

8/18/2016

Approval of the Proposed
UW System Strategic Framework

BOARD OF REGENTS

Resolution 9.

That, upon the recommendation of the President of the University of Wisconsin System, the Board of Regents adopts the proposed UW System Strategic Framework, entitled “UW System 2020*FWD* Moving Wisconsin and the World Forward,” and authorizes the System President to make any necessary technical revisions or corrections prior to final publication.

August 18, 2016

Agenda Item 9.

UW SYSTEM STRATEGIC FRAMEWORK

BACKGROUND

The UW System has been engaged in strategic planning since the fall of 2015. After dozens of listening sessions, surveys, stakeholder and expert group meetings, the resulting strategic framework, “UW System 2020*FWD*,” is now ready for review.

REQUESTED ACTION

Adoption of Resolution 9, approving the proposed strategic framework for the UW System, entitled “UW System 2020*FWD*, Moving Wisconsin and the World Forward.”

DISCUSSION

At the Board’s August meeting, President Ray Cross, project manager and Chief of Staff/Interim Vice President for University Relations Jessica Tormey, and consultant Darin Harris from the UW-Madison Office for Quality Improvement will share the strategic framework and present the key initiatives of the framework.

The framework details four areas of focus: (1) the education pipeline; (2) the university experience; (3) business and community mobilization; and (4) operational excellence.

Board members were asked to review aspects of the strategic framework at their June meeting. The goal is for the final strategic framework (attached) to be approved by the Board of Regents at this meeting.

RELATED BOARD OF REGENTS POLICIES

Regent Policy Document 2-2, “Statement of Expectations of Board Members.”



2020 **FWD**

MOVING WISCONSIN AND THE WORLD FORWARD



MOVING WISCONSIN AND THE WORLD FORWARD



Educational Pipeline



University Experience



Business & Community Mobilization



Operational Excellence



UW SYSTEM MISSION

The mission of the UW System is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities, scientific, professional and technological expertise, and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended training, and public service designed to educate people and improve the human condition. Basic to every purpose of the UW System is the search for truth.

GUIDING PRINCIPLES

The University of Wisconsin System is made up of 13 four-year universities, 13 two-year colleges, and statewide UW-Extension. The UW System adheres to these guiding principles, which describe how an effective system of public higher education should operate and what its role should be:

- The system must add value to the state and to its member institutions;
- The system must promote diversity of institutional type, avoiding extreme degrees of conformity and homogenization; and
- The system must leverage the collective impact of its institutions in such a way that the whole is greater than the sum of the parts.

THE 2020FWD VISION

Moving Wisconsin and the World Forward

Through the 2020FWD framework, the UW System will inspire, connect, and convene with the people, businesses, and communities of the State of Wisconsin. Through this vision, we will reinvigorate our economy and enhance the quality of life for all of our citizens.



“

“We began this strategic planning process in the fall of 2015, led by a committee including chancellors, provosts, business officers, staff, and President Cross. I was honored to also serve. Since then, we have engaged with more than 5,000 citizens at over 30 events around the state and through surveys. We received input from leaders in the education community, business community, health care community, state legislature, and from each of our UW institutions. The result of this effort is ‘UW System 2020FWD: Moving Wisconsin and the World Forward.’ This framework will inform every aspect of the UW System and each of our institutions. The framework will guide the UW System and the State of Wisconsin toward a better future – the essence of the Wisconsin Idea.”

Regina M. Millner
President, Board of Regents





“The UW System is widely recognized as one of the finest and most respected systems of public higher education in America. We get things done! With our state currently facing significant economic and demographic challenges, the UW System stands ready to leverage our people, ideas, and resources to help address these challenges and build a stronger foundation for Wisconsin’s future. UW System 2020FWD is an ambitious, comprehensive strategic framework that reflects the needs and expectations of our citizens, communities, businesses, and legislators. It will serve as a catalyst for action across our system and across our state. UW System 2020FWD starts with the Class of 2020 and what we can do in four years, but that is just the beginning. Because, like Wisconsin, we believe in always moving forward.”

