



UW System Strategic Planning Rating Matrix: UW-Madison

The following data was collected at meetings with UW-Madison faculty, staff, and students in January. Participants were asked to rank the ideas in each topic area.

Q1: Please rate the following GENERAL ideas:

| | 1st | 2nd | 3rd | 4th | 5th | 6th | Average Score |
|--|-----|-----|-----|-----|-----|-----|---------------|
| Increase community partnerships and outreach (including public/private partnerships) (1) | 9 | 10 | 16 | 7 | 12 | 9 | 3.5 |
| Attract and retain top talent (not losing people to other states) (2) | 19 | 17 | 5 | 13 | 5 | 3 | 2.6 |
| Make public higher education more affordable (3) | 20 | 9 | 15 | 10 | 5 | 5 | 2.8 |
| Graduate more students in areas where there are shortages (nurses, teachers, etc.) (4) | 1 | 11 | 12 | 8 | 17 | 12 | 4.1 |
| Train a highly skilled workforce (5) | 5 | 9 | 7 | 11 | 14 | 13 | 4.0 |
| Communicate the value of a college degree and advocate more effectively for investment (6) | 14 | 13 | 9 | 10 | 5 | 11 | 3.2 |

General Idea Comments

Please comment on why you ranked the idea as your 1st choice:

Educational Affordability

- College affordability is a significant barrier to all the other priorities and a significant PR issue. Student debt is affecting a generation of college grads very negatively.
- If the University of the West Indies (has a transfer program with the UW) can provide free education for its people, then a super power like America should do the same.
- UW schools are becoming increasingly expensive and fail to fill their mandate to serve the state, especially those whose parents have not attended college or low-income. Public education is supposed to be about the public good for the state, not just education for a few who can already afford it.
- Education is about personal development on enrichment, openness to new ideas, and provides an avenue for learning more about one's own path to happiness. A degree is so much more than just an entry to a job. This must be publically acknowledged as recent legislative priorities lean towards 2 year technical credentials as economic drivers over the college experience.

Talent Retention

- The workforce and community shaping higher education will lead to a more effective workforce and a network of organizations and people who support and expand the mission and reach of UW
- Demographics in WI are not conducive to increasing diversity and inclusion from an enrollment standpoint. However, there are students out there who meet these goals and are not being engaged. Creating pipelines in the community is key to achieving long lasting impacts. It is important we look at more than just ACT/SAT scores, like student ability to succeed and connect it to retention. We must also evaluate their ability to succeed outside of the classroom.
- The ability to retain faculty/employees is essential to maintaining our 1st class institution, and enables the other ideas to come to fruition. The talent elevates the quality of the programs & educational achievements across the entire system
- Training the workforce is foundational to what a University should be doing.
- Brain drain must be addressed. We should invest in the people who want to stay here and grow their career.
- Communication is necessary between talented staff that are departing and the departments. We need to know why they are leaving so we can retain them and continue our tradition of excellence.
- "Skilled workforce" must include high-level meta-skills such as creativity, cultural literacy, big-picture cross-disciplinary analysis etc.

What other comments do you have about this category or idea?

Educational Costs

- Why is support of research not a questions/consideration?
- Make it “cheaper” or increase endowments or provide other opportunities to pay for higher education. Restructure from 4-year degree to “fast track” the degree. Connect the dots on all of the costs; demonstrate the cost of the degree and all the others (living, food, etc); to demonstrate “value” of a degree. It may be time to look @ higher education becoming more “corporate” as a way to offset some costs. Not ideal to commercialize everything, but if someone else is writing the check and not students, it could be a win on both sides if set up properly.
- The value of a college degree is highly questionable given the cost of education and potential job prospects.

Miscellaneous

- Would love to see a website with links to organizations that staff (non-students) can partake in and better utilization of UW Madison Events website.
- Increase out of state recruitment, particularly in relatively untapped areas like South Florida.

