



2023-2028 Strategic Plan DRAFT Update

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PRESIDENT

NOVEMBER 10, 2022

Our Core Values



PURPOSE-DRIVEN



PEOPLE-FOCUSED



COMMITMENT TO STEWARDSHIP

UW System Strengths

- Student-focused
- Mission-driven (committed faculty and staff; students focused on betterment of society)
- Two R1 universities; internationally recognized flagship
- Best value/affordability
- Provision of services to businesses and communities across the state



UW System Challenges

- Long-term demographic shifts signal declining enrollments
- Some students underserved by UW System
- Below-market compensation
- Aging infrastructure
- Relative decline in state resources in support of higher education



Wisconsin by the Numbers

25%

WI residents
age 60 or older

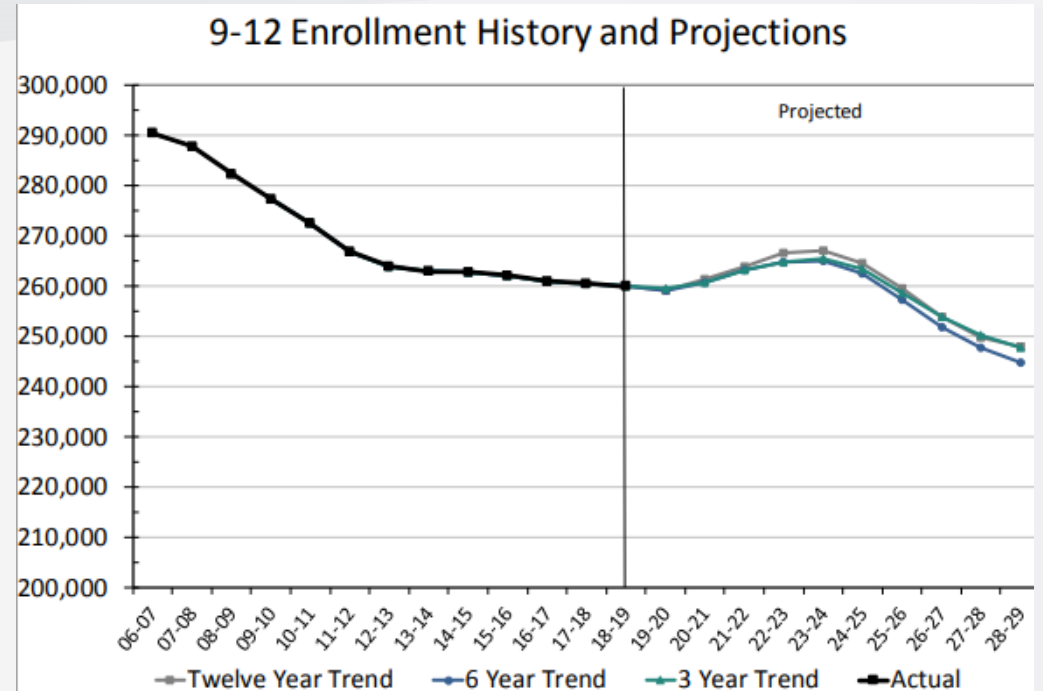
x 19

The richest 1% in
Wisconsin earned 19 times
as much as everyone else
in the state.



