



UW System Strategic Planning Stakeholder Summary Packet





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UW System Strategic Planning Rating Matrix: Summary Stakeholder Group Averages

**Includes tallied scores (pages 3-5).*

	Chancellors	Communities of Color	Business Community	Survey Public	Survey Panel
General					
Increase community partnerships and outreach (including public/private partnerships) (1)	3.9	4.5	3.8	3.6	3.4
Attract and retain top talent (not losing people to other states) (2)	4.5	4.3	4.4	4.3	3.7
Make public higher education more affordable (3)	3.3	4.7	3.7	4.2	4.3
Graduate more students in areas where there are shortages (nurses, teachers, etc.) (4)	3.6	4.1	4.2	3.8	3.9
Train a highly skilled workforce (5)	3.6	4.2	4.4	3.8	4.0
Communicate the value of a college degree and advocate more effectively for investment (6)	4.9	4.0	3.6	4.0	3.7
Economy					
Collaborate more with private business (potential employers) (1)	3.9	4.0	4.0	3.4	3.6
Provide more internships and hands-on learning for students (2)	3.9	4.4	4.6	4.0	4.0
Adjust programs and curriculum (what students are taught) to reflect the needs of the job market (3)	3.1	4.1	3.6	3.8	4.0
Make transferring between universities, colleges, and technical colleges easier (4)	3.3	3.9	4.6	3.7	4.0
Attract and retain the best and brightest students (5)	4.0	4.0	3.8	4.0	3.8

	Chancellors	Communities of Color	Business Community	Survey Public	Survey Panel
Health					
Increase partnerships for training healthcare professionals (1)	3.6	4.1	3.2	3.5	3.8
Offer more programs/degrees in healthcare fields (2)	3.3	3.8	2.5	3.3	3.8
Make research a higher priority (3)	3.5	3.5	3.5	3.6	3.7
Make healthcare training for students more interdisciplinary (combining more fields and technologies together) (4)	3.1	3.7	3.5	3.4	3.7
Address the nursing shortage by graduating more nurses (5)	3.6	4.0	3.7	3.4	3.8
Increase public education about health and wellness (prevention and early detection) (6)	3.1	4.1	2.5	3.5	3.9
Increase healthcare services to areas that are under-served (for example, free clinics and community health resources) (7)	3.1	4.5	3.5	3.7	4.0
Education					
Produce a more seamless partnership with K-12 education system (1)	3.7	4.6	4.0	3.7	3.7
Prepare new K-12 teachers for the challenges they face today (2)	3.9	4.6	4.6	4.1	4.0
Better communicate the value of a college degree to the public (3)	4.5	4.0	3.4	4.0	3.7
Make higher (college) education more accessible to minority students and increase diversity at colleges and universities (4)	4.6	4.9	4.0	3.9	3.7
Attract and retain top-quality college and university faculty and staff to help prevent the loss of talent to other states (5)	4.9	4.4	4.0	4.4	3.9

	Chancellors	Communities of Color	Business Community	Survey Public	Survey Panel
Global					
Provide students with more international opportunities such as study abroad and internships (1)	3.9	3.6	3.0	3.4	3.1
Require all college and university students to learn global competencies (skills) (2)	3.4	4.1	3.2	3.4	3.2
Make all curriculum (what students are taught) more internationally focused (3)	3.1	3.6	2.8	3.1	3.1
Increase diversity on college and university campuses (4)	4.4	4.8	3.2	3.6	3.3
Teach more international languages at colleges and universities (5)	2.9	3.4	2.4	3.2	3.2
Create opportunities for international exposure for those who cannot study abroad (6)	4.0	3.8	3.4	3.6	3.4



UW System Strategic Planning Rating Matrix: For UW Chancellors

*Tallies from all Institutions: Submitted and Discussed as part of Chancellor's Meeting December 6, 2015

The following data are based on 14 responses, one from each of the UW System institutions. The number of responses given is noted in rating scale for each idea.

