

Status Update on the UW System Strategic Plan

UW System President Jay Rothman

July 6, 2023



UW System Strategic Plan

FINAL: APPROVED DECEMBER 8, 2022

ADVANCE ECONOMIC PROSPERITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
58. We will provide support for the universities to drive innovation to meet the needs of the state and the knowledge economy.	8.1 Coordinate with the universities to support pilot innovative enrollment and transfer initiatives, and create policy flexibility to facilitate innovation. 8.2 Leverage the UW brand through an umbrella marketing campaign to drive enrollment. 8.3 Work with the universities to develop and evaluate, as appropriate, distance learning resources to complement the needs of adult learners. 8.4 Assist the universities in differentiating themselves in the marketplace and establishing centers of excellence.	Grow the talent pipeline by graduating 41,000 students annually across the universities. • Increase participation rates of high school graduates from 27% to 34%. • Increase the number of transfer students from outside the System from 7,000 to 10,000 per year. • Improve overall graduation rates by five percentage points from 70% to 75%. • Repeat back and graduate 4,000 former students per year who opted out prior to degree completion.
59. We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.	9.1 Encourage and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally. 9.2 Work (in consultation with state government agencies) to understand present and future workforce needs for Wisconsin and how our universities can provide a strong talent pipeline. 9.3 Seek input from Wisconsin employers regarding curriculum development and program array approvals in light of existing and anticipated talent needs. 9.4 Expand access for entrepreneurs and businesses to system consulting resources, networks, and educational resources. 9.5 Collaborate with the technical colleges and other institutions of higher education in Wisconsin to address educational opportunities and program array. 9.6 Develop, as appropriate, micro-credentials and certificates and professional development activities.	Engage 600,000 state residents per year in Workforce Career Education/Professional Development, Community Engagement, and other high-demand programs. • Ensure professional development activities receive 75% of total of all activity. • Increase non-credit students served by each institution by a specific percentage per year. • Develop and document a broad based array of micro-credential programs to support specific workforce demand areas. Increase the percentage of new System graduates who remain in Wisconsin three years after graduation from 72% to 80%. Periodically survey Wisconsin employers and provide resulting data to the universities to inform their academic planning and career advising.

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FOSTER CIVIC ENGAGEMENT AND SERVE THE PUBLIC GOOD

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
54. We will champion the democratic principles of free expression, academic freedom, and civil discourse.	4.1 Amplify the efforts of the universities to be public advocates and a resource for K-12 citizens around free expression, academic freedom, and civil discourse. 4.2 Measure student understanding of the First Amendment and principles of civil discourse. 4.3 Develop resources for our universities to utilize to promote and provide these values. 4.4 Work with the universities to identify priority areas for strengthening or clarifying policies around cultivating critical thinking, civil discourse, freedom of expression, and academic freedom on all campuses and for all communities.	Demonstrate success through survey results reflecting: <ul style="list-style-type: none"> • Heightened awareness of critical thinking, civil discourse, freedom of expression, and academic freedom. • Improved understanding of core inquiry and critical thinking.
55. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.	5.1 Build strong relationships with key stakeholders, including the legislature and business community. 5.2 Implement shared services in a cost-effective manner that preserves benefits for our universities. 5.3 Assess a campus-flexible approach for periodic budget adjustments and expanding differentiated tuition opportunities to fund high-cost programs. 5.4 Provide support to the universities to grow philanthropic giving, including increasing national foundation requests and System-specific grants to support System-wide initiatives. 5.5 Champion the effort to allow universities to opt out of the Wisconsin/Minnesota reciprocity arrangement.	Seek to position university budgets to support the following: <ul style="list-style-type: none"> • Increase actions focused on driving cost efficiency, including increasing the level of shared services offered to the universities, with the goal of achieving cost savings of 10% to 15%. • Secure 7% bonding authority. • Ensure that capital projects include appropriate sustainability and resiliency measures. • Increase requests for current resources through prudent management and community accepted investment practices. Maintain a CR of 1.1 or greater at all universities, as a general marker of financial health. Eliminate structural financial deficits at all universities. Improve cybersecurity across the System to protect sensitive and confidential information.