Q2: Now let's think about issues related to the ECONOMY. Please rate each the following ECONOMIC ideas.

| | 1st | 2nd | 3rd | 4th | 5th | Average Score |
|--|-----|-----|-----|-----|-----|---------------|
| Collaborate more with private business (potential employers) (1) | 9 | 12 | 19 | 12 | 11 | 3.1 |
| Provide more internships and hands-on learning for students (2) | 17 | 18 | 13 | 12 | 4 | 2.5 |
| Adjust programs and curriculum (what students are taught) to reflect the needs of the job market (3) | 7 | 14 | 10 | 19 | 16 | 3.3 |
| Make transferring between universities, colleges, and technical colleges easier (4) | 13 | 11 | 11 | 16 | 13 | 3.15 |
| Attract and retain the best and brightest students (5) | 27 | 9 | 12 | 5 | 13 | 2.5 |

Economic Idea Comments

Please comment on why you ranked the idea as your 1st choice:

Economy/Business

- Partnering with financial resources with research of higher education would have the greatest economic impact. My department has seen an uptick in funding from private institutions which as funded dozens of students as well as facility updates.
- I think a lot of classes are wasted on subjects that students don't need--connect the curriculum to the job market.
- I would like to see some order restored and try to develop a greater divide between some of the commercial online institutions.

Internships/Hands-on

- Internships provide experience and connect student with employers. Hands-on learning is very useful for building essential skills and provides a different learning style to students.
- More attention should be paid to this throughout a student's entire educational experience rather than just the final year or 2.
- Focus should include skills for small business creation.

Best and Brightest

- Talent drives everything.
- Retention is needed (greater effort) from folks of color and other classes not historically attending higher education. It's not about jobs, it's about well-rounded citizens in our global arena. Humanities are needed for global citizens.
- The best and brightest will be best able to work on challenging problems.
- Students need to know how to work with a diverse population. We need to start small: university, state, nation then globally.
- To attract and retain the best and the brightest, should bring up the quality level of the whole student body and produce top level alumni and world leaders in their field.

Transferring/Access

- We are not a transfer-student friendly institution. This applies to how and which credits transfer to UW-Madison and a general underestimation of how increasing access for these students can help us meet institutional goals around diversity, equity and inclusion.
- Starting at 2-year colleges helps low-income students get a college degree. But a 2 – year degree is not nearly as valuable on the job market. Wisconsin needs to make sure that if a student at WTCS schools is getting credits that can transfer to UW schools.
- Partnerships with WTCS and UW System are essential.

What other comments do you have about this category or idea?

Economy/Business

- Why just “private businesses” (i.e, and not non-profits, public service, NGOs)?
- No reference to spin-off companies or intellectual capital from research that leads to improved economic situation for the state.

Internships/Hands-on learning

- I think there’s an opportunity to create more certificate programs that focus on interdisciplinary learning that better prepare students and makes them more marketable.
- University faculty must interpret “job market needs” at a high level, not too literally. We must produce workers who are adaptable and are great learners for both the Wisconsin and global marketplace.

Best and Brightest students

- We should make it easier for those students to transfer to a 4 year college. Instead of putting the emphasis on the best and the brightest- we should put more emphasis on the average student becoming the best and brightest because of a great education.
- Who are “the best and the brightest”? Is this based on test scores and polish college applications? Shouldn’t we invest in recruiting and retaining students that are in the level below “the best and the brightest”, those who need an opportunity and right amount of support to succeed?
- Attracting and retaining the best and brightest students, faculty, and staff is a driver. We need to build and support a community of scholars that can identify new problems and solutions.

3: On the subject of HEALTH... Please rate each the following HEALTH and WELLNESS ideas.

| | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | Average Score |
|--|-----|-----|-----|-----|-----|-----|-----|---------------|
| Increase partnerships for training healthcare professionals (1) | 5 | 12 | 10 | 14 | 7 | 7 | 4 | 3.5 |
| Offer more programs/degrees in healthcare fields (2) | 7 | 4 | 4 | 6 | 7 | 15 | 16 | 4.9 |
| Make research a higher priority (3) | 12 | 8 | 14 | 4 | 8 | 9 | 5 | 3.6 |
| Make healthcare training for students more interdisciplinary (combining more fields and technologies together) (4) | 15 | 9 | 12 | 11 | 7 | 5 | 1 | 3.1 |
| Address the nursing shortage by graduating more nurses (5) | 2 | 4 | 4 | 11 | 12 | 11 | 14 | 5.0 |
| Increase public education about health and wellness (prevention and early detection) (6) | 12 | 13 | 8 | 7 | 7 | 6 | 5 | 3.4 |
| Increase healthcare services to areas that are under-served (for example, free clinics and community health resources) (7) | 16 | 15 | 9 | 6 | 5 | 4 | 6 | 3.1 |

