

Strategic Planning: Case Study of the Top-Tier Research University Thematic Team

Presentation to the Education Committee of
the Board of Regents

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The image shows two open spiral-bound notebooks lying flat on a dark, polished wooden surface. The notebook on the left is open to a page titled "Introduction to Microbiology" with a subtitle "Biology 101". Below the title, there is a list of topics or chapters, some of which are numbered. The notebook on the right is open to a page titled "Introduction and Overview of all Topics & Chapters" with a subtitle "Biology 101". This page also contains a list of topics or chapters, some of which are numbered. Between the two notebooks, a black pen lies horizontally. At the bottom of each notebook, several colorful tabbed dividers are visible, protruding from under the pages. The lighting is soft, coming from the upper left, creating gentle shadows. The background is dark and out of focus.

2 year process

- Program array
- Successful students
 - Enrollment
 - Retention
 - Student live
- Research
- Recruitment plans
- Resources

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Overview

- Top-Tier Research University Thematic Team
 - 19 members
 - 45 meetings over one year
- Team Dynamic
 - Forming, Storming, Norming, Performing, Transforming
 - Process involved phases of
 - Discussion & Information-Gathering
 - Synthesis
- Results
 - Changed perspective on strengthening research
 - Critical components of strategic plan
 - Interconnected nature of campus goals

Phase 1: Collective Experiences

- Initial meetings
 - Individual experiences and concerns
 - Collective experience with past studies
 - Sort into a few “buckets”
- Synthesis 1: Identify six objectives
 - Generalize into major components of what is needed to support research

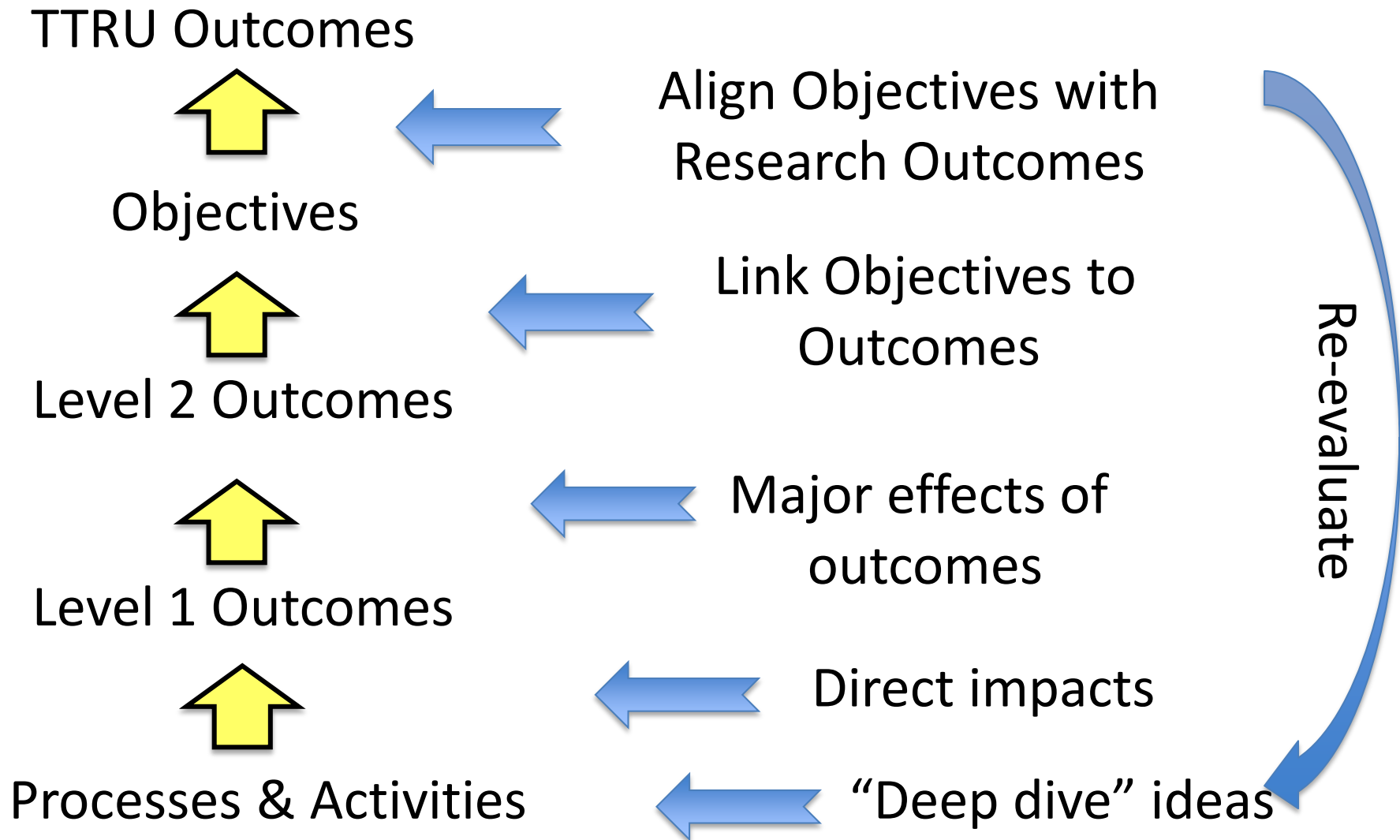
Best Place For Research



Phase 2: A Closer Look

- Examine each objective
 - Campus input via listening sessions
 - Extended team meetings for “deep dives”
- Reform each objective
 - Outcomes
 - Strategies
 - Actions
- Synthesis 2: Objectives -> General Strategies

