Status of the UW System Strategic Plan
Office of Academic & Student Affairs
July 6, 2023
Strategies 1-5

Enhance the Student Experience and Social Mobility

S1: Increase access to higher education, improve rates of success for historically underserved students.
S2: Champion student success across the higher education life cycle.
S3: Promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.

Foster Civic Engagement and Serve the Public Good

S4: Champion the democratic principles of free expression, academic freedom, and civil discourse.
S5: Ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.
Strategies 6-9

Create and Disseminate Knowledge that Contributes to Innovation & a Better Understanding of the Human Condition

S6: Focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.

S7: Foster a culture of innovation in support of advancing human knowledge and economic prosperity.

Advance Economic Prosperity

S8: Provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.

S9: Engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.
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Presentation Focus

• Online Growth
• Innovation
• Direct Admissions
• Dual Enrollment
• Open Educational Resources
Strategic Enrollment Planning

**Strategy: 1, 2, 6, 8, 9**

**Executive Sponsors: Tammy McGuckin and Julie Amon**

**Goal:** Provide support for the universities to drive enrollment to meet the needs of the state and knowledge economy.

**Action Items Completed:**
- Reorganized Office of Student Success into Office of Enrollment & Student Success; hired new AVP to lead
- Launched planning for an Enrollment & Student Success Summit and discussion series

**Looking Forward:**
- Develop and deliver Enrollment & Student Success Summit and ongoing discussion series based on the full enrollment management life cycle
- Develop a systemwide strategic framework on enrollment management to successfully achieve the goals set in the strategic plan
Direct Admissions

Strategy: 1, 8

Executive Sponsors: Erin Grisham & Corina Diaz-Suazo

Goal: Coordinate with the universities to pilot and support innovative enrollment and transfer initiatives, including policy flexibility to facilitate innovation.

Action Items Completed:
- Presented Direct Admissions Feasibility Report to BOR (Feb. 2023)
- Convened Direct Admissions Implementation Team Kickoff (April 2023)

Looking Forward:
- Moving forward with implementation planning 2023-2024
- Implement first institutional plans fall 2023
- Implement systemwide pilot fall 2024
Dual Enrollment

Strategy: 1, 2, 8

Executive Sponsors: Andy Leavitt, Rob Ducoffe & Maria Cuzzo

Goal: Expand access to higher education; increase dual enrollment participation among Wisconsin students, especially underrepresented groups; increase number who then matriculate at a UW institution.

Action Items Completed:
• Identified task force leadership and membership
• Developed operational framework for task force and convened five meetings

Looking Forward:
• Continue deliberations with task force and among workgroups
• Create report based on workgroup input/data on landscape and recommend how to increase efficacy of dual enrollment programming
• Present final report in September 2023 to President on landscape, barriers to our dual enrollment operations, and how barriers might be navigated
Online Growth

**Strategy: 1, 2, 7, 8, 9**

*Executive Sponsors: Renee Wachter & Mark Mone*

**Goal:** Collaborate with the universities to expand online teaching & learning and participation rates.

**Action Items Completed:**
- Received President’s approval of Strategic Online Growth Report recommendations
- Formed Implementation Team that meets weekly
- Formed Wisconsin Online Advisory Council and convened first meeting
- Developed Online Portal project charter and created initial wireframes

**Looking Forward:**
- Create content and populate Online Portal (date of completion: fall 2023)
- Start benchmarking exercise to compare online support in other higher education systems
- Fully implement the recommendation of Extended Campus being an Online Service Center
Mental Health

**Strategy: 1, 2**

**Goal:** Implement comprehensive tele-mental health and wellbeing services as a supplement to campus services—to improve student access to care and support.

