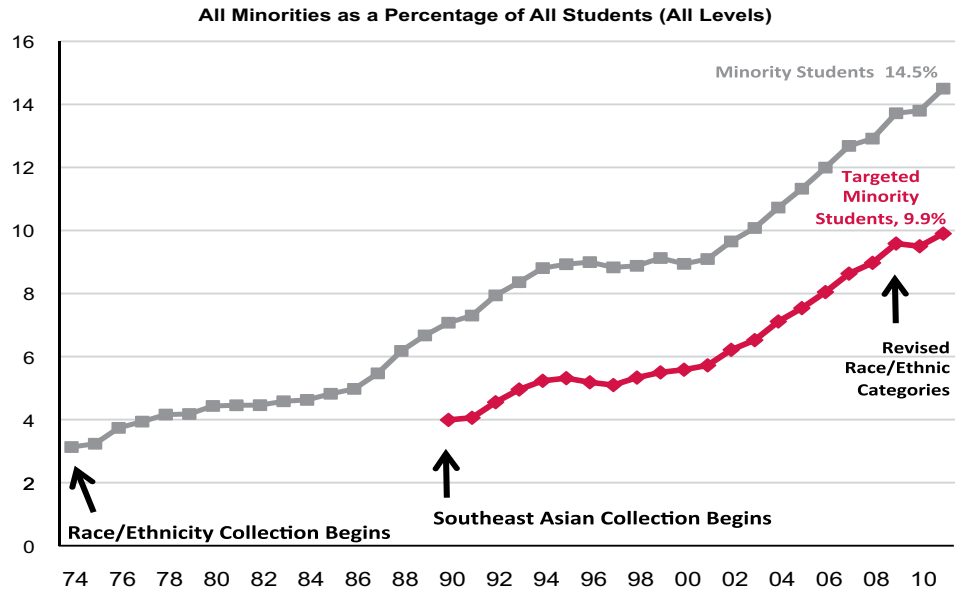


# Recruit and retain the best faculty and staff, and reward merit. Enhance diversity to ensure excellence in education and research.

- The university is using new tools to dig deeper into the academic pipeline to identify, interview, and compete for prospective faculty members who enhance excellence and diversity.
- A targeted critical compensation fund has been created to reward and retain valuable faculty and staff whose salaries have lagged behind market or equity baselines.
- In fall 2011, low-income students accounted for 16.9 percent of the total undergraduate enrollment. Among Wisconsin resident undergraduates, 20.8 percent were low-income students.
- More than 8,500 undergraduates received need-based grants totaling more than \$26 million in 2011–12. Because of dedicated need-based and merit-based funds, the university could offer financial aid and scholarships earlier in the recruitment process to attract targeted populations such as first-generation and rural students; women in STEM fields; underrepresented minorities; and Wisconsin high-achievers. A portion of these funds were awarded as scholarships provided through the Great People Scholarship program, which to date has received more than \$25 million in gifts and university matching funds. These scholarships were awarded to more than 520 students during 2011–12, and more than 600 students will receive the scholarships in 2012–13.
- As part of an initiative sponsored by the White House, UW–Madison promoted interfaith, community service, and social justice efforts, enhancing educational experiences for students and fostering an understanding of people of different religious backgrounds.
- The Division of Diversity and Campus Climate has raised more than \$1 million during the last 12 months, fostering new grant and other entre-

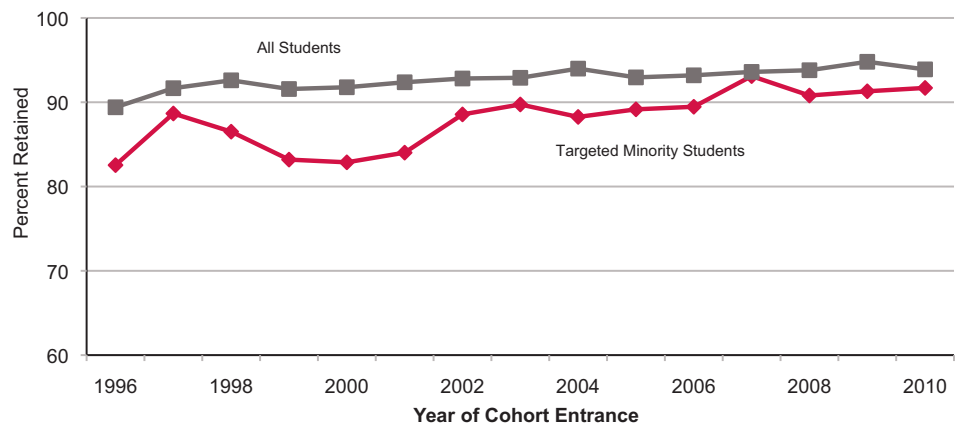
## Diversity Categories

(Percent of Fall Enrollment)



## Student Retention Rates

(Percent Retained to the Second Year)



preneurial initiatives designed to create resources to develop targeted ACT preparatory efforts.

- The Chancellor's Scholarship Program and the Powers-Knapp Scholarship Program are designed to help the university attract and develop

academically outstanding individuals from underrepresented minority groups. In fall 2012, 57 chancellor's scholars enrolled, bringing the total on campus to 222. Powers-Knapp scholars on campus total 252, including 58 students who enrolled in fall 2012.

