

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.
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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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OASA Strategic Initiatives	Strategy								
	1	2	3	4	5	6	7	8	9
Strategic Enrollment Planning	•	•				•		•	•
Direct Admissions	•							•	
Dual Enrollment	•	•						•	
Online Growth	•	•					•	•	•
Mental Health	•	•							
Disability / Accessibility	•	•							
Program Array Planning					•			•	•
Internationalization	•	•	•	•	•	•	•	•	•
Research		•	•			•	•		•
Open Educational Resources	•	•			•		•	•	

OASA Strategic Initiatives	Strategy								
	1	2	3	4	5	6	7	8	9
Civil Discourse			•	•			•		
Innovation							•		•
FAFSA Completion	•							•	
High Impact Practices	•	•	•						•
Workforce Development							•		•
Transfer	•							•	
Affordability	•	•			•				
Advising & Student Support	•	•						•	
Professional Development			•						
Environmental Sustainability					•	•			
Artificial Intelligence			•			•	•		

Presentation Focus

- Online Growth
 - Innovation
 - Direct Admissions
 - Dual Enrollment
 - Open Educational Resources
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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
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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
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Dual Enrollment

Strategy: 1, 2, 8

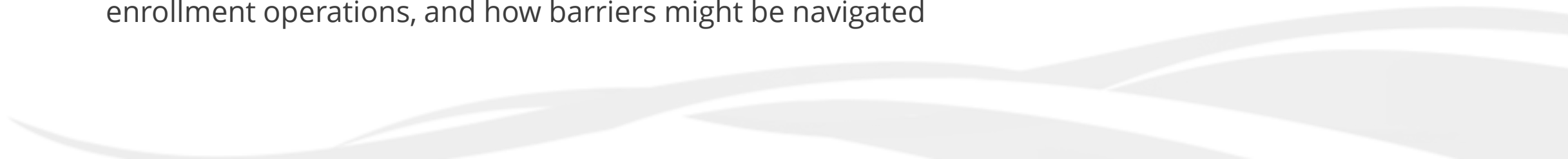
Executive Sponsors: Andy Leavitt, Rob Ducoffe & Maria Cuzzo

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 enrolment programming
 - Present final report in September 2023 to President on landscape, barriers to our dual enrollment operations, and how barriers might be navigated
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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
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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 initiative
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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
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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
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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
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