

UW System Strategic Framework
Think Tank Charter

Common language for each Think Tank Team's team-specific charter

Project Title: UW System Strategic Framework to Advantage Wisconsin – Think Tanks

Strategic Framework Component: (Think tank team title to be inserted)

Creation Date: September 2007

Project Definition (What are we trying to accomplish):

Generate ideas for addressing strategic challenges, which will inform the System Strategic Framework.

Aim of this Project: (Why):

Strategic thinking and planning is essential in focusing and guiding organizations to achieve more of their inherent potential. In order for the UW Chancellors and UW System President's cabinet to develop a strategic framework for the University of Wisconsin System, we need small, committed teams to think about how we can best address the shared strategic challenges our campuses/units face. The Strategic Framework will add value to strategic planning at the individual campus level. It will also provide a context for future system-wide direction and development. Most important, the Strategic Framework will strengthen a collective agenda that advances campuses' shared vision of advancing and advantaging Wisconsin.

Assignment and Product (What is the think tank being asked to produce?)

Each think tank will produce a white paper on the topic assigned to them. The white paper can include ideas, concerns, data, recommendations...any content that the group feels will help inform the development of the UW-System strategic framework and/or campus initiatives. Each group is provided with a specific strategic challenge, with suggested questions to consider addressing. (A template for your report will be provided before Think Tank Teams' first meeting.)

Questions and list of back-up material pertinent to your Think Tank

(Team specific content contained in pages that follow to be inserted into each team's charter.)

Project Boundaries (Scope / Limitations / Assumptions/How far can we go):

- Completed reports are due December 1, 2007 to UW System Senior VP Don Mash.
- Stick to the strategic challenge question assigned to your team. Suggestions that address other strategic challenge questions, in addition to that assigned to your team, are permitted. For example, the team looking at Resources may have a suggestion about how to reduce regulations to enhance earned income opportunities for the campuses
- Small bullet points under the challenge statement are meant as catalysts for conversation and not as topics you must address if you deem these areas to be less important than others that you identify as a team

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number One:
Prepare Students

Question: How can we ensure that students are prepared with the integrative learning skills, multi-cultural competencies and practical knowledge needed to succeed in and contribute to our rapidly changing, increasingly global society?

- How do we establish the core competencies for all UW graduates?
- How can we ensure that UW System institutions are offering the right kinds of college degrees that empower graduates with essential knowledge and skills?
- How can we advance a spirit of discovery in all students?
- How do we enhance multi-cultural competencies in all our graduates?
- How do we help students and citizens better understand the vital importance of a liberal education in today's world?
- How can we better prepare and inspire students to become civically engaged and tomorrow's community leaders?
- How can we better prepare students for facing challenges that we cannot anticipate today?
- How can we more effectively utilize learning outcomes and assessment tools to help to ensure our success?

Possible background material

- Wisconsin demographics and US demographics
- LEAP standards
- VSA proposals
- Pertinent sections of UW Regent Reports-UW System reports

Team Members

Don Christian, Dean, College of Arts and Sciences (UWEC)
Aaron Brower, Vice Provost for Teaching and Learning (UWMad)
Joanne Wilson, Engineering Faculty and Exec Dir of First Year Experience Program (UWPlatt)
John Koker, Dean of Liberal Arts (UWO)
Jerry Kapus, Faculty Senate Chair (UWSto)
Martha Einerson, Faculty Senate Chair (UWSup)
Fay Akindes, Associate Professor, Communications (UWPks)
Paul Sandrock, Department of Public Instruction
Kathleen O'Brien, Alverno College
Maria Campbell, SC Johnson
Rebecca Karoff (UWSA)
Lisa Kornetsky (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Two:
More Graduates

Question: How can we increase the number of Wisconsin graduates and expand educational opportunities by extending access and increasing retention and graduation rates?

- How can we improve retention rates?
- How can we increase graduation rates?
- How can we increase access and success for the pools of potential students with low college participation today?
- How might distance education become a stronger asset for our system?
- How do we create greater aspirations for college and stronger belief that it is possible across more demographic groups?
- How do we enable students to move between and among institutions in a way that best meets their needs?
- How do we provide more opportunity and flexibility through alternative access to degrees?
- How can we reduce start-to-graduation time for the average student? What about for the non-FT, adult non-residential student?
- How can we ensure, working with K-12, a pipeline of graduating high school students who are well prepared for baccalaureate education
- How might we establish system goals using best in nation performance indicators.