Ray Cross
President, UW System

MY DREAM for the UW System and the State of Wisconsin is a future in which...

- People in Wisconsin, regardless of their past experience or financial circumstances, can expect an opportunity to earn a college degree;
- Students will have a dynamic educational experience in which excellence, originality, and different ways of thinking are encouraged, supported, and celebrated;
- Faculty members will be supported in their fearless pursuit of truth, their creative and research endeavors, and their roles as teachers;
- Businesses and organizations employing UW graduates will find them to be innovative and critical thinkers, as well as compassionate and collaborative colleagues;
- People engaged with the UW System will be inspired to stay and thrive in Wisconsin; and
- Communities in Wisconsin will enjoy a vibrant and well-rounded quality of life and members will be informed, engaged, and fulfilled.

A handwritten signature of Ray Cross in black ink.



ENGAGING THE PEOPLE OF WISCONSIN

Process of Strategic Planning

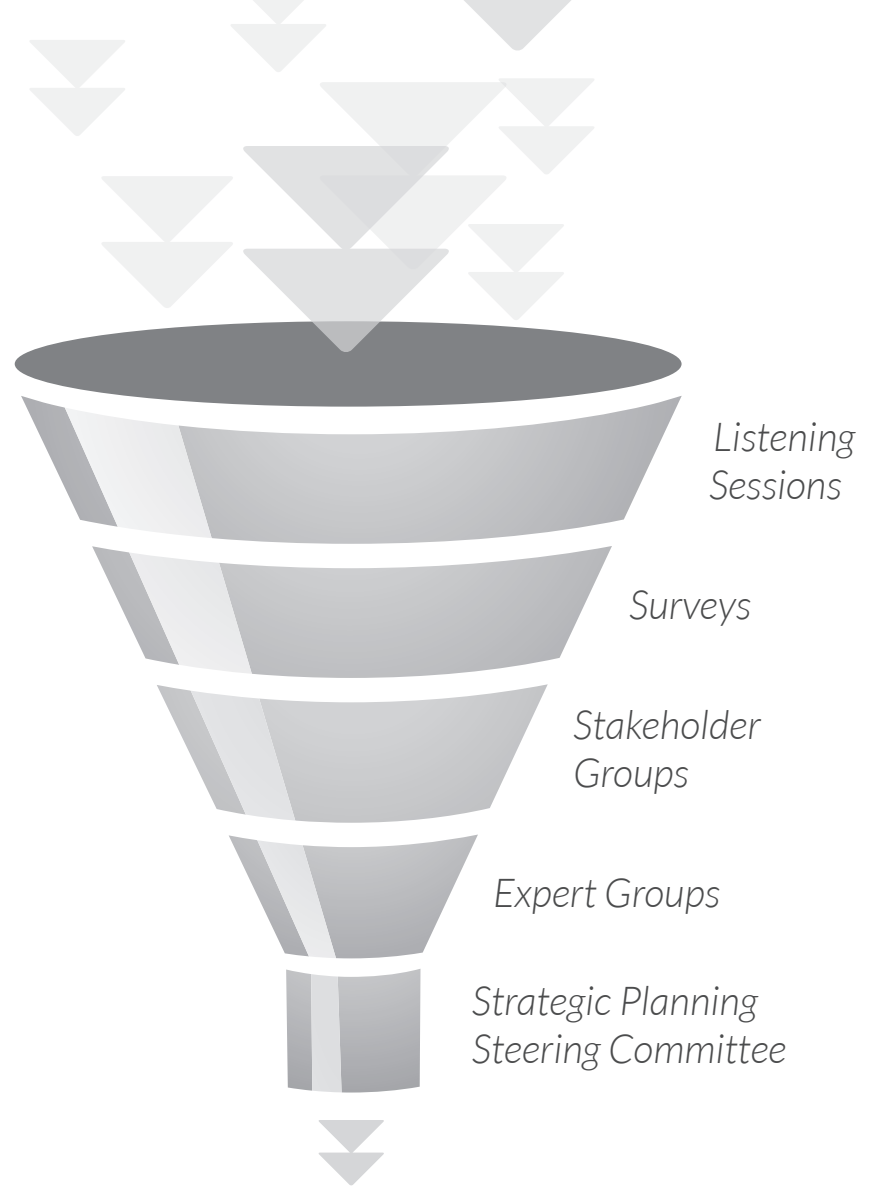
As part of developing this new strategic framework, the UW System held 13 listening sessions across the state beginning in the fall of 2015. These sessions were designed to hear the ideas of Wisconsinites and determine how to be even more responsive to their needs. Eight of the sessions were open to the public and discussed broad issues important to Wisconsin. Five sessions were held on specific topics with leaders in their fields.