Health and Wellness Idea Comments

Please comment on why you ranked the idea as your 1st choice:

Research

- A healthy community is a long lasting community. Research is another important avenue for health improvement.
- Prioritizing the research strategies enables greater accuracy and infrastructure for the rest of these areas.

- The best way for the university to lead in healthcare would be to stay on the cutting edge of new initiatives.
- Some of the most exciting research being done at UW-Madison is community based research. Learning more about the needs of traditionally underserved communities and responding effectively to those needs will raise the general level of health and wellness throughout the state. This investment (in prevention and timely care) will cut costs incurred by emergency care visits and long-term illnesses, and it will enable more citizens to contribute better and longer and to have a better quality of life.
- Interdisciplinary research is critical- disruptive technology, which is reality, requires new ways of thinking and doing.

Public education/Opportunities

- Strategically making programs more interdisciplinary makes our students more dynamic and better candidates for career placement (eg. Healthcare majors + business). Interdisciplinary healthcare training reflects the reality of how healthcare is delivered.
- Prevention should be a major goal and is the most important component in our approach to public health.
- A stronger emphasis is put on healthier lifestyles, but continuing to push and educate about prevention is ideal.
- Outreach is part of our core mission. The underserved communities are the people who need access the most. Illness or unplanned pregnancies keep people in poverty. This is also key with an ever aging population.
- A healthier person creates/leads to more productivity and healthcare savings.

What other comments do you have about this category or idea?

Education

- UW-Madison can be a champion for more healthy offerings by corporations- i.e. reducing sugar in cheap food, making healthy foods more affordable, UW-Madison campaign to stop marketing and targeting of unhealthy options to Wisconsin citizens. Go for banning known bad food.
- Why is "health" such a high-level concern for the UW System as opposed to health as a concern for state/federal government generally? "Health" should be a lower-level question about which particular fields should be a research and education priority.
- Healthcare education should be directed towards primary care and community healthcare.

Programs

- We don't necessarily need to add more programs/degrees. We should focus on using the resources/programs we do have more effectively.

Q4: Moving on to EDUCATION... Please rate each the following EDUCATIONAL ideas.

| | 1st | 2nd | 3rd | 4th | 5th | Average Score |
|--|-----|-----|-----|-----|-----|---------------|
| Produce a more seamless partnership with K-12 education system (1) | 14 | 5 | 12 | 14 | 13 | 3.1 |
| Prepare new K-12 teachers for the challenges they face today (2) | 1 | 9 | 14 | 25 | 10 | 3.6 |
| Better communicate the value of a college degree to the public (3) | 11 | 11 | 14 | 6 | 19 | 3.2 |
| Make higher (college) education more accessible to minority students and increase diversity at colleges and universities (4) | 20 | 21 | 9 | 9 | 5 | 2.3 |
| Attract and retain top-quality college and university faculty and staff to help prevent the loss of talent to other states (5) | 20 | 20 | 6 | 8 | 9 | 2.5 |

Education Idea Comments

Please comment on why you ranked the idea as your 1st choice:

K-12 education system

- K-12 teacher's techniques and models are still stuck in the 1960's. It's not about the "Challenges of Today" it's about the NEEDS of students and responding to the changing social, economic, and skills requirements to earn a good/secure/sustainable job. We need to meet students with who they are and teach them how to think rather than memorize.
- Kids aren't prepared for college and improve transition to college. How to affect the decentralization of K-12 system.
- Many of the steps of applying and entering college are confusing and frustrating. A better partnership with the K-12 system may make this and other parts of college easier.
- We need a partnership and an environment to teach children well. A big issue is 20+ % of special need students.
- Many schools in wealthy areas are well prepared but in rural and very urban areas, we lack great educators.