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CREATE AND DISSEMINATE KNOWLEDGE THAT CONTRIBUTES TO A BETTER UNDERSTANDING OF THE HUMAN CONDITION

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE
56. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.	6.1 Champion research, scholarship, and creative activity that benefits society. 6.2 Increase the number of peer-reviewed publications from 10,000 to 15,000 per year. 6.3 Increase the number of citations from 100,000 to 150,000 per year. 6.4 Create a culture of innovation in support of advancing human knowledge and economic prosperity. 6.5 Assess and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally.
57. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.	7.1 Establish a culture of innovation in support of advancing human knowledge and economic prosperity. 7.2 Create an innovation ecosystem that supports the development of new products, services, and processes. 7.3 Identify opportunities for changes in the System's structure, processes, and policies. 7.4 Encourage a culture of innovation that is necessary to produce exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally.



Purpose

The University of Wisconsin System will deliver transformative educational outcomes and research that expands the boundaries of knowledge. We will work to extend the value of our universities beyond the boundaries of the campuses, seeking to enhance the quality of life for all in Wisconsin and beyond, in fulfillment of the Wisconsin Idea.

Core Values

- **Purpose-driven:** Our purpose drives all that we do. Student-centered: A primary reason for our existence is to serve our students. We do so by fostering excellence in teaching and learning, research, scholarship, creative activity, and community service, and by supporting our students to reach their full potential.
- **Pursuit of truth:** We support the pursuit of truth that drives the core research mission and serves as a foundation for teaching and learning. The dissemination of knowledge, discovery of new truths and areas of inquiry, and the search for a deeper understanding of our world and our place in it are central to our work.
- **Service:** An essential aspect of the System and the universities that comprise it is to serve the State of Wisconsin and the public good. We value and promote all who work, live, and learn in the System, as well as those in communities we serve across the state.
- **Collaboration and teamwork:** We appreciate and understand that our best work is done working together in teams in a collaborative and supportive environment.
- **Diversity:** We are committed to diversity, equity, inclusion, and belonging. These principles are key to our long-term success. We support an environment of civility, trust, collegiality, open and honest communication, and mutual respect by building a sense of community and caring among faculty, staff, students, and community partners.
- **Commitment to Stewardship:** We are accountable to each other, to the System, and to the universities in the System and the State of Wisconsin. We are committed to live our core values and deliver excellence every day. As a premier public university system, we are committed to providing an excellent educational experience for our students while ensuring accessibility, affordability, and cost-effectiveness.
- **Integrity:** We adhere to high standards of ethics and professionalism and safeguard the reputation of our universities and the System.
- **Innovation:** We understand the importance of adapting to changing conditions in the world by being open to new ideas and continuously seeking solutions to challenges.
- **Sustainability:** We take the long-term view to ensure we are structured and supported to serve the people of Wisconsin for generations to come. We will leave the System better than we found it.

Strategic Objectives

- Increase the student experience and social mobility.
- Increase civic engagement and serve the public good.
- Disseminate knowledge that contributes to innovation and a better understanding of the human condition.

FINAL: APPROVED DECEMBER 8, 2022
2023-2028 Strategic Plan

Status Update of the UW System Strategic Plan

Office of Academic and Student Affairs

Johannes Britz, Senior Vice President for Academic and Student Affairs




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 and 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.
- 

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
- 

Online Growth

Strategy: 1, 2, 7, 8, 9

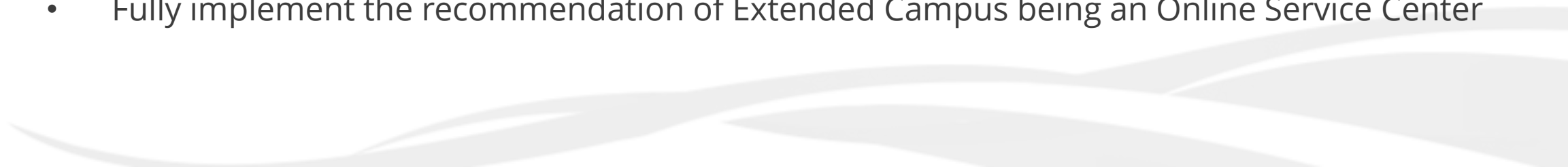
Executive Sponsors: Renée Wachter and Mark Mone

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
- 

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
- 

Direct Admissions

Strategy: 1, 8


Executive Sponsors: Erin Grisham and 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 Board of Regents (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