Each UW System institution also gathered input from internal stakeholders at each campus through listening sessions and surveys.

Following the listening sessions, the UW System held two online surveys to gather input from a broader section of the population and to corroborate the findings from the listening sessions.

In early 2016, the UW System engaged with numerous stakeholder and expert groups composed of faculty, industry, community, and legislative leaders from throughout the state. In the end, nearly 5,000 citizens were engaged in the process.

The Strategic Planning Steering Committee helped to design the engagement process and synthesized the information collected during each phase. Committee members culminated their work by providing recommendations for the framework report using this synthesized information.



2020 FWD

Links to the reports, findings, and articles about the strategic framework can be found at wisconsin.edu/strategic-planning



OPPORTUNITY TO LEAD

What the UW System can do for the State of Wisconsin

Changing demographics are creating significant obstacles to economic growth in Wisconsin and these trends are likely to continue. The UW System and our institutions, faculty, staff, and students can be the driving force to help Wisconsin overcome these challenges.

CALL TO ACTION

Since its inception, Wisconsin has been known as a state of firsts. We are among the first to solve crises and have always found ways to advance. Today, we are at an economic, educational, and demographic crossroads. Through our 2020FWD framework, the UW System embraces the opportunity to lead and move our state forward.

CHALLENGES

While Wisconsin's population overall is growing, the proportion of working adults is declining, and the number of high school graduates is decreasing. Relative to neighboring states, Wisconsin trails in the percentage of residents with college degrees.



UW SYSTEM FOCUS: Wisconsin needs a strong pipeline that connects students to the educational system from PK-12 through the UW System, and continues to support and engage them throughout their careers and into retirement.

To grow, Wisconsin's economy needs more citizens who are innovative, entrepreneurial, and embracing of diverse ideas. While the number of start-up companies in Wisconsin is relatively low, Wisconsin is a leader in sustaining them.



UW SYSTEM FOCUS: Our universities must produce an educational experience that creates innovative, culturally fluent graduates who can compete at a global level while helping to generate the ideas, jobs, and careers of the future.

Wisconsin businesses, non-profit organizations, and local and state governments need more talent and creative solutions to address the challenges they face every day. The available talent pool is diminished if UW graduates leave the state.

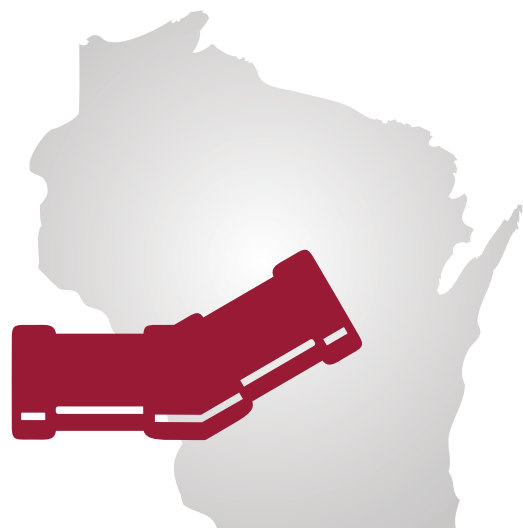


UW SYSTEM FOCUS: The UW System needs to reinvest in the Wisconsin Idea by building stronger connections between stakeholders and the university to collaboratively address the state's challenges. We need to be more effectively engaged with business and community leaders, and better explain the impact of the UW System on the state's economy and quality of life.