**Includes tallied scores (pages 7-12) and notes and comments (page 13).*

Q1: Please rate the following GENERAL ideas:

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase community partnerships and outreach (including public/private partnerships) (1)			4	7	3	3.9
Attract and retain top talent (not losing people to other states) (2)			1	5	8	4.5
Make public higher education more affordable (3)		3	5	5	1	3.3
Graduate more students in areas where there are shortages (nurses, teachers, etc.) (4)			7	6	1	3.6
Train a highly skilled workforce (5)			8	4	2	3.6
Communicate the value of a college degree and advocate more effectively for investment (6)				1	13	4.9

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

2+

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Collaborate more with private business (potential employers) (1)			2	11	1	3.9
Provide more internships and hands-on learning for students (2)			4	7	3	3.9
Adjust programs and curriculum (what students are taught) to reflect the needs of the job market (3)		1	10	3		3.1
Make transferring between universities, colleges, and technical colleges easier (4)	1	2	6	2	3	3.3
Attract and retain the best and brightest students (5)			3	8	3	4.0

Q3: On the subject of HEALTH... Please rate each the following HEALTH and WELLNESS ideas.

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase partnerships for training healthcare professionals (1)			9	2	3	3.6
Offer more programs/degrees in healthcare fields (2)		1	9	3	1	3.3
Make research a higher priority (3)		1	7	4	2	3.5
Make healthcare training for students more interdisciplinary (combining more fields and technologies together) (4)		4	6	3	1	3.1
Address the nursing shortage by graduating more nurses (5)			7	6	1	3.6
Increase public education about health and wellness (prevention and early detection) (6)		4	5	4	1	3.1
Increase healthcare services to areas that are under-served (for example, free clinics and community health resources) (7)	1	3	4	6		3.1

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Produce a more seamless partnership with K-12 education system (1)		1	4	7	2	3.7
Prepare new K-12 teachers for the challenges they face today (2)			2	11	1	3.9
Better communicate the value of a college degree to the public (3)				7	7	4.5
Make higher (college) education more accessible to minority students and increase diversity at colleges and universities (4)			1	4	9	4.6
Attract and retain top-quality college and university faculty and staff to help prevent the loss of talent to other states (5)				2	12	4.9

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Provide students with more international opportunities such as study abroad and internships (1)			3	9	2	3.9
Require all college and university students to learn global competencies (skills) (2)		2	4	8		3.4
Make all curriculum (what students are taught) more internationally focused (3)		2	8	4		3.1
Increase diversity on college and university campuses (4)			2	5	7	4.4
Teach more international languages at colleges and universities (5)	1	2	9	2		2.9
Create opportunities for international exposure for those who cannot study abroad (6)			4	6	4	4.0

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Train students to address the skills gap (create a well-trained workforce) (1)	1	1	6	5	1	3.3
Demonstrate the value of Higher Ed (2)			1	5	8	4.5
Improve access to Higher Ed (3)			2	8	4	4.1
Demonstrate the economic impact of the UW (4)				9	5	4.4
Improve affordability of Higher Ed (5)			7	6	1	3.6
Provide research knowledge and real-world applications for the state (6)			2	9	3	4.1
Increase the focus on research and innovation (7)			7	6	1	3.6
Attract and retain the best and brightest students (8)			4	7	3	3.9
Advocate for reinvestment in Education at all levels (9)				3	11	4.8
Partner more extensively with businesses (10)			4	8	2	3.9

Comments and Notes:

General idea comments-

- We can't do anything without talent.
- We already are affordable.
- What is meant by affordable? Is this related to student debt? State support?
- How do we compare to other States?
- The use of the word 'train' may be problematic. May have rated it higher if the word 'educate' was used.

Economic idea comments-

- Assistance with retention and help from business is key
- This relates to workforce needs not just career
- Profession as well as soft skills and critical thinking

Health and Wellness idea comments-

- Clinics are now charging for clinical training

Education idea comments-

- How can we best support new and current teachers?
- There are many technology changes increasing viability of continuing education
- Demographics are changing and need to be ahead of the curve
- Real issue in this state is that we are not serving certain populations (ignoring issues)
- Should DPI be responsible for teacher education standards?
- Flexibility needed for innovations
- We must restore honor and value to public education

Global idea comments-

- Must use technology to engage. It can help develop relationships across boundaries.
- We are behind in this area. People don't realize we need this set of skills but businesses are looking for diverse workforce.