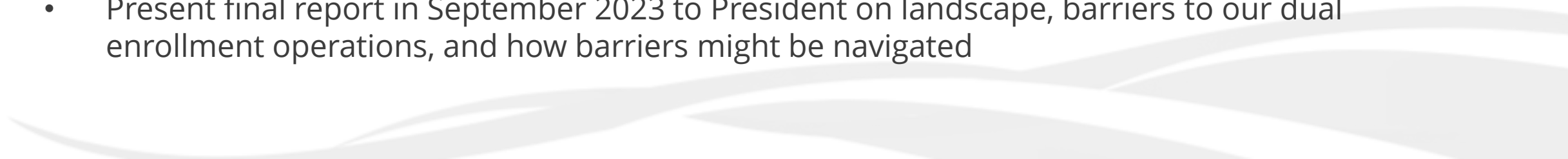
Executive Sponsors: Andy Leavitt, Rob Ducoffe, and Maria Cuzzo

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

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
- 

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 universities to vet and refine framework prior to implementation
- 

Status Update on the UW System Strategic Plan

Office of Finance and Administration

Sean P. Nelson, Vice President for Finance and Administration



Strategies 1-5

Enhance the Student Experience and Social Mobility

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

S5: Ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.



Enhance the Student Experience & Social Mobility


Strategy: 2

Goal: Provide state-of-the art facilities and digital platforms for student learning.

Action Items Completed:

- Initiated implementation of Okta, an Enterprise Identity Platform to improve the user experience and simplify access to all digital platforms
- Signed five-year extension to EAB Navigate platform to improve student success outcomes. UWSA contributing \$5 million over duration of the contract

Looking Forward:

- Leverage existing continuous improvement processes to evolve the Digital Learning Environment to better serve both students and faculty
 - Conduct best practices assessment to improve the student experience with both digital and physical technology
- 

Enhance the Student Experience & Social Mobility

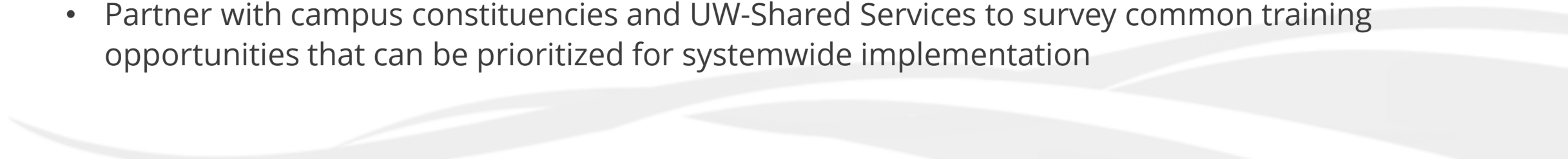
Strategy: 3

Goal: Coordinate with universities to enhance professional development that fosters career progression.

Action Items Completed:

- Recruited and hired a Training and Development Coordinator to prioritize the professional development needs internally at UWSA and across the UW System
- Included training modules in scope of Workday implementation to support career development for all employees

Looking Forward:

- Develop and launch systemwide supervisor training to enhance development of new employees
 - Partner with campus constituencies and UW-Shared Services to survey common training opportunities that can be prioritized for systemwide implementation
- 

Foster Civic Engagement & Serve the Public Good

Strategy: 5

Goal: Eliminate structural financial deficits at all universities.

Action Items Completed:

- Held individual campus conversations with President Rothman and campus leadership on FY23 and FY24 budget projections
- Engaged with Deloitte to assist campuses in planning, forecasting, benchmarking, and revenue diversification
- Implemented tuition differential increases to support high-demand programs (nursing, engineering, computer science, business)

Looking Forward:

- Multi-year projections, benchmarking data, revenue diversification, and detailed financial planning to resolve structural deficits
- Evaluation of current General Purpose Revenue (GPR) allocation for all UW campuses and UWSA for consideration in FY25

Foster Civic Engagement & Serve the Public Good

Strategy: 5

Goal: Implement shared services in cost-effective manner preserving benefits for our universities.

Action Items Completed:

- Continued implementation of Workday to establish a modern platform as the foundation to facilitate shared services and streamlined operations
- Continued to expand IT as a Service (ITaaS) to leverage scale of system and centralized management of IT
- Established UW shared services pilot at UW-Parkside to model potential opportunities for centralization and consolidation of administrative functions

Looking Forward:

- Establish a Security Operations Center (SOC) through third-party vendor for 24/7 monitoring at all UW campuses
- Inventory all business processes to assess most efficient strategy for service delivery and create roadmap to enact recommendations prior to implementation of Workday

Foster Civic Engagement & Serve the Public Good

Strategy: 5

Goal: Apply principles of environmental sustainability with respect to the built environment.