The UW System is faced with the need to educate more Wisconsin residents but with declining resources.



UW SYSTEM FOCUS: The UW System and each of its institutions must demonstrate accountability, efficiency, and operational excellence in how resources are allocated, both in and out of the classroom. The UW System must implement process analysis tools to optimize operations, responsibly manage academic experiences, and regularly provide progress reports.



FOCUS ON THE EDUCATIONAL PIPELINE

Increase the enrollment and success of individuals in all educational experiences throughout their lifetimes.

STRENGTHENING THE EDUCATIONAL PIPELINE – The UW System has the capacity and responsibility to help students at all points in the educational pipeline – from early childhood through secondary school, college, and lifelong learning. Partnering with other educational entities and local communities will help maximize the number of students who enter and remain in the educational system, including those from underrepresented groups. Success in this effort will result in a more highly educated population, which is especially important considering the state's economic challenges and demographic trend of fewer working-age adults.

MEETING WISCONSIN'S NEED FOR MORE COLLEGE GRADUATES – A college degree opens doors. The UW System wants to increase the number of Wisconsinites who both start college and persist to earn their degree. Effective student support includes enhanced advising, improved career counseling, and easier transfer between other educational systems and UW institutions. Increased partnerships with employers can help the UW System develop the programs and skills needed most in the workplace. The UW System is also developing an attainment goal to increase the percentage of college graduates in the state.

Moving **FWD**



SYSTEM-LEVEL PRIORITIES

COLLEGE OPTIONS – The UW System will expand the current Course Options program to provide additional opportunities for students to complete college coursework while in high school, including finding ways to deliver these courses in small high schools and in rural areas. The UW System will dedicate resources to connect high school teachers to the university, preparing them to teach college coursework.

360 ADVISING – The UW System will work to improve student success and reduce time to degree by expanding the use of predictive analytics, intensive advising, and other advising practices that provide timely support to students. The UW System will also strive to increase student access to career counseling and financial planning.

SEAMLESS TRANSFER – The UW System will expand the Transfer Information System (TIS) to increase both the number of articulation agreements and the number of participating higher education entities. The transfer process should be seamless, smooth, and easily navigable for all students at any step of their educational journey.

NEW TRADITIONAL – The UW System will expand opportunities for adult/non-traditional students to complete a degree through a variety of adult-learning programs, including its competency-based online UW Flexible Option program.

WISCONSIN WORKFORCE NEEDS – The UW System will add and/or expand specific academic programs in areas needed in the Wisconsin workforce. In addition, the UW System will raise awareness about high-demand fields with current and prospective students.



INSTITUTION-LEVEL EMPHASIS

- Increasing partnerships with PK-12 and the Wisconsin Technical College System
- Increasing overall enrollment of Wisconsin high school graduates and adults at the university
- Closing the opportunity gap for underrepresented minorities
- Improving student retention, success, and completion
- Minimizing financial barriers to college for Wisconsin students and families
- Expanding connections with businesses and other employers to develop programs that meet changing workforce needs



FOCUS ON THE UNIVERSITY EXPERIENCE

Grow a more creative and engaging educational experience so all learners can compete and succeed in a global environment.



SUPPORTING A DYNAMIC UNIVERSITY EXPERIENCE – Teaching and learning are at the heart of the university experience. The UW System needs to ensure that every student has access to exceptional faculty and staff, who in turn have the resources and support enabling them to provide high-impact practices, including undergraduate research, service learning, and study abroad. In today's global economy, a UW education must prepare students to be creative, innovative, and ready to meet the needs of a dynamic, changing workforce and world. As part of this effort, the UW System must boost research support, and help translate research, scholarship, and other groundbreaking ideas into economic opportunity.