130,000

Decrease in the number
of people in the workforce by 2030



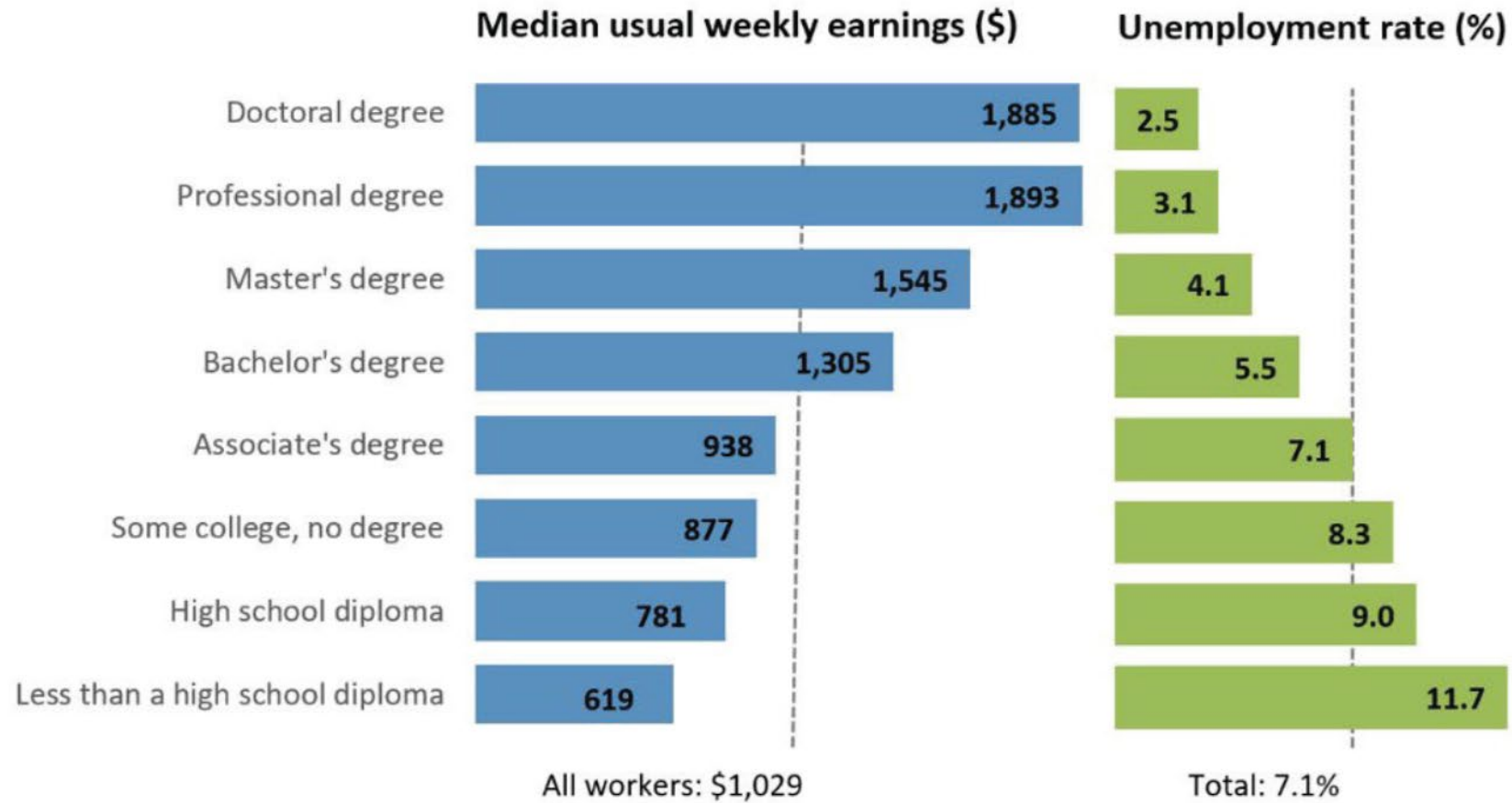
5% Decrease

in high school enrollments by 2030



Value of College Degrees

Earnings and unemployment rates by educational attainment, 2020



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
Source: U.S. Bureau of Labor Statistics, Current Population Survey.

Wisconsin faces several key challenges that the UW System can help address:

- Reduce significantly the **socioeconomic disparities** among Wisconsin residents
- Model **civic engagement and civil discourse**, which are increasingly under siege
- **Enhance communities** throughout our state and create the **industries of tomorrow**
- Drive **economic prosperity** and help **win the competition for talent**



Our 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.

Strategic Plan DRAFT



DRAFT: NOVEMBER 2, 2022

2023-2028 Strategic Plan

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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.
- **Advancement of knowledge:** 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.

People-focused: We value and promote all who work, live, and learn in the System, as well as those in communities we serve across the state.

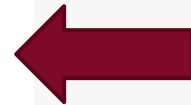
- **Collaboration and teamwork:** We appreciate and understand that our best work is done working together in teams in a collaborative and supportive environment.
- **Diversity:** We are committed to diversity, equity, inclusion, and belonging. These principles are key to our long-term success.
- **Mutual respect and trust:** 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 Wisconsin Idea. The decisions we make are focused on the best interests of those who work and learn at the universities in the System and the State of Wisconsin.