Possible background material

- Measures of retention, graduation, access by demographic grouping, campus, type of campus, etc.
- Comparison to Minnesota and other upper Midwest states.
- Background on Governor Doyle’s program to promise college education to K-12 students in exchange for good school performance
- Performance UW College and Technical College students after entering 4-year program
- Pertinent sections of UW Regent Reports-UW System reports

Team members

Joan North, Dean, College of Professional Studies (UWSP)
Lynn Freeman, Director of Academic Advising & Academic Staff Rep (UWO)
Betsy Morgan, Professor, Psychology (UWL)
Pamela Clark, Director of Pre-College and Gear-Up (UWMil)
Roger Pulliam, Assistant Vice Chancellor, Academic Support Services (UWW)
Alan Tuchtenhagen, Executive Director, Enrollment Services (UWRF)
David Nixon, Dean, Washington County (UWCol)
Connie Hutchison, Higher Education Aids Board
Sue Budjac, Mid-State Technical College
Sharon Wilhelm (UWSA)
Vicki Washington (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Three:
High Paying Jobs

Question: How can we increase the creation of high paying jobs by expanding our research enterprise while linking our programs to entrepreneurship and business development?

- How can we improve our research grant win rates and attract more federal, foundation, and corporate grant money?
- How can we graduate and support more entrepreneurs and stimulate Wisconsin's entrepreneurial climate?
- How can we advance a spirit of discovery in all students?
- How can we extend opportunities for entrepreneurship and jobs across all demographic groups in our state?
- How can we create more intellectual property, and then expand and expedite technology transfer to Wisconsin companies for job and wealth creation?
- Are there changes in the UW's research enterprises that would result in more jobs and wealth for Wisconsin communities?
- How do we strengthen WiSys and research operations at the comprehensives?
- What kind of feedback from business/industry does the university need, regionally and statewide?

Possible background material

- Statistics on patents, licensing and other technology-transfer measures
- Programs of other states
- Venture capital spending trends
- Regional economic strengths by campus service area
- Pertinent sections of UW Regent Reports-UW System reports.

Team members

Mark Bugher, Research Park Director (UWMad)
Maliyakal John, Managing Director (WiSys)
Beth Norris, Workforce Development Center (UWPks)
Jerry Hembd, Economics Faculty/Extension (UWSup)
Bob Meyer, Stout Technology Transfer Institute (UWSto)
Gary Ring, Professor, Chair, Engineering & Paper Science (UWSP)
Cory Nettles, Quarles & Brady
Jennifer Alexander, Greater Madison Chamber, former Workforce Development
Eric Apfelbach, Virent Energy
Kris Andrews (UWSA)
Melissa Kepner (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Four:
Stronger Communities

Question: How can we strengthen Wisconsin communities by intensifying our service impact through active engagement, research and learning applied to the state’s greatest challenges?

- How can we prepare and inspire more students to become civically engaged and tomorrow’s community leaders?
- How can we use our resources to improve the health of Wisconsin citizens, especially those with poor health status and adverse indicators?
- How can we bring UW resources and knowledge to bear as a catalyst to economic and social resurgence in the City of Milwaukee?
- How can we help Wisconsin become more tax-competitive with other states without compromising the quality of our state and local services?
- How can we be a catalyst to other important issues such as: improving K-12 educational quality; building sustainable communities; and reducing incarceration rates especially among young non-white offenders?
- How can we build a deeper understanding of and appreciation for diversity’s benefits to create more welcoming and inclusive communities?
- How do we improve responsiveness to regional and state occupational and continuing education needs?

Possible background material

- Overview of research available at LaFollette
- Budget spending trends on health; justice; education
- K-12 school performance trends versus other states
- Health status versus other states
- Pertinent sections of UW Regent Reports-UW System reports

Team members

Tom Schnaubelt, Dean, Community Outreach (UWPks)
John Krogman, Associate Vice Chancellor for Information Systems (UWPlatt)
Gary Itzkowitz, Professor of Sociology (UWSP)
James Winship, Professor, Social Work (UWW)
Cheryl Ajirotutu, Assistant Director, Cultures and Communities (UWMil)
Eloise Gomez, Milwaukee County Director of Coop Extension (UWExt)
Mark O’Connell, Wisconsin Counties Association
Mark Baldwin, Wausau Daily Herald
Sal Carranza (UWSA)
Francine Tompkins (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Five:
Resources

Question: How can we balance, diversify and grow our human and financial resources?

