

DRAFT UW-MADISON STRATEGIC FRAMEWORK

For Wisconsin and the World: Focusing a Great University on its Core Mission, Public Purpose and Global Reach 2009–2014

Our Vision

The University of Wisconsin-Madison will be a model public university of the twenty-first century—serving as a resource and working to enhance the quality of life in our state, the nation, and the world.

We will serve as a preeminent center for knowledge and engagement—opening new forms of access to citizens of the state, the nation, and the world. To do so, we will create a welcoming, empowered, and inclusive community. We will prepare generation after generation to lead satisfying, useful, and ethical lives. In partnership with the state and colleagues around the world, we will identify and address some of the most complex local and global problems.

Our Guiding Principles

As an institution and as individuals, we are guided by the following principles:

- We work together to uphold the highest standards of intellectual inquiry and rigor, always encouraging the “continual and fearless sifting and winnowing” in search of knowledge.
- We fiercely defend a community committed to intellectual freedom and civility so that all who work and live on our campus can question, criticize, teach, learn, create, and grow.
- We embrace opportunities to work with, and learn from, those whose goals, backgrounds, and values differ from our own.
- We believe that neither origin, nor wealth, nor belief should be barriers for participation in our community; we seek to recruit the best in all fields and endeavors.
- We are careful stewards of human, intellectual, cultural, fiscal, and environmental resources.
- We strive for the highest ethical integrity in everything we do.
- We make the Wisconsin Idea a living reality by employing our research and teaching to issues of concern for the state, nation, and world.
- We place learning and discovery in the service of political, economic, and cultural progress.

Our Goals

1. Strengthen our preeminence in research and scholarship to serve the public good and be a standard-bearer for public higher education.
2. Reinvigorate the Wisconsin Idea to address the complex problems of our state, nation, and world.
3. Prepare global citizens and leaders by providing the best possible education—learning integrated with research.
4. Ensure a welcoming, empowered, and diverse community where every person has the opportunity to flourish.
5. Model stewardship and integrity.

Goals, Strategies and Priorities

- 1. Strengthen our preeminence in research and scholarship to serve the public good and be a standard-bearer for public higher education.** The University of Wisconsin-Madison will be a standard-bearer for public research universities. Our exceptional faculty and staff will combine excellence in their fields with a dedication to promote the public good, for the state and the world. We will fully engage with the state to excel as the state's site for public debate and knowledge creation, as a resource and as an intellectual and economic engine for Wisconsin.

Strategies

- Strengthen pre-eminence by reinforcing our areas of strength
- Retain pre-eminence by recruiting, retaining, and nurturing the highest quality faculty, staff, and students
- Enhance partnerships to best create and transfer knowledge

Priorities 2009-2011

- Enhance collaborative, cross-disciplinary research on and off campus through innovative use of technology
- Strengthen our research infrastructure
- Provide funding and support for graduate education
- Ensure competitive compensation for faculty and staff
- Ensure our reward systems recognize merit and support public scholarship

- 2. Reinvigorate the Wisconsin Idea to address the complex problems of our state, nation, and world.** We will work in partnership with the people of the state of Wisconsin to identify complex problems and to help develop solutions to these problems for the ultimate benefit of the state and of the world. These problems may include: sustaining the human-environment system, promoting health and the economic well-being of the public, public education, energy, and re-imagining governance.

Strategies

- Develop and articulate a strategy to enhance our global impact
- Strengthen interdisciplinary scholarship to address state and global challenges
- Make the knowledge we produce more accessible through improved engagement and partnerships

Priorities 2009-2011

- Invest in two or three inter-disciplinary issues of great concern to our state, e.g. economic development, education, health, energy, agricultural and environmental sustainability
- Enhance access to educational opportunities and programs through new collaborations and innovative use of technology and instruction
- Transform, focus, and align our internal and external communications to fully engage our partners, including Wisconsin Alumni Association, WARF, and the UW Foundation

- 3. Prepare global citizens and leaders by providing the best possible education—learning integrated with research.** We will provide students—undergraduate, graduate, and professional—with the best educational experience possible to thrive in the ever-changing global environment. We will pioneer advances in cross-disciplinary teaching and learning, infused with research, discovery, innovation, and engagement. These learning opportunities, in and out of classrooms and laboratories, will help prepare generation after generation of graduates to lead satisfying, ethical lives and to become leaders of the state and the world.