Action Items Completed:

- Hired two project positions through next biennium to develop UW System vision and framework for the built environment
- Updated capital planning criteria in Regent Policy 19-15 to incorporate sustainability into physical development principles

Looking Forward:

- Engage with consultant to explore viability of Virtual Power Purchase Agreements (VPPA) for UW campuses
- Pursue opportunities that conserve energy, retrofit built environment, outsource energy infrastructure, and mitigate energy volatility
- Assist campus planning to develop a long-range sustainability plan with measurable objectives

Foster Civic Engagement & Serve the Public Good

Strategy: 5

Goal: Employ zero-based budgeting principles at the UW System Administration level.

Action Items Completed:

- Reviewed all supplies and expenses (“S&E”) and established criteria for allocations per FTE throughout all UWSA divisions for FY24; centralized IT equipment allocations and professional development funds
- Consolidated Administration and Finance units under one vice president, downsized project management function, and instituted formal position review process for vacancies and new positions

Looking Forward:

- Establish budget template for alignment of future expenses consistent with strategic plan priorities
- Conduct ongoing review of travel expenditures and overall spending on sponsorships, conferences, subscriptions, and memberships

Foster Civic Engagement & Serve the Public Good

Strategy: 5

Goal: Work with universities to develop action/sustainability plans for the two-year campuses to ensure they are financially viable.

Action Items Completed:

- In-person academic instruction transitions from Richland County campus
- UW system convened a task force on the two-year campuses to address both the issues and opportunities on the horizon
- The 7 receiving campuses have completed assessments in preparation for discussion with UW System leadership

Looking Forward:

- Evaluate current tuition structure for the two-year campuses and recommend options for the UW President and Board of Regents
- Establish standard financial model for evaluating viability of the two-year campuses including evaluation of MOUs with the respective counties

Foster Civic Engagement & Serve the Public Good

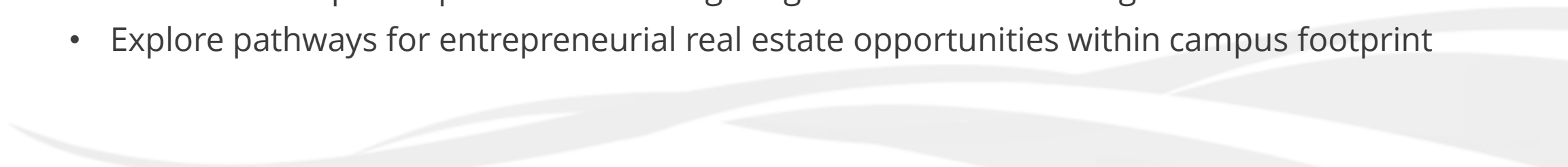
Strategy: 5

Goal: Identify sound financial vehicles and revenue-securing opportunities for the universities.

Action Items Completed:

- Established cash management program through the UW Office of Trust Funds to invest in the capital markets
- Accelerated deposit of short-term cash to take advantage of money market rates with existing banking relationships

Looking Forward:

- Allow for additional active Intermediate Term operating cash management across campuses
 - Explore Public-Private Partnerships (“P3”) opportunities for all UW campuses
 - Continue to explore options for securing Program Revenue bonding
 - Explore pathways for entrepreneurial real estate opportunities within campus footprint
- 


Status Update on the UW System Strategic Plan

Office of University Relations

Jeff Buhrandt, Vice President for University Relations



Four Pillars

- Enhance the Student Experience and Social Mobility
 - Foster Civic Engagement and Serve the Public Good
 - Create and Disseminate Knowledge that Contributes to Innovation and a Better Understanding of the Human Condition
 - Advance Economic Prosperity
- 


Enhance the Student Experience & Social Mobility

Strategy: 1, 2, 3

Action Items Completed:

- Wisconsin Tuition Promise funding was included in Governor's budget but not approved by the legislature
- FAFSA campaign helped increase FAFSA completion by almost 2% last year
- Joint Finance Committee approved 4% and 2% compensation increase in biennium
- Student testimonials on value of UW educators published on social media

Looking Forward:

- Support and secure increased federal funding for the Pell Grant and secure FAFSA simplification on the federal level
 - Seek alternative financial support for Wisconsin Tuition Promise
- 



UW System @UWSystem · Jan 9

FAFSA Tip of the Day: Do not use your high school email for the **FAFSA**. Use a personal email address that you can access after graduation.