Value of a degree

- We need to talk more about what we do, esp. focusing on more than just job creation and economic impact. We need to better communicate the value of a college education to society and not just the individuals who gain a degree.
- Not all degrees are of equal value. Given the costly investment of time and money, having graduates who are able to secure employment is essential to communicate to the public.
- Communicate out overcoming of barriers for an affordable education @ UW. Many do not know of state scholarships and aid they could qualify for many believe college is so expensive.
- Can we shorten degree requirements from 4 to 3 years and make school more affordable?

Minority students/diversity

- Increasing campus diversity of students (both socio-economic and racial/cultural) is the key to 21st century success.
- Diversity will add to overall education experience and thus creates a better student/professional.
- Provide career paths to uneducated parents.

Staff

- To attract and retain top quality college and university faculty and staff is to be - or become - a leading university in as many fields as possible, which will make the University the most attractive to students wishing to learn and study in said fields.

What other comments do you have about this category or idea?

K-12 system

- Opportunity for state government control of facilitating UW trained teachers in WI.
- Communicate the value of college includes college readiness.

Accessibility and diversity

- Increase involvement with minority orgs and communities
- Perhaps 'minority' should be replaced with 'underserved' or some term that reflects that race is not the only diversity component.

Value

- Maximize affordability, more web resources, explaining financial aid process, more institutional scholarships for targeted populations, adoption of combined merit/need approach to awarding, note coordination between pipeline programs (ie; philosophies, resources, etc).
- The value is more than money. It helps people see the "why". A diverse experience provides good out of classroom experience. Look at college "on-campus" experience; communicate that value.
- Better communicate the value of technical school, saving money so that you can return to graduate (or bachelors) school to use real world experience to enhance your education.
- Need to show our value to the state. UW contributes significantly to WI and its citizens and importance of education as a whole.

Q5: Let's review ideas that are international in focus. Please rate each the following GLOBAL ideas.

| | 1st | 2nd | 3rd | 4th | 5th | 6th | Average Score |
|---|-----|-----|-----|-----|-----|-----|---------------|
| Provide students with more international opportunities such as study abroad and internships (1) | 6 | 14 | 8 | 10 | 10 | 9 | 3.5 |
| Require all college and university students to learn global competencies (skills) (2) | 9 | 13 | 9 | 10 | 11 | 4 | 3.2 |
| Make all curriculum (what students are taught) more internationally focused (3) | 12 | 10 | 12 | 10 | 10 | 7 | 3.3 |
| Increase diversity on college and university campuses (4) | 22 | 5 | 13 | 8 | 7 | 2 | 2.6 |
| Teach more international languages at colleges and universities (5) | 1 | 3 | 3 | 7 | 11 | 30 | 5.1 |
| Create opportunities for international exposure for those who cannot study abroad (6) | 17 | 15 | 8 | 13 | 6 | 1 | 2.6 |

Global Idea Comments

Please comment on why you ranked the idea as your 1st choice:

International Opportunities/Study Abroad

Global educational experience should not be based solely on income levels. Study abroad is costly, especially for disadvantaged students. Find ways to broaden opportunities for those who cannot study abroad.

- Ranking study abroad and international curriculum seem very superficial. Engaging in real international problems would be more valuable.
- International experiences should not be framed as time limited, course, but rather our role as global citizen contributing to society

International Curriculum/Diversity

- It's about teaching cultural competencies regardless if within the US or globally. Many students lack cultural competencies for the diversity that exists within the US. Learning cultural competencies would allow them to expand their thinking both locally and globally
- Many careers today have international aspects, so international exposure is key. Also, people learn about themselves through exposure to other cultures.
- We need more diversity, not only international student diversity but race/socio-economic class/ability/etc.
- Diversity is essential for cultural understanding and acceptance of others.
- Students today need to be taught the global perspective of the economy.
- By emphasizing the need for cultural awareness and international focus across curriculums, it can build an ongoing awareness. Not just isolated to study abroad or languages.
- More meaningful and culturally relevant courses available for students that address contemporary issues.
- Having more diversity on campus in and of itself creates a better opportunity to engage and expand a student skill set of cultural competency.
- Build integrated exposure into the curriculum . Also includes bringing visiting scholars to UW-Madison, faculty research and teaching collaborating between UW-Madison faculty and faculty from other countries.
- What are "global competencies"? How are they measured? Changing all curriculum would be time consuming and potentially fraught.
- These are important to make WI's students globally competitive but are probably not recognized as very important within the state. We have to figure out how to sell this to the populace.