The Process



Processes & Activities	Level 2 Outcomes	Level 1 Outcomes	Objectives	TTRU Outcomes
<ul style="list-style-type: none"> • Build on strengths • Enable/strengthen directed recruitment of key personnel and research teams • Direct interchange with external key centers for post-docs and fellows, students 	<ul style="list-style-type: none"> • Interchange of scholars • Faculty who are sought out • Students who are strongly recruited • UWM is center for conferences, research meetings • Portfolio of patents • Increased scholarly outputs 	<ul style="list-style-type: none"> • Research Leaders • Top Personnel • Culture of Research • Research Brand • Strong Research Groups 	A1. Assemble the Best Researchers and Teams	Research Ranking Student Success Faculty & Staff Satisfaction Research Across Programs Impact Funding

Phase 3: Broader Consultation

- Expand perspective
 - Campus retreat: Deans, Chairs, Governance, SP Teams
 - Relationships to other teams' work
 - Developmental paths of projects and people
- Specific information
 - Filled out the list of action items
 - Metrics for TTRU
 - Costs: dollars, time and effort
- Priorities
 - ~75 ideas -> 15-20 most critical actions
- Synthesis 3: Report

Team Report: Research Outcomes

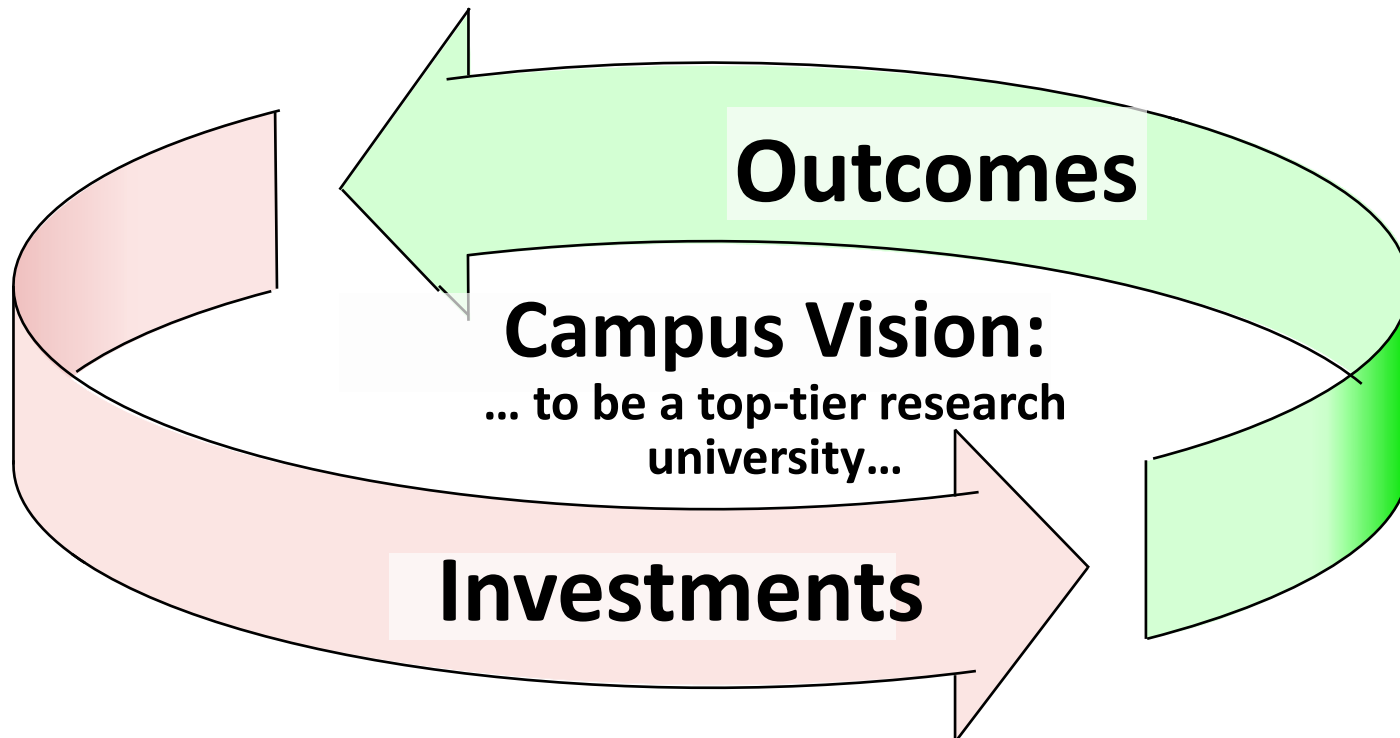
- TTRU -> Research Outcomes that form the basis for actions
 - Scholarship
 - Successful Students
 - National/International Reputation
 - Regional Impact/Commercialization
 - Faculty and Staff Satisfaction
 - Stable/Expanding Funding