IMPORTANCE OF BRIDGING BOUNDARIES – To address today's global challenges, business and community leaders have emphasized that the UW System must promote and encourage cultural fluency. The challenges we collectively face cross many different disciplines, cultures, affiliations, political philosophies, and geographic locations. Cultural fluency will encourage greater understanding of differing perspectives and provide the necessary skills to communicate across boundaries. The UW System will enable Wisconsin graduates, and those who educate them, to thrive in a world of differences.

Moving **FWD**



SYSTEM-LEVEL PRIORITIES

U² – The UW System will provide additional resources for professional development and technology, as well as support for high-impact practices. Our promise is that every student will be exposed to at least two high-impact learning practices. These include internships, undergraduate research, service learning, capstone projects, and collaborative learning.

FLUENT – The UW System will develop a premier curriculum for systemwide cultural fluency education and conduct training programs for all students, faculty, and staff. This will provide a foundation of civility and respect for all people who take part in university experiences. It is vital to the academic enterprise that all voices be heard and understood. The UW System will put into practice the FLUENT model and support the creation of learning communities and opportunities for dialogue.

CRE-8 – Coming up with tomorrow's profound ideas and innovations requires out-of-the-box thinking. The UW System will provide professional development opportunities to promote creativity and innovation both within the university and in the broader community.

UW INNOVATE – The UW System will invest resources to encourage and reward innovation through basic and applied research. From public health to the creative arts, harnessing this powerful community of learners, educators, researchers, and scholars can lead to cutting-edge solutions for Wisconsin and the world.

IDEAS – Converting world-class ideas into tomorrow's technologies, services, products, and organizations can be a challenge. Students can benefit from expertise in academic technology transfer, intellectual property protection, contract management, and technology commercialization. The UW System will connect students to the Wisconsin Alumni Research Foundation (WARF), the UW-Milwaukee Research Foundation, WiSys, and other organizations to help translate research into economic activity.



INSTITUTION-LEVEL EMPHASIS

- Promoting a culture committed to research and innovation
- Increasing research and scholarship activity at each institution in the System
- Providing facilities and equipment to support research and teaching and learning
- Fostering an inclusive, welcoming community that embraces a diversity of people and thought and encourages people to speak across values
- Including cultural fluency in all performance evaluation processes
- Preparing students for life, career, and the responsibilities of citizenship



FOCUS ON BUSINESS & COMMUNITY MOBILIZATION

Further expand the Wisconsin Idea to address the state's greatest needs and help Wisconsin businesses and communities become more successful.



MEETING THE STATE'S NEEDS – A central role of the UW System is to clearly identify and articulate the issues affecting people and organizations. Whether it is availability of health care professionals in rural areas or affordability of childcare, the UW System strives to respond to issues that Wisconsinites care about most. Once challenges are identified, the UW System has a rich tradition of pursuing solutions. From bio-energy to advanced manufacturing, Wisconsin is at the forefront of what makes a difference. Many of the most effective solutions involve partnering with business and government.

DEMONSTRATING OUR VALUE – At the UW System, we have been quietly making a difference for many years. However, it is vital that the UW System engage with the people, businesses, and communities of Wisconsin, the nation, and the world – and communicate to them the value of the university. In our global community, the challenges are so complex that we must reach out to other researchers, scholars, companies, communities, and organizations to share what we have discovered. Our interconnected world means that we must act differently to position the UW System as a partner, collaborator, and inspiration for greatness.

Moving **FWD**



SYSTEM-LEVEL PRIORITIES

UNIVERCITY YEAR – What if the full breadth of the UW System’s efforts were focused like a laser on our cities’ most important priorities? UniverCity Year is a program in which faculty and students from across the UW System partner with a designated community on specific projects for an academic year. The UW System will adopt and scale up the UniverCity Year model to all four-year campuses and UW-Extension.