Q6: Finally, please rate the following top ideas generated by UW Institutions, including UW Colleges and Extension.

| | 1 st | 2 nd | 3 rd | 4 th | 5 th | 6 th | 7 th | 8 th | 9 th | 10 th | Average Score |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|---------------|
| Train students to address the skills gap (create a well-trained workforce) (1) | 2 | 4 | 3 | 2 | 6 | 1 | 5 | 8 | 6 | 18 | 7.2 |
| Demonstrate the value of Higher Ed (2) | 9 | 7 | 9 | 4 | 8 | 6 | 7 | 4 | 0 | 6 | 4.7 |
| Improve access to Higher Ed (3) | 9 | 6 | 13 | 4 | 6 | 8 | 3 | 2 | 6 | 1 | 4.4 |
| Demonstrate the economic impact of the UW (4) | 11 | 12 | 2 | 6 | 6 | 13 | 7 | 2 | 3 | 1 | 4.0 |
| Improve affordability of Higher Ed (5) | 11 | 10 | 4 | 6 | 3 | 3 | 6 | 4 | 6 | 1 | 5.0 |
| Provide research knowledge and real-world applications for the state (6) | 9 | 11 | 9 | 13 | 1 | 1 | 7 | 6 | 4 | 2 | 4.3 |
| Increase the focus on research and innovation (7) | 6 | 9 | 7 | 4 | 8 | 5 | 5 | 7 | 6 | 8 | 5.5 |
| Attract and retain the best and brightest students (8) | 5 | 3 | 5 | 4 | 7 | 8 | 3 | 7 | 6 | 8 | 6.0 |
| Advocate for reinvestment in Education at all levels (9) | 18 | 9 | 6 | 6 | 5 | 6 | 5 | 2 | 2 | 1 | 3.6 |
| Partner more extensively with businesses (10) | 2 | 0 | 2 | 6 | 5 | 3 | 4 | 13 | 13 | 7 | 7.1 |

UW Institution Comments

Please comment on why you ranked the idea as your 1st choice:

Value of Education

- The value of education is vastly under-rated in our state. We need to demonstrate to voters the important and impact of our great university.
- As a state university, we should be focusing on issues of access, affordability, and public service. That truly plays into the Wisconsin idea.
- Partner more with businesses.
- Investing in education will increase awareness of the importance of it.

Access & Affordability

- Increasing access touches a variety of issues: affordability, community engagement, minority issues, public/private partnerships. The farther the reach, the more valuable UW is.
- When access conditions are low, student bodies generally default to a majority and/or privileged groups. This is a threat to learning and the extent to which we are relevant as an institution.
- As a whole, we are setting people up to fail with thousands in debt and no promise or guarantee for ROI in the job market.
- If you improve affordability of higher education, you will improve access and diversity in higher education. More attention should be given to economic diversity.
- Again, the mission of UW is to serve the state. There are huge numbers of young people in the state who still do not complete college degrees, in spite of a large body of evidence that a 4-year degree would increase their lifetime earnings. Not only that but high school students nearly universally aspire to be attaining a college degree. The place where things break down is the financing.
- UW-Madison, as opposed to the technical college and some of the regional universities, is focused on educating students- not training students. Beware of how we define “best and brightest” students- yes recruit national honors students, but also recruit w/ students from school districts with poor resources. Need to maintain and balance need-based and merit-based and financial aid/scholarship.
- We must reach a new level of creativity and innovation. Partnership with business will follow as we educate.

What other comments do you have about this category or idea?

- If we ignore advancing thoughts/ technologies while balancing skills and needs, we can become obsolete and overemphasize on outdated skills. Be careful to balance projected needs.
- Make sure a lot of strategic goals relate directly to student.
- Shift the paradigm of how we frame education (“train vs education” and “career vs job”)