**Action Items Completed:**
- Onboarded telecounseling, telepsychiatry, 24/7 support and crisis services, and a comprehensive online wellbeing platform at 12 UW universities (Nov. 2022-Jan. 2023)

**Looking Forward:**
- Monitor telehealth services use and impact
- Identify future funding beyond 2025
Disability / Accessibility

**Strategy: 1, 2**

**Goal:** Assess digital accessibility policy and practices to ensure equitable access to necessary technology.

**Action Items Completed:**
- Initiated a Digital Maturity Self-Assessment (DMSA) process across all UW universities (May 2023)

**Looking Forward:**
- Analyze and share DMSA data with campuses, identify themes, and create improvement plans
Program Array Planning

Strategy: 5, 8, 9

Executive Sponsors: Kate Burns & Tracy Davidson

Goal: Revise UW System Administrative Policy 102 (Program Array Management) to streamline processes for new program approvals.

Action Items Completed:
• Identified provost workgroup
• Developed proposed revisions to SYS 102 policy and procedures
• Advanced proposed revisions through policy committee and received institutional review comments
• Reviewed institutional feedback on proposed revisions

Looking Forward:
• Implement revised policy in fall 2023
Internationalization

**Strategy: 1-9**

**Executive Sponsors: Maria Gallo & Betsy Morgan**

**Goal:** Increase the number of international students, increase the number who work in the state after graduation, and ensure we create inclusive space and enhance cultural competency.

**Action Items Completed:**
- Convened three internationalization summits
- Developed strategic framework
- Launched international enrollment initiatives
- Drafted Hessen agreement to enhance research and teaching

**Looking Forward:**
- Present final internationalization action plan to President Rothman
- Convene with Chancellors and directors of international education programs and workforce
- Finalize Hessen agreement
Research

Strategy: 2, 3, 6, 7, 9

Executive Sponsors: Tammy Evetovich & Pat Kleine

Goal: Be a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.

Action Items Completed:
• Convened systemwide research summit addressing both extramurally funded research and undergraduate research activities
• Developed Hessen/Wisconsin Collaborative research program

Looking Forward:
• Utilize data/feedback from the research summit to build an operational framework for supporting research agendas across UW System
• Work with UW institutions to vet and refine framework prior to implementation
• Operationalize the Collaborative Exchange research program
Open Educational Resources (OER)

**Strategy:** 1, 2, 5, 7, 8

**Leadership:** UW librarians and teaching & learning center directors

**Goal:** Support the maintenance and expansion of campus-level OER activities.

**Action Items Completed:**
- Convened May 2023 OER Summit to collect data and feedback
- Accepted to AAC&U 2023-24 OER institute

**Looking Forward:**
- Utilize data and feedback from the OER Summit to build an operational framework for supporting OER maintenance and expansion
- Utilize data and feedback from OER Summit via AAC&U OER institute to inform operational framework
- Work with UW institutions to vet and refine framework prior to implementation
Civil Discourse

**Strategy: 3, 4, 7**

*Executive Sponsors: Rob Ducoffe & Johannes Britz*

**Goal:** Develop faculty resources and professional development in the area of civil discourse.

**Action Items to Complete:**
- OPID and Teaching & Learning Center Directors planned a full-day hybrid workshop for Aug. 28, 2023, in which three UW System scholars will facilitate dialogic models
Innovation

Strategy: 7, 9

Goal: Foster a culture of innovation in support of advancing human knowledge and economic prosperity.

Action Items Completed:
• Convened a leadership group to operationalize this strategic initiative
• Developed a grant proposal model to provide seed funding for new innovations, including longer-term funding for “big ideas”

Looking Forward:
• Finalize grant proposal model
• Open the call for proposals during 2023
FAFSA Completion

Strategy: 1, 8

Goal: Develop and implement a plan to address FAFSA completion in the state in support of increased enrollment.

