Baldrige Core Values

- Systems Perspective
- Visionary Leadership
- Learning-Centered Education
- Organizational Learning
- Valuing Employees & Partners
- Agility
- Future Focus
- Management by Fact
- Public Responsibility
- Focus on Results
Baldrige Categories

- Leadership
- Strategic Planning
- Market, Student and Stakeholder Focus
- Faculty and Staff Focus
- Information and Analysis
- Process Management
- Performance Results
Leadership Systems: An Environment for Transformational Change

Change To An Inclusive Decision-Making Process

Provide all internal stakeholder groups with a voice in policy discussions and budget recommendations

- Faculty Senate
- Senate of Academic Staff
- Stout Student Association
- Classified Staff Unions
- Senior Administration

“Shared Governance = Shared Responsibility”
Leadership Systems: Chancellor’s Advisory Council

- Flattens the traditional hierarchy
- Makes recommendations to Chancellor, sets direction, and deploys resources
- Budget, Planning and Analysis unit formed
- Prepares, interprets, and provides information needed to make effective decisions
Chancellor’s Advisory Council Allows Us To:

- Enable campus-wide involvement and participation in strategy development and decision-making
- Plan and review performance
- Guide alignment and integration of short- and long-term actions
- Aid in assessment of results and improve performance
- Enhance organizational performance through team building
Strategic Planning
Budgetary And Financial Planning

Intended Outcomes:
- Facilitate planning and discussion
- Encourage participation
- Improve the quality of decisions and buy-in
- Build a trusting climate
- Increase understanding of plan and budget
- Strategically focus on campus

Planning → Budget
The strategic plan includes five-year goals and shorter-term action plans.

Broad-based participatory planning is used to identify, set, and fund campus priorities.

Review of progress at all levels.

The strategic plan aligns resources and actions leading to desired results.

Planning → Budget
Strategic Planning
Developing Annual Budget Priorities

- Chancellor's Advisory Council
  - Summer Retreats
  - Fall Focus Groups
  - Fall/Winter Chancellor's Advisory Council
    - Budget Planning
    - Winter Budget Planning at Division/College Level
    - Chancellor Communicates Final Plan Institution-Wide

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Strategic Planning
Annual Budget Priorities

- Branding and Marketing
- Digital Campus
- Equality for Women
- Graduate Education
- Distance Education
- Applied Research
Creating a Quality Culture: Keys to Success
Keys To Success: Communication

- NEWSLETTERS
- OPEN FORUMS
- LISTENING POSTS
- CAMPUS-WIDE MAILINGS
- WEB
- GOVERNANCE & DEPARTMENTAL MEETINGS
Keys To Success: Teamwork

A traditional hierarchy, complemented by set of established committees and other cross-functional structures

- Chancellor’s Advisory Council
- Faculty Senate committees
- Senate of Academic Staff committees
- University-wide committees
Keys To Success: Information

- Access to data
- Analysis by BPA
- Computing power
- Networking
- Internet
- Training
Keys to Success: Faculty and Staff Satisfaction

Morale

Surveys
- Full survey every three years
- One-minute survey on alternate years

Lead To

Changes
- Faculty teaching workload
- Communication
- Gender equity
Process Management

Our Improved Quality System

- Process for Process Improvement
- Academic Program Review Process
- Educational Support Unit Review Process
Process Management: The Digital Campus Initiative

- Upgraded technology: state-of-the-art network
- University computer cost-share program
- Implementation of laptop environment
- Hired instructional web designers
The Results:

2001: A Winner!