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Strategies

- Continue to identify, implement and be accountable for the use of the best pedagogical practices in higher education leading to engagement, mastery, and intellectual excitement
- Strengthen and enhance our commitment to a broad and comprehensive education to prepare well-rounded graduates who have the capacity to lead in a global environment
- Modernize the delivery of undergraduate education and create a learning environment which allows for a comprehensive and transformative twenty-first century university experience
- Better connect students with people and knowledge on campus, throughout the state and across the world
- Ensure development of global competency in our students so they will understand and engage with critical global issues
- Support and promote excellence in teaching

Priorities 2009-2011

- Ensure the most effective delivery of our educational programs by assessing and improving approaches and program structures
- Demonstrate accountability for learning outcomes
- Strengthen liberal arts education and outcomes
- Increase opportunities to learn through international and capstone experiences, undergraduate research, internships, entrepreneurship, and field-based and service learning, e.g. the “Wisconsin Experience”
- Continue to implement the Campus Master Plan including its support of scholarship and teaching through development of inter-disciplinary space (e.g. WID/MIR, WIMR, East Campus Corridor)

4. **Ensure a welcoming, empowered, and diverse community where every person has the opportunity to flourish.** We will create a climate of inclusive excellence which invites and supports faculty, staff, students, and community members regardless of background and ethnicity. The campus will be a model for an engaged, welcoming community and more fully recognize that a diverse environment enhances scholarship and community at all levels.

Strategies

- Infuse diverse ideas, perspectives, and realities into the academic, cultural, and social fabric of the institution
- Ensure access to the university regardless of limitations that may be economic, location, or circumstance bound
- Renew our focus on achieving equity of representation and success for historically underrepresented minority students, faculty, and staff
- Amplify the possibilities of our current diversity infrastructure by becoming more coordinated, cohesive, integrative, and collaborative in our approach to achieving the goals of representation, equity, inclusion, and learning
- Develop our future campus leaders

Priorities 2009-2011

- Develop a more cohesive, collaborative, and coordinated diversity infrastructure
- Increase the number of opportunities for interaction and dialogue among faculty, staff, students
- Increase need-based aid and explore loan forgiveness programs to ensure affordability
- Focus on recruiting and retaining underrepresented minority students, faculty, and staff
- Assess and strengthen our diversity programs
- Close the achievement gap
- Enhance our welcoming and orientation programs
- Facilitate greater access to those who are place or circumstance bound

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- 5. Model stewardship and integrity.** We will be careful stewards of all our resources and work to live in a responsible and sustainable relationship with the land, water and air, and with our many state communities. We will act with integrity and efficiency. We will communicate this commitment through our actions so that our public is aware and engages with us to improve our collective future.

Strategies

- Model and communicate integrity through leadership
- Create an ethos of environmental sustainability throughout the university
- Build collaborations across university units and with other educational institutions
- Re-imagine our institutional infrastructure for agility, efficiency and effectiveness
- Increase effectiveness, efficiency, and flexibility in academic programs, policies, and practices
- Demonstrate and communicate careful stewardship of our environment and our resources through modernizing our financial, administrative, and governance models

Priorities 2009-2011

- Align, and where necessary change, our financial and administrative models, policies, and infrastructure to achieve efficiencies and flexibility
- Align our resources with our priorities, strategies, goals, and vision
- Invest in technology infrastructure to advance our priorities
- Analyze campus governance processes to ensure participation, consistency, transparency, and agility
- Investigate new models of funding to support our enterprise
- Advocate for increased public funding at the federal and state levels
- Increase the proportion of students who complete their degrees within four years
- Integrate research, teaching, and campus operations to address issues of sustainability and food systems on campus
- Ensure all new construction be sustainable; seeking LEED certification as appropriate
- Develop metrics to assess our progress toward our vision and goals, and report our progress transparently