- **Accountability:** 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

- 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.



Foundational elements have not materially changed:

- Purpose
- Core values



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- Advance economic prosperity.

We have added an additional strategic objective that better captures our core research mission.



Meeting the Needs of Wisconsin



**ENHANCE THE STUDENT
EXPERIENCE AND SOCIAL
MOBILITY**



**FOSTER CIVIC
ENGAGEMENT AND
SERVE THE PUBLIC GOOD**

Meeting the Needs of Wisconsin



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



**ADVANCE
ECONOMIC PROSPERITY**

Strategic Plan DRAFT – Strategy S1

ENHANCE THE STUDENT EXPERIENCE AND SOCIAL MOBILITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S1. We will increase access to higher education and improve rates of success for historically underserved students.</p>	<p>1.1 Relentlessly pursue student aid resources as a means of removing financial barriers</p> <p>1.2 Coordinate with the universities to identify and support best practices in collaboration with K-12 schools, technical colleges, and other educational partners to promote transition into, and success at, our universities</p> <p>1.3 Conduct regular affordability reviews to ensure our universities remain a top value in higher education compared to their peers</p>	<p>Increase access and improve rates of success of historically underserved populations, including low-income, first generation, and underrepresented racial/ethnic minorities.</p> <ul style="list-style-type: none"> • Close gap in participation of underrepresented students after high school by 50%, increasing participation rates by 7 percentage points for Hispanics, 11 percentage points for Native Americans, and 12 percentage points for <u>African-Americans</u> • Increase Pell-eligible students as a percentage of in-state undergraduate students from 24% to ___% • Increase enrollment of first-generation new freshmen to 10,000 from 8,400 • Significantly reduce the retention and graduation rate gaps for underserved students, improving System-wide graduation rates for that cohort by ___ percentage points



Each OBJECTIVE includes specific STRATEGIES (S1)

UWSA Roles are emphasized (1.1)

Success Measures indicated – for the entire UW System.



Strategic Plan DRAFT – Strategy S6

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

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
S6. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge dissemination that benefits society.	<p>6.1 Champion the production of knowledge and world-class research within the System, with particular emphasis on support for the two R1 universities</p> <p>6.2 Assist our comprehensive universities in identifying and securing enhanced funding for research and creative activities, which are important across <u>all</u> of our campuses</p> <p>6.3 Work with the universities to expand the focus on environmental sustainability across both the curriculum and the research enterprise</p> <p>6.4 Coordinate with the universities to respond to state and local challenges with research and policy support</p> <p>6.5 Assist the universities in increasing research collaborations with industry partners</p>	<p>Ensure a strong research infrastructure</p> <ul style="list-style-type: none">• Increase research expenditures throughout the System, including by 15% at UW-Milwaukee and by 10% at comprehensive institutions• Increase the national HERD ranking of UW-Madison to no. 6 and the HERD/other applicable ranking of UW-Milwaukee to no. _____• Strengthen UW-Madison's status as a top 10 public university and UW-Milwaukee's R1 status

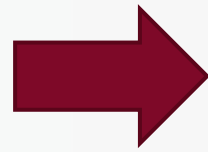
Strategic Plan DRAFT – Strategy S8

ADVANCE ECONOMIC PROSPERITY

STRATEGIES	UW SYSTEM ADMINISTRATION ROLE	SUCCESS MEASURES
<p>S8. We will provide support for the universities to drive enrollment to meet the needs of the state and the knowledge economy.</p>	<p>8.1 Coordinate with the universities to support pilot innovative enrollment initiatives and create policy flexibility to facilitate innovation</p> <p>8.2 Leverage the UW brand through an umbrella marketing campaign to drive enrollment</p> <p>8.3 Work with the universities to develop and evaluate, as appropriate, distance learning resources to complement the needs of adult learners</p> <p>8.4 Assist the universities in differentiating themselves in the marketplace</p>	<p>Grow the talent pipeline by graduating 41,000 students annually across the universities.</p> <ul style="list-style-type: none">• 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%• Recruit back and graduate 1,000 former students per year who opted out prior to degree completion



Planning Timeline



Next Steps:

- Additional stakeholder engagement
- Finalize strategic plan
- Plan for implementation
- Launch of initiatives

Questions or comments?

