

# DRAFT UW-Madison – Finance and Administration - FY 2018 - 2020 (One Page Strategic Plan) (11/06/17)

UC, 11/6/17

**Our Mission:**  
We provide community focused, campus-wide services that support and inspire excellence at UW-Madison.

**Our Vision:**  
We enhance the experience of learning, discovering, working, and thriving at UW-Madison through integrated services and stewardship.

## FY 2018-2020 OBJECTIVE

Define and implement foundational changes to the financial and administrative processes at UW-Madison to enable improved quality of service, efficiency, and modernization of campus' shared infrastructure in support of our academic mission.

## GOALS

End 06/30/2020

	Baseline	Current	Goal
<b>Campus Life</b>			
Safety Metric	??	??	??
Wellness Metric	??	??	??

	12%	12%	8%
<b>Best Place to Work</b>			