Team Report: Themes

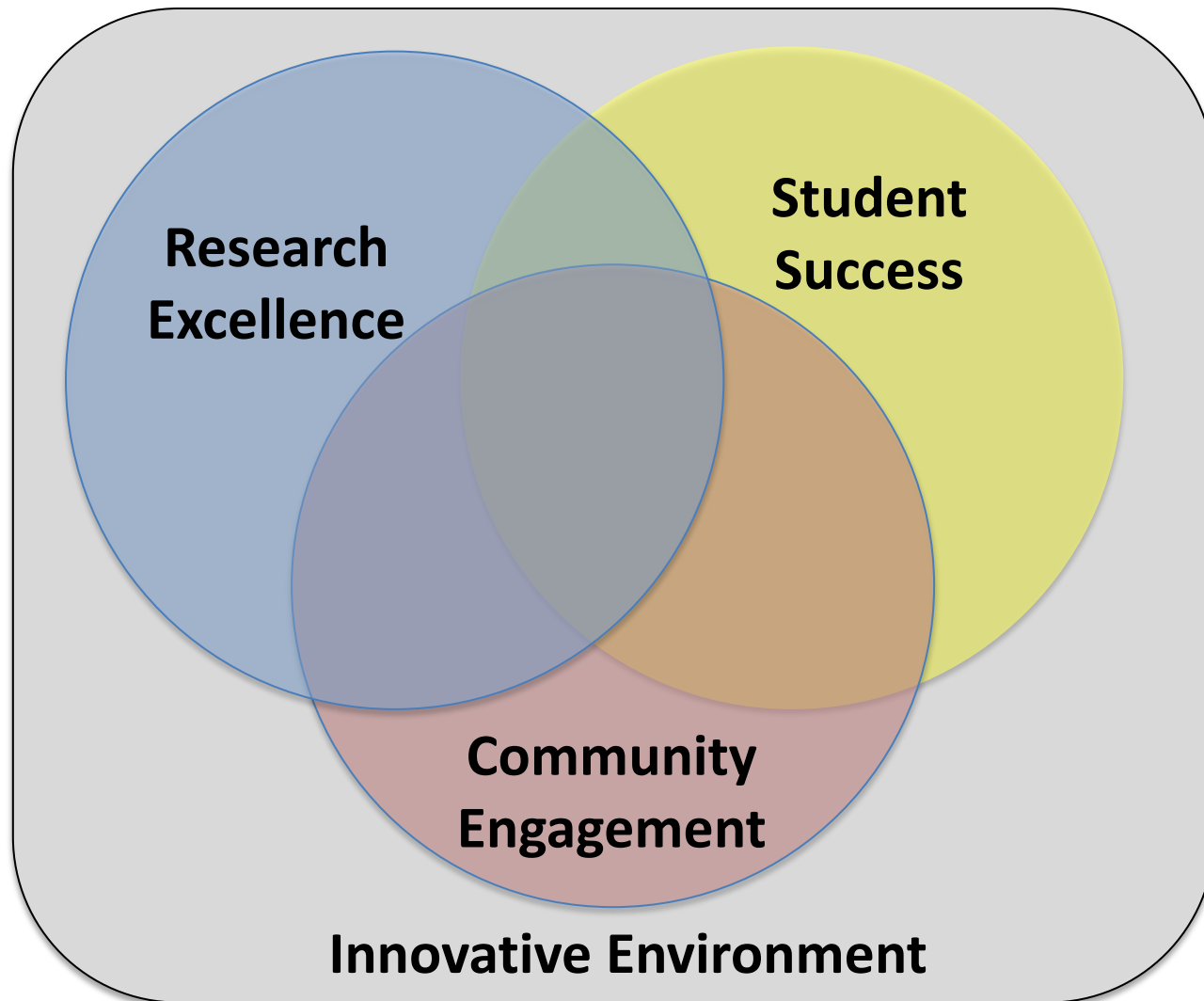
- Recommended actions/investments organized around three themes
 - Focus on Critical Research Themes
 - Assemble the Best Research Teams
 - Develop a Top-Tier Research Infrastructure

Team Report: Perspectives

- More deliberate approach to using funds
 - Use resources as investments
 - Need to target specific outcomes
 - Assess results and adjust



Team Report: Perspectives



Integration with Strategic Plan

- Research excellence as leading goal
- Clarify the importance of cross-cutting initiatives
- Focus on outcomes and assess progress

Top-Tier Research University Thematic Team Members

- Ewa Barczyk
- David Crass
- Jackie Fredrick
- Marija Gajdardziska-Josifovska
- David Garman (Co-Chair)
- Prasenjit Guptasarma
- Mark Harris (Co-Chair)
- Hemant Jain
- Heidi Janzen
- Katherine Kober
- Michael Liston
- David Petering
- Nigel Rothfels
- Mark Schwartz
- Brian Thompson
- Luc Vanier
- Cindy Walker
- Merry Wiesner-Hanks
- Mary Ann Wright