Action Items Completed:
• Implemented social media FAFSA Completion marketing campaign Oct. 2022–Feb. 2023
• Reviewed marketing campaign outcomes showing 2% increase

Looking Forward:
• Assign Office of Enrollment & Student Success staff to FAFSA initiatives
• Explore FAFSA completion statewide and national initiatives
• Determine marketing strategy for Oct. 2023–Feb. 2024 campaign
• Determine opportunities for partnership with College Goal Wisconsin
High Impact Practices (HIPs)

**Strategy: 1, 2, 3, 9**

**Goal:** Increase student participation in high impact practices.

**Action Items Completed:**
- Identified workgroup composed of institutional experts in HIPs area

**Looking Forward:**
- Deliberate and propose a framework and metrics for expanding student access to HIPs among campuses
- Consider and integrate recent UW System HIPs project data and recent NSSE data into this framework
- Work with UW institutions to vet and refine framework prior to implementation
Workforce Development

**Strategy: 7, 9**

**Goal:** Engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.

**Action Items Completed:**
- Deployed comprehensive labor market analytics for campuses

**Looking Forward:**
- Develop Student Career Outcomes follow-up
Transfer

**Strategy: 1, 8**

**Goal:** Identify and test innovative transfer initiatives that can be scaled; engage in intersystem and national discourses on increasing transfer enrollment and easing the transfer process.

**Action Items Completed:**
- Identified three campuses to participate in the NASH Transfer Improvement Initiative (June 2023)

**Looking Forward:**
- Support the work of three campuses participating in the NASH Transfer Improvement Initiative
- Complete WTCS Transfer Pathways Performance Dashboard
- Complete General Education Equivalencies Indicators in Transferology
Affordability

Strategy: 1, 2, 5

Goal: Conduct regular affordability reviews to ensure our universities remain a top value in higher education compared to their peers.

Action Items Completed:
• Completed affordability study (2022) and delivered to Board of Regents
• Updated all Affordability measures reported on Accountability Dashboard

Looking Forward:
• Plan for Affordability Study (2024) in consultation with Financial Aid Officers
Advising & Student Support

**Strategy: 1, 2, 8**

**Goal:** Champion student success across the higher education life cycle, increase access to higher education, and improve rates of success for historically underserved students.

**Action Items Completed:**
- Renewed EAB Navigate Contract (June 2023)
- Identified five universities to participate in Complete College America Intermediaries for Scale Institutional Transformation Initiative (May 2023)
- Established a committee to develop an RFP for a systemwide major and career exploration tool for use by prospective and current students (May 2023)

**Looking Forward:**
- Launch RFP for major and career exploration tool
- Support five universities in Complete College America America initiative
Professional Development

**Strategy: 3**

**Goal:** Implement a customized leadership development program to facilitate the growth of talent from within the UW System.

**Action Items Completed:**
- Identified workgroup
- Developed proposal, proposed budget, and proposed curriculum for program

**Looking Forward:**
- Utilize expertise within workgroup to refine program structure and curriculum
- Work with UW System Human Resources to map annual admissions workflow
- Start inaugural cohort in January 2024
Environmental Sustainability

*Strategy: 5, 6*

*Executive Sponsors: La Vonne Cornell-Swanson & Tracy Davidson*

*Goal:* Expand the focus on environmental sustainability across both the curriculum and the research enterprise.

*Action Items Completed:*
  - Conducted landscape analysis of current major programming across UW System
  - Conducted landscape analysis of current co-curricular programming across UW System

*Looking Forward:*
  - Conduct landscape analysis of research activities related to environmental sustainability across the UW System
  - Convene the faculty community of practice focused on instruction in the environmental sciences
Artificial Intelligence (AI)

**Strategy: 3, 6, 7**

**Goal:** Provide support from UW System for faculty and instructional staff to fully understand AI technology and utilize AI as a disruptive and creative technology in teaching & learning in the classroom.

**Action Items Completed:**
- Organized thematic discussion with President and key stakeholders to determine next steps
- Presented AI topic at online Faculty Symposium
- Discussed with teaching & learning center directors to determine current status of AI on campus and faculty concerns
- Brought to Provost Council for discussion

**Looking Forward:**
- Develop framework for use of AI in the classroom