Institutional idea comments-

- Skeptical about "skills gap". It is a myth.
- Better to use the word well-educated than well-trained



UW System Strategic Planning Rating Matrix: For Communities of Color Stakeholder Meeting

The following data was collected at a meeting of African-American and Latino/Latina leaders at Brittingham House in January. The number of responses given is noted in rating scale for each idea.

**Includes tallied scores (pages 15-19) and notes and comments (page 20-22).*

Q1: Please rate the following GENERAL ideas:

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase community partnerships and outreach (including public/private partnerships) (1)		1		12	16	4.5
Attract and retain top talent (not losing people to other states) (2)			3	13	13	4.3
Make public higher education more affordable (3)			1	7	21	4.7
Graduate more students in areas where there are shortages (nurses, teachers, etc.) (4)			4	18	7	4.1
Train a highly skilled workforce (5)		2	3	11	13	4.2
Communicate the value of a college degree and advocate more effectively for investment (6)			9	10	10	4.0

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Collaborate more with private business (potential employers) (1)	1		6	11	9	4.0
Provide more internships and hands-on learning for students (2)			1	13	13	4.4
Adjust programs and curriculum (what students are taught) to reflect the needs of the job market (3)		1	6	10	10	4.1
Make transferring between universities, colleges, and technical colleges easier (4)		2	7	9	9	3.9
Attract and retain the best and brightest students (5)		1	7	10	8	4.0

Q3: On the subject of HEALTH... Please rate each the following HEALTH and WELLNESS ideas.

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase partnerships for training healthcare professionals (1)			6	11	10	4.1
Offer more programs/degrees in healthcare fields (2)			10	11	4	3.8
Make research a higher priority (3)	1	1	10	13	1	3.5
Make healthcare training for students more interdisciplinary (combining more fields and technologies together) (4)		2	8	11	5	3.7
Address the nursing shortage by graduating more nurses (5)			7	13	7	4.0
Increase public education about health and wellness (prevention and early detection) (6)		1	6	9	11	4.1
Increase healthcare services to areas that are under-served (for example, free clinics and community health resources) (7)			4	5	18	4.5

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Produce a more seamless partnership with K-12 education system (1)			2	9	18	4.6
Prepare new K-12 teachers for the challenges they face today (2)				10	17	4.6
Better communicate the value of a college degree to the public (3)	1		6	10	10	4.0
Make higher (college) education more accessible to minority students and increase diversity at colleges and universities (4)				1	26	4.9
Attract and retain top-quality college and university faculty and staff to help prevent the loss of talent to other states (5)			4	8	15	4.4

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Provide students with more international opportunities such as study abroad and internships (1)		2	12	7	5	3.6
Require all college and university students to learn global competencies (skills) (2)		1	4	12	10	4.1
Make all curriculum (what students are taught) more internationally focused (3)		3	10	10	4	3.6
Increase diversity on college and university campuses (4)				5	22	4.8
Teach more international languages at colleges and universities (5)	1	3	9	10	3	3.4
Create opportunities for international exposure for those who cannot study abroad (6)		1	9	11	5	3.8

Comments and Notes:

General idea comments-

- Lack of focus in impacting public policy
- Lack of interest or awareness of research targeted to or developed for public policy.
- Develop mechanisms/means of engaging donors that make the UW System accessible to undocumented students, out of state tuition remission at all UW system schools
- More collaboration w/ WTCS schools to support transfer students in transition from 2yr-4yr
- We need to integrate diversity and inclusion in all these areas
- Increase commitment to communities of color

Economic idea comments-

- This assumes some knowledge of curriculum in higher education can/will connect to the job market.
- Value diversity
- Need to have a statement related to the creation of a welcoming environment for diversity.
- Not always the best and brightest translate to the real world
- Identify where disparities exist in the system. There are some programs that don't admit minorities in master degrees or PhD programs or graduate them.
- Workforce diversity comes out of private sector

Health and Wellness idea comments-

- What role can the UW System play with regard to our mental illness and addiction populations?
- Mental illness/addiction- need to address. Need to talk about it.