- Tuition/Aid Task Force is already underway, examining new tuition models (differential, stratified, cohort, etc.) and related issues of affordability and financial aid.
- How can we dramatically increase earned income (classes, auxiliaries, distance learning, continuing education)?
- Are there untapped opportunities to grow endowments?
- How should we allocate new money's across campuses in light of our strategic priorities?
- How do we address the vast differences in student economic status and college readiness across campuses?
- How do we sustain the quality of our faculty, given compensation challenges issues and impending retirements?

Possible background material

- Composition of revenue trends and comparison to other higher educational systems
- Distance learning and continuing education status in other comparable higher educational systems
- Faculty retirement projections
- Peer compensation data
- Pertinent sections of UW Regent Reports-UW System reports

Team members

Diane Moen, Vice Chancellor (UWSto)
Andy Richards, Associate Vice Chancellor for Budget and Planning (UWMil)
Nancy Turner, Faculty, Department of Social Sciences (UWPlatt)
David Travis, Associate Dean, College of Letters and Science (UWW)
Dev Venugopalan, Associate Vice Chancellor (UWMil)
Paul Percy, Dean, College of Engineering (UWMad)
Sharon Radke, Director of Business Services (UWL)
John Neis, Venture Investors
Freda Harris (UWSA)
Bob Jokish (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Six:
Operational Excellence

Question: How can we create a more flexible, nimble, responsive and cost-efficient system?

- What are the campus, system, and state regulatory barriers to flexibility, nimbleness, responsiveness and cost efficiency beyond those that the “Charting a New Course” identified?
- How do we advance effectiveness in an environment of limited resources, when greater productivity is being demanded of us in all three facets of our mission – teaching, research, and public service?
- What changes should we make internally to become more flexible and responsive?
- How can we convince state government to accept “Charting a New Course” recommendations for management flexibility?
- How can we reduce credit and time to degree for the average student? What about for the part-time, adult non-residential student?
- How do we improve responsiveness to regional and state occupational and continuing education needs?

Possible background material

- Cost per student trends
- Charting new course recommendations
- How UW Hospitals gained freedom: A Case Study
- Pertinent sections of UW Regent Reports-UW System reports

Team members

Darrell Bazzell, Vice Chancellor for Administration (UWMad)
Tom Sonnleitner, Vice Chancellor for Administrative Services (UWO)
Tom Dock, Dean, College of Business (UWEC)
Lisa Wheeler, Executive Director, Information Technology Services (UWRF)
Steve Wildeck, Vice Chancellor for Administrative Services (UWCol)
Tim Sewell, Associate Provost for Academic Affairs (UWGB)
Dr. Frank Byrne, St. Mary’s Hospital
Debbie Durcan (UWSA)
Ed Meachen (UWSA)

Strategic Challenge Questions – Think Tank Team
Questions and background material to consider

Think Tank Number Seven:
Collaborations

Question: How can we further leverage UW System’s strengths and impact through increased collaborations among our campuses and with other Wisconsin partners?

- UW Colleges’ Role task force will soon be underway, examining how we best use the UW Colleges to advance our strategic framework
- What can we do that other states’ higher educational systems cannot do as readily?
- What are our major assets and how do we use them better?
- What role should UW Colleges serve?
- Do we have the right structure to achieve our vision?
- How can we enhance our collaboration with other educational institutions?
- How can we extend our partnerships with the private sector?
- How are we viewed by the outside world?

Possible background material

- History of system structure and campus roles
- Who goes to UW Colleges and where do they go upon graduation?
- Pertinent sections of UW Regent Reports-UW System reports

Team members

Doug Johnson, Associate Vice Chancellor of Academic Affairs (UWRF)
Rick Shultz, Dean, College of Engineering (UWPlatt)
David Schejbal, Dean, Continuing Education (UWExt)
Joe Heim, Faculty Representative (UWL)
Joan Prince, Executive Director/Vice Chancellor, Center for Collaborations
and Partnerships (UWMil)
Jan Thornton, Associate Provost for Outreach and Adult Access (UWGB)
Lisa Seale, Associate Provost (UWCol)
Vincent Lyles, M&I Community Development Corporation
Carol Lombardi, former mayor, City of Waukesha
Terri Potter, former head of Meriter Hospital
Larry Rubin (UWSA)
Jan Sheppard (UWSA)