FAFSA TIP#4

Do not use your high school email for the FAFSA. Use a personal email address that you can access after graduation.



UW System @UWSystem · Dec 15, 2022

Reminder: You can visit the UW System's new **FAFSA** website for resources & information on how to fill out the **FAFSA**, contact information for UW System financial aid offices, & dates and locations for in-person and virtual assistance events. wisconsin.edu/fafsa

FAFSA will show you the money!



Partnerships



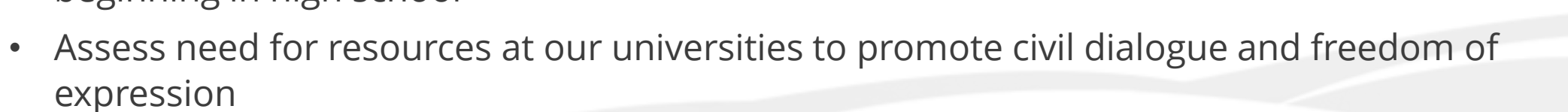
Foster Civic Engagement & Serve the Public Good

Strategy: 4

Action Items Completed:

- Conducted Student Freedom of Expression/First Amendment Survey
- Held panels on civil dialogue and freedom of expression, involving Speaker Vos, Sen. Larson, Sen. Roys, Rep. Emerson, and Rep. Murphy
- Held “It’s Just Coffee” events at various universities
- Created Wisconsin Institute for Citizenship and Civil Dialogue
- Sponsored the Wisconsin Civics Games to encourage citizenship among middle and high school students

Looking Forward:

- Develop plan to work more closely with K-12 to promote an understanding of free speech, beginning in high school
 - Assess need for resources at our universities to promote civil dialogue and freedom of expression
- 

Foster Civic Engagement & Serve the Public Good

Strategy: 1, 5

Action Items Completed:

- Began Tribal Nation Consultation in September 2022
- Agreed to collaborative work plan in April 2023
- Work plan focused on student success and increased access, including a possible tuition waiver program

Looking Forward:

- Continue consultations and execution of work plan
- 


Advance Economic Prosperity

Strategy: 5, 9

Action Items Completed:

- Government Relations Team met with each legislative candidate in an open seat last fall and provided a briefing on the UW budget request to each member of the legislature
- Minnesota Tuition Reciprocity bill has been introduced
- Director for Economic and Employer Engagement position has been filled
- Partnered with CASE to host an annual university foundation/development seminar
- UW System is leading statewide effort to secure \$65 million technology hub federal grant

Looking Forward:

- Director for Economic and Employer Engagement will identify the top employers and top industries to develop systemwide relationships
 - UW System will develop ongoing resources for development officers and host development-focused annual seminar
- 




Advance Economic Prosperity

Strategy: 7, 8, 9

Action Items Completed:

- Capital Access Clinic at UW-Eau Claire, currently employing six students and one faculty supervisor (PT) conducting pro forma construction and consulting to prepare clients for accessing capital
- Digital Marketing Clinic at UW Oshkosh currently employing five students and one faculty supervisor (PT), conducting digital marketing assessments and planning for small businesses

Looking Forward:

- Working with career center directors, create an easy-to-access portal on the UW System website that will allow employers from everywhere to connect directly to the universities' career service offices
- 


Advance Economic Prosperity

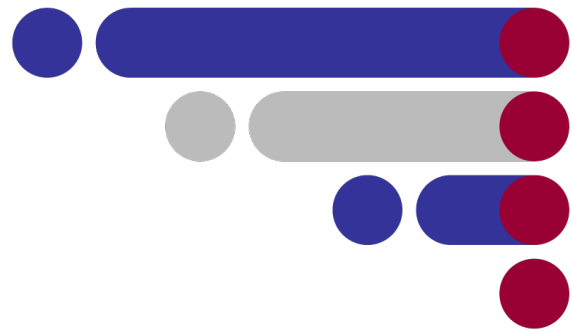
Strategy: 7, 8, 9

Action Items Completed:

- USDA Farm Services Agency: Food Finance Institute has been selected to conduct a project aimed at keeping disadvantaged farmland owners on their land and help other disadvantaged farmers become landowners for the first time

Looking Forward:

- WEDC Key Strategic Partnership: \$5M contract application submitted and awaiting approval. Project includes funding for consulting and training scholarships for 2,400 rural based businesses and 6,800 eligible small businesses owned by underrepresented groups
- 



Institute for Business & Entrepreneurship

University of Wisconsin System



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CREATE AND DISSEMINATE KNOWLEDGE THAT CONTRIBUTES TO A BETTER UNDERSTANDING OF THE HUMAN CONDITION

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
56. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.	<ol style="list-style-type: none"> Change the way we think about research, scholarship, and creative activity. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity. 	<p>6.1. Change the way we think about research, scholarship, and creative activity.</p> <p>6.2. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.3. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.4. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.5. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.6. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.7. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.8. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.9. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p> <p>6.10. Expand the number of faculty and staff who are engaged in research, scholarship, and creative activity.</p>
57. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.	<ol style="list-style-type: none"> Establish a culture of innovation. Create an innovation ecosystem. Identify opportunities for changes in the status quo. Encourage a culture of innovation. 	<p>7.1. Establish a culture of innovation.</p> <p>7.2. Create an innovation ecosystem.</p> <p>7.3. Identify opportunities for changes in the status quo.</p> <p>7.4. Encourage a culture of innovation.</p>

FINAL: APPROVED DECEMBER 8, 2022

27. Review and modify or eliminate any System policies that have a negative impact on the ability of the universities to meet the academic and career advising and student success needs.	28. Advance and modify or eliminate any System policies that have a negative impact on the ability of the universities to meet the academic and career advising and student success needs.	<ul style="list-style-type: none"> Increase the number of adult centers enrolled through exclusively online programs across all universities from 5,000 to 10,000.
30. We will promote awareness of teaching and practice the instructional, pedagogical, and retention of high-quality, diverse faculty and staff.	<ol style="list-style-type: none"> Advance an inclusive and engaging workforce. Secure the resources to provide competitive compensation. Coordinate with universities to advance professional development that supports career progression. Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and inclusive faculty and staff. 	<ul style="list-style-type: none"> Periodically measure employee engagement levels and take appropriate action to enhance employee engagement. Increase overall compensation delivered by System institutions to be competitive with peers, through enhancing benefit offerings and salary increases. Allocate \$30,000 in competitive grants annually to the universities to enhance faculty and institutional staff professional development. Identify areas of priority staffing needs across the System and develop and implement plans to address those needs. Improve retention programs to recruit and retain an institution of individuals from under-represented groups.



Purpose

The University of Wisconsin System will deliver transformative educational outcomes and research that expands the boundaries of knowledge. We will work to extend the value of our universities beyond the boundaries of the campuses, seeking to enhance the quality of life for all in Wisconsin and beyond, in fulfillment of the Wisconsin Idea.

Core Values

- Purpose-driven:** Our purpose drives all that we do. Student-centered: A primary reason for our existence is to serve our students. We do so by fostering excellence in teaching and learning, research, scholarship, creative activity, and community service, and by supporting our students to reach their full potential.
- Pursuit of truth:** We support the pursuit of truth that drives the core research mission and serves as a foundation for teaching and learning. The dissemination of knowledge, discovery of new truths and areas of inquiry, and the search for a deeper understanding of our world and our place in it are central to our work.
- Service:** An essential aspect of the System and the universities that comprise it is to serve the State of Wisconsin and the public good. We value and promote all who work, live, and learn in the System, as well as those in communities we serve across the state.
- Collaboration and teamwork:** We appreciate and understand that our best work is done working together in teams in a collaborative and supportive environment.
- Diversity:** We are committed to diversity, equity, inclusion, and belonging. These principles are key to our long-term success. We support an environment of civility, trust, collegiality, open and honest communication, and mutual respect by building a sense of community and caring among faculty, staff, students, and community partners.
- Accountability:** We are accountable to each other, to the System, and to the Wisconsin Idea while ensuring accessibility, affordability, and cost-effectiveness.
- Integrity:** We adhere to high standards of ethics and professionalism and safeguard the reputation of our universities and the System.
- Innovation:** We understand the importance of adapting to changing conditions in the world by being open to new ideas and continuously seeking solutions to challenges.
- Sustainability:** We take the long-term view to ensure we are structured and supported to serve the people of Wisconsin for generations to come. We will leave the System better than we found it.

Strategic Objectives

- Advance the student experience and social mobility.
- Engage and serve the public good.
- Disseminate knowledge that contributes to innovation and a better understanding of the human condition.

Questions?