Education idea comments-

- #2: I believe this is the largest disconnect between K-12 and higher education in Wisconsin. What will you do to learn the challenges that teachers face and what will you do about it?
- Most important section!
- Education is the input for every output
- Undocumented students- how do you get them through four years, how do you get them a degree they can use/afford? Not enough to sneak people through.
- "Growing your own" need to look at teacher education programs.
- How do we get students more ready for college

Global idea comments-

- We are a global society now, this is SO important
- #5: Require more language to graduate.
- #1: This always a good thing to say, but often omitted when planning and budgeting decisions are made
- Need to be local citizens, before global citizens.

Other comments-

- Diversity is not a favor to us
- Need to have support of non-people of color to have impact. What is the timeframe/benchmark? What do you control? Control door to come in
- Requirement of cultural competence for all students.
- Spend a lot on enrollment, not on much as retention. Giving money out, but debt reality is not clear. Went to schools that provided support while I paid. Diversity not enough, need nurturing.
- How to retain faculty of color? Top talent burned out about culture.
- UW needs to do more to impact public policy.
- When people at top don't understand, it won't trickle down.
- If this is a constant conversation, there would be progress reflected in inclusive language, not just a checklist.
- How do we incorporate diversity in everything?
- Passion for tenure should be same for diversity. Attach to compensation.
- Future depends on state working w/ people who are different than us.
- Create university poised to take on future. Articulate why this is important. UW is best investment as tax payers.
- University needs to engage in community. One person becomes the spokesperson. Good at reaching out. Go in to community; don't just have them come to you.
- As an ex minority program staff member, I have seen programs come and go. Developed some that were successful and some not. All things spoken here I have seen, but...
- Truly feel like have to figure out what is the value of diversity to the university and the state. Meaning, how do you get the "powers that be" to value diversity in the same respect you do? Can you really say diversity matters to the individuals who make decisions? At the end of the day, I believe what matters is the economic trajectory of all people and education is a major driver of this. How do we assist in accomplishing this? That's the question.
- Significantly hire more faculty of color
- Divisions w/in our society
- Diverse faculty recruitment
- Southern education research board (SREB)
- Institute for teaching and mentoring
- Allocate resources to do meaningful training on diversity and inclusion for faculty and staff- this is essential to changing culture and making the system a place where faculty and students of color want to be and stay.
- Administrators need to be held accountable, reward deans who take recruitment seriously well
 - Enrollment
 - Retention
 - Graduation
 - Support for faculty of color
 - Higher burden for mentoring
- Reshaping/understanding perspective of others

- Tiered approach different ways to tackle each goal
 - What does an integrated report look like?
- Plan needs to have Inclusive language
- Diversity is seen as a single theme. Needs to be integrated. Can't just tack it on.
- What are we doing to improve the conditions of minorities? Mainstream community needs to have this conversation. Need to have discussion w/ business leaders as well.
- Different students at different academic levels are ready for different levels of schools crucial to understand what climate is like at each institution. Need to plan/have foresight when demographics are changing and have services/support available.
- Diversity/inclusion needs to be integrated
- Looking for a cultural change on campus
 - Study “over represented” not just underrepresented



UW System Strategic Planning Rating Matrix: For Milwaukee and Madison Business Community Meetings

The following data was collected at meetings with the Metropolitan Milwaukee Association of Commerce and the Madison Chamber of Commerce in January. The number of responses given is noted in rating scale for each idea.