WISCONSIN VITALITY – The UW System will produce more health care professionals to meet increasing demand, especially in rural and underserved areas. To achieve a healthier population across the state, the UW System will initiate partnerships with hospitals, clinics, providers, and statewide organizations to promote health and wellness education.

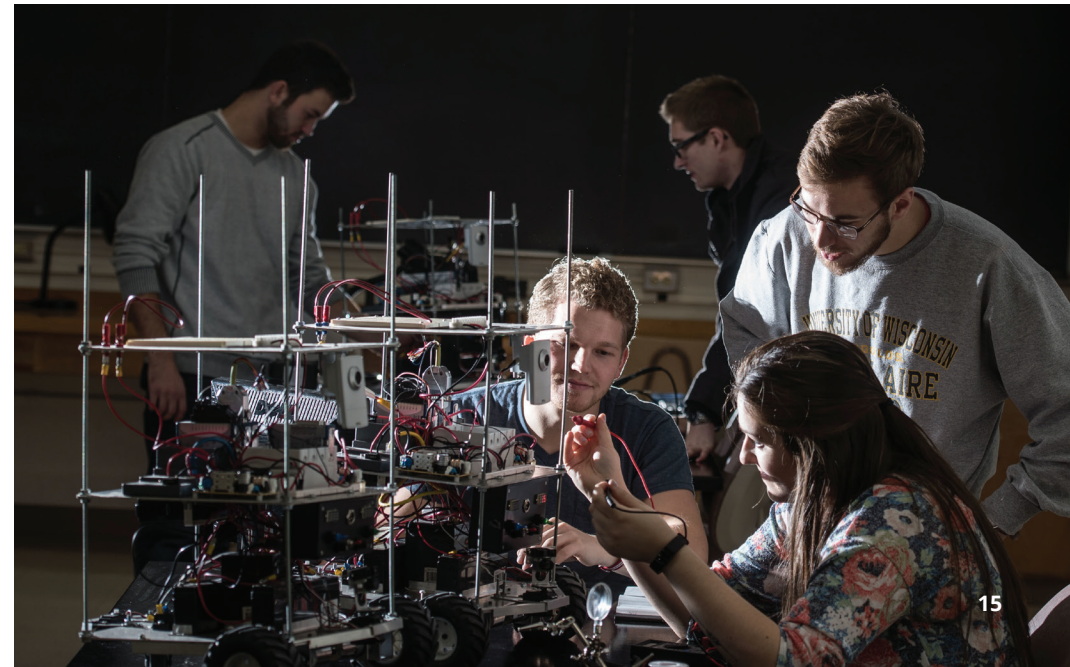
CAREER CONNECT – The UW System will create and manage a streamlined website to link university expertise to community needs. The site will also serve as a one-stop shop for employers to connect with students looking for internships, out-of-the-classroom experiences, and jobs.

WISCONSIN IDEA SUMMITS – The UW System will convene a series of listening and engagement sessions across the state to identify the most pressing challenges in the state. These summits will engage community, business, government, and non-profit leaders to galvanize interest, share expertise, and find solutions.



INSTITUTION-LEVEL EMPHASIS

- Providing expertise and support for business and community growth and development
- Expanding collaborations with communities, local governments, and nonprofits around the state
- Improving the quality of life for the people of Wisconsin and their communities
- Improving the wellness and health of all Wisconsin citizens





FOCUS ON OPERATIONAL EXCELLENCE

Vigorously pursue transparent, efficient, and effective operational practices.

ADMINISTRATIVE EXCELLENCE – The UW System has been at the forefront of transparency and accountability reporting to ensure that we can demonstrate to our stakeholders – especially Wisconsin taxpayers – our commitment to use resources responsibly. As new mechanisms to consolidate, streamline, and change emerge, we must continue to aggressively pursue opportunities to save resources so that the UW System remains a model for other state agencies and a leader among comparable higher education systems across the nation. To demonstrate administrative excellence, we will focus on ways to harness the collective power of the UW System to drive down costs while still providing excellent services, especially in areas where services are statewide, such as in information technology, human resources, financial services, and procurement.