# Be responsible stewards of our resources

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- Educational Innovation was launched as a coordinated effort to create an environment that enhances student learning and research while improving campus capacities and generating new resources.
- Administrative Excellence, an initiative to find ways the campus can operate more efficiently and effectively, is in its second year, and projects are under way to achieve significant savings during a five-year period.
- The Human Resources Design Project was launched in fall 2011 to create a new personnel system for UW–Madison that will be uniquely tailored to the needs of our world-class research and teaching institution. Project leaders are working with campus governance groups and other stakeholders to develop and synthesize a plan for the new system, which will be presented to the campus in fall 2012.
- The 12th annual Showcase featured accomplishments in campuswide initiatives — including Educational Innovation, Administrative Excellence, and Human Resources Design — as well as dozens of improvements in academic and administrative units across campus.
- UWRightNow, a real-time, multimedia project, told the online story of 24 hours in the life of UW–Madison, attracting more than 14,000 unique visitors from 66 countries and all 50 states, and featuring more than 1,000 pieces of website content from UW–Madison students, faculty, staff, and alumni.
- *Inside UW–Madison*, an e-newsletter for faculty and staff, was launched as a new tool to inform, engage, and build the campus community. Sixty issues were published during its first year, with guaranteed delivery in an environmentally responsible manner.
- UW–Madison’s global and mobile reach continues to grow dramatically, with more than 30 million visits to the university’s home page ([www.wisc.edu](http://www.wisc.edu)). Our mobile and tablet apps were downloaded from every state and 111 countries around the world.
- The U.S. Green Building Council selected the Wisconsin Institutes for Discovery (WID) as the first Wisconsin laboratory building to receive LEED gold certification, based on energy use, lighting, water and construction materials, and other sustainable strategies. Among WID’s features are geothermal wells placed underground to use the earth’s temperature to help heat or cool the building.
- As of March 2012, use of coal has been eliminated on campus, resulting in dramatically lower CO<sup>2</sup> emissions.
- To mark its 150th anniversary, the Wisconsin Alumni Association announced plans for Alumni Park, a new promenade and green space along the shore of Lake Mendota. A gift to the university, the park will use landscaping, artwork, and gathering spaces to tell the story of how the UW and its alumni have made contributions to the world.

## Educational Innovation

*Under this initiative, units across the campus are transforming curricula, blending learning options, rethinking interdepartmental collaboration, and expanding opportunities to new audiences. For example:*

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- More than 450 faculty and staff attended a dozen “incubator” sessions and shared existing innovations in curriculum, organizational structures, new revenue, and blended learning.
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- The Wisconsin Collaboratory for Enhanced Learning (WisCEL) delivered courses to nearly 1,000 students in multi-use spaces with innovative use of technology and pedagogy. Beginning in fall 2012, all pre-calculus math courses will be taught in WisCEL environments.
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- The College of Engineering is on track with using technology to “flip” 75 percent of their core courses in five years, with early results showing an increase in learning effectiveness.
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- The College of Agricultural and Life Sciences and the Department of Psychology streamlined their curricula to benefit students while creating new capacities.
  - New professional master’s degrees in sustainable systems, communicative disorders, and social work are now being offered to fill market needs while generating new resources.
  - The School of Nursing is continuing efforts to develop leading-edge learning experiences through its state-of-the-art building, partnerships, and transformative curricular changes.
  - The course-approval process was streamlined and is now online.
  - The Department of Comparative Literature and the Program in Folklore are joining forces as a new, reconfigured department with a strong interest in engaged research and the Wisconsin Idea. Faculty from three departments in the School of Medicine and Public Health realigned to create two new departments, reshaping their disciplinary focus and increasing their competitiveness.

## Administrative Excellence

- **Strategic purchasing:** The university has the opportunity to generate significant annual savings in purchasing by maximizing institution-wide strategies to consolidate vendors, leveraging the university's scale of purchasing, and substituting purchases, when possible, with preferred options that serve the same functional purpose without sacrificing product quality or service levels. These strategies will be applied to purchases of office supplies, maintenance, operations and repair (MRO) supplies, scientific supplies, and purchases of desktop and laptop computers.
- **Email and calendaring:** By consolidating existing email and calendaring systems across campus and adopting and implementing Microsoft Office 365, the university will appreciate significant savings by avoiding duplicative operating costs on servers, software, licenses, and spam/virus protection.
- **Data-center aggregation:** Recommendations were approved for campus data-center services to improve service levels; minimize data security risks and provide

significant savings through 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.

## Human Resources Design Project

- This project has undertaken perhaps the most comprehensive outreach ever conducted on the campus to gather employees' opinions about our work environment.
- More than 200 employees, including faculty, academic staff, and classified employees, have served on 11 HR Design work teams, an advisory committee, and three support teams.
- To date, more than 7,800 employee and student contacts have been made through 38 forums, five Web chats, and several surveys and polls.



### Bucky's progress

Students in classrooms and libraries have much to celebrate when UW Athletics turns in another highly successful year. Half of the funds generated by sales of UW-Madison merchandise goes directly to Bucky Grants, which are targeted for undergraduates who need financial aid to attend college. The UW's royalties from sales have exceeded \$2.1 million in gross revenue in each of the past five years.

For the second straight year, the football team won the Big Ten title and played in the Rose Bowl, while the men's basketball team advanced to the Sweet 16. The men's cross country team won its fifth NCAA title, the women's hockey team played in the NCAA title game for the sixth time in seven years, and the men's track and field team captured the Big Ten Outdoor title on its home turf in Madison.



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