**Includes tallied scores (pages 24-28) and notes and comments (page 29).*

Q1: Please rate the following GENERAL ideas:

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase community partnerships and outreach (including public/private partnerships) (1)			1	4		3.8
Attract and retain top talent (not losing people to other states) (2)				3	2	4.4
Make public higher education more affordable (3)		1	2	2	2	3.7
Graduate more students in areas where there are shortages (nurses, teachers, etc.) (4)				4	1	4.2
Train a highly skilled workforce (5)			1	1	3	4.4
Communicate the value of a college degree and advocate more effectively for investment (6)		1	2		2	3.6

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Collaborate more with private business (potential employers) (1)				5		4.0
Provide more internships and hands-on learning for students (2)				2	3	4.6
Adjust programs and curriculum (what students are taught) to reflect the needs of the job market (3)			3	1	1	3.6
Make transferring between universities, colleges, and technical colleges easier (4)				2	3	4.6
Attract and retain the best and brightest students (5)		1		3	1	3.8

Q3: On the subject of HEALTH... Please rate each the following HEALTH and WELLNESS ideas.

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Increase partnerships for training healthcare professionals (1)			4	1		3.2
Offer more programs/degrees in healthcare fields (2)		2	2			2.5
Make research a higher priority (3)			3		1	3.5
Make healthcare training for students more interdisciplinary (combining more fields and technologies together) (4)			2	2		3.5
Address the nursing shortage by graduating more nurses (5)			1	2		3.7
Increase public education about health and wellness (prevention and early detection) (6)	1	1	1	1		2.5
Increase healthcare services to areas that are under-served (for example, free clinics and community health resources) (7)		1		3		3.5

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Produce a more seamless partnership with K-12 education system (1)			2	1	2	4.0
Prepare new K-12 teachers for the challenges they face today (2)				2	3	4.6
Better communicate the value of a college degree to the public (3)		1	2	1	1	3.4
Make higher (college) education more accessible to minority students and increase diversity at colleges and universities (4)			1	3	1	4.0
Attract and retain top-quality college and university faculty and staff to help prevent the loss of talent to other states (5)			1	3	1	4.0

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

	Not At All Important	A Little Important	Somewhat Important	Very Important	Extremely Important	Average Score
Provide students with more international opportunities such as study abroad and internships (1)	1		2	2		3.0
Require all college and university students to learn global competencies (skills) (2)	1		1	3		3.2
Make all curriculum (what students are taught) more internationally focused (3)	1		3	1		2.8
Increase diversity on college and university campuses (4)	1		1	3		3.2
Teach more international languages at colleges and universities (5)	1	1	3			2.4
Create opportunities for international exposure for those who cannot study abroad (6)		1	1	3		3.4

Comments and Notes:

General comments-

- What should we be doing to better collaborate with businesses
- We must do more than collaborate/cooperate, we must align
- Recognize pace of change is faster
- Demographics change.
- Internships, apprenticeships (MSOE – does it well)
- We need students in internships beyond big companies like Johnson Controls – need small businesses as well
- Use chambers, industry clusters, FUEL as the conduit
- Baby boomers vs. millennial mindset
- Research and Development that benefits system and also businesses.
- Achievement gap -> early childhood
- Create capstone projects that are relevant (how do design, implement to solve a problem)
- Engage LEAP degrees
- Internships consider “a year in industry”
- Cross cultural experience necessary
- Milwaukee area internship program a free handbook. We have resources
- Do a cooperative- get credits
- Have to get a credit hour for interning
- Internship development programs at businesses
 - How do we make these?
- How do we make education more relevant?
- Communities of color... few students of color
 - Big leak in the pipeline
- Ask your marketing program to help solve your problem (cure your own illness)
- Change the way UW thinks about collaboration
- Academic and Scientific scientist shoulder to shoulder. Isn't a framework when parameters aren't there? It's a barrier.
- Don't have a structure on patents. Don't get paid. Waisman compensation must be different
- Economy of budget/resources changing
- Solve local problems. Craft message that we're here for the world. WI made its name because export goods that people want. Tendency is you're supported locally.
- Are we looking to ways to provide resources for schools to succeed?
- Students are in the pipeline, no longer collaborate; must align K-12 system
- Touch on internships
- Tell our story
- Retain Talent