ACADEMIC PROCESS EFFICIENCY – Academic efficiency and effectiveness are just as important as administrative excellence. Students need to move through the “UW pipeline” as efficiently as possible, having a dynamic and robust experience while costs are contained. Academic offerings must change with the needs of the workforce, so the UW System is not only keeping pace with the jobs of today, but also setting the foundation for the jobs of tomorrow. We must continue to offer the opportunity for students to work with world-class faculty and staff.

Moving **FWD**



SYSTEM-LEVEL PRIORITIES

COMMITMENT TO OPERATIONAL REFORM AND EXCELLENCE (CORE)

– The UW System will continue to create operational efficiencies by standardizing, consolidating, and streamlining non-instructional operations.

DASHBOARD – The UW System will benchmark and assess progress by leveraging its accountability dashboard, an interactive website that is available to internal and external stakeholders in an easy, one-stop platform.

ON-TIME DEGREES – The UW System will develop policies and adopt practices that reduce time to degree. In addition to managing academic courses and programs offered at institutions, the UW System will regularly review standards and practices supporting the collaborative management of electives and enrollment. The goal will always be to achieve academic effectiveness with optimal efficiency.

REWARDING FACULTY AND STAFF EXCELLENCE – The UW System will prioritize resources to increase compensation for our faculty and staff who are considered among the best in the world.



INSTITUTION-LEVEL EMPHASIS

- Attracting and retaining the most talented, diverse, and world-class faculty and staff
- Maximizing use of resources to reduce all non-instructional costs
- Redirecting operational savings from non-instructional costs to academic programs
- Producing more degree holders while maintaining and enhancing quality
- Participating in analysis and review of non-instructional processes that could be standardized



IMPLEMENTATION

The following process will be used as part of the roll-out of the strategic framework:

OPERATIONAL PLAN AND METRICS: System-level priorities contained in each focus area will be implemented by developing an operational plan. This plan will be developed in the fall of 2016, overseen by UW System Administration, and will include selecting specific and measurable performance metrics to be presented in the annual Strategic Framework Report Card. Implementation will be tracked, budgeted, and monitored by a designated strategic framework manager, who will also oversee reporting.

STRATEGIC FRAMEWORK REPORT CARD

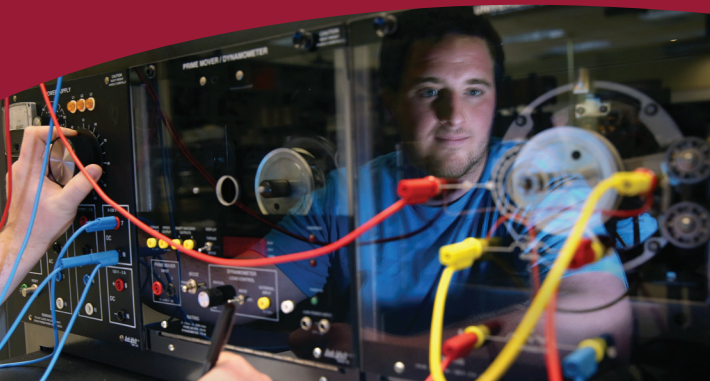
The following elements will be part of the operational infrastructure for ensuring implementation of the strategic framework:

PROGRESS REPORTS: Actions taken and progress made on the operational plan will be reported on a regular basis by UW System Administration at meetings of the Board of Regents, Chancellors, and other key stakeholders.

The UW System Accountability Dashboard also contains a broad spectrum of higher educational performance measures that reflect the UW System's strategic priorities. Visit wisconsin.edu/accountability

ANNUAL STRATEGIC FRAMEWORK REPORT CARD: The UW System and its institutions will provide a thorough annual review of progress made toward framework initiatives. This information will be formally included in the UW System President's and Chancellors' annual performance evaluations by the Board of Regents and released to the public through the annual Strategic Framework Report Card.







Moving Wisconsin and the World Forward