Strategic Plan Goal Steward Progress Report

Pursuit of Academic Excellence for Human Well-being

Goal Steward: Dr. Margaret Callahan, interim provost and dean of the College of Nursing

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Context:

Everything that we do as a university community should focus on this theme, which is positioned as the first. The themes were intentionally not numbered, but it is clear that all of the remaining themes, when fully actualized, will advance the pursuit of academic excellence for human well-being. Each objective will require long-term planning and full recognition that in some cases, the objectives will take many years to achieve.

Activities in progress to implement or advance the plan goal:

Objective: Be a first-choice university for bright and promising students.

Tactic: Develop a comprehensive enrollment plan. Enrollment planning and management is a complex, cross campus initiative. This is an opportunity to look at the multidimensionality of enrollment planning and develop a multiyear strategy. A steering committee has been named and nine strategy teams have begun working across all of the relevant domains necessary to develop a comprehensive enrollment management plan. All strategy teams will keep diversity as a leading principle in their work. The nine strategy teams include:

- Freshman students
- Non-traditional students
- Graduate and professional student enrollment and retention
- Transfer students
- International students
- Student success and retention
- Summer school
- International students
- Pricing/financial aid

Tactic: Engage in new collaborations that advance learning and help students become change-agents for a world of growing complexity. Recent collaborations that advance this tactic include:
A collaboration announced in mid-August between the College of Engineering and the Milwaukee Institute of Art & Design, who are working together on a new curriculum that will provide undergraduate industrial design and engineering students at each institution a cutting-edge skill set.

A $5 million grant from the Department of Veterans Affairs to the College of Nursing, which will expand the college’s class size, add faculty and integrate veteran-centric educational opportunities into the pre-licensure curriculum with the goal of placing graduates in veteran hospitals.

A new O’Brien Fellowship in Public Service Journalism in the J. William and Mary Diederich College of Communication that gives students the chance to work side-by-side with journalists from across the country who are researching and writing stories with the potential to change policies and improve lives.

**Tactic:** Expand the School of Dentistry to increase student capacity and provide increased dental care to Wisconsin families. A 40,000-square-foot-expansion is in progress, which has allowed for an increase of 20 dental students per class (from 80 students to 100 students), beginning this year.

**Objective:** Rank in the top quarter of national universities in *U.S. News & World Report*.

**Tactic (collaborating with Enhancement of Organizational Effectiveness):** Begin implementation of a revised academic program review process in fall 2013, which will run in parallel to a new administrative program review process being developed by the Office of the Executive Vice President under the “Enhancement of Organizational Effectiveness” theme. Program review is an essential part of university oversight and quality management. The process is managed through the Provost’s Office with the purpose being to advance university strategic priorities. The review is used to assess past performance, as well as to identify future opportunities for growth and innovation. A seven-year academic program review schedule is available on the Office of the Provost website. The following areas will be assessed in all academic program reviews:

- Alignment with university mission, achievement of program goals and metrics that measure quality, distinction and innovation
- Service to internal and external constituencies
- Efficient and effective use of university resources, especially for research, teaching and learning
- Achievement of financial and budget goals

**Objective:** Develop new learning and research technologies.

**Tactic:** Explore and evaluate the Massive Open Online Course space. The university’s first MOOC is being developed and taught by Dr. David Krause, director of the Applied Investment Management and adjunct assistant professor in the College of Business Administration. It is an applied investing course that already has more than 1,000 registered participants.

**Activities planned to implement or advance the plan goal:**

- Engage faculty and staff in a cross campus dialogue about academic excellence. Mechanisms for faculty to participate in these discussions will be developed with the input of University Academic Senate and faculty from all colleges.

- To assure that the faculty of the university are the most highly qualified to advance the mission, a process of vacant and new faculty line review will be instituted. This process will provide a standardization of information about faculty needs in relationship to programs, majors and college and university needs. It will also allow for a clearer understanding of the faculty resources that are required to hire and retain the most qualified, diverse and mission-driven faculty complement.
• Educate the university community on the metrics and dimensions of the *U.S. News & World Report* and Carnegie rankings (in collaboration with the Research in Action goal). This initiative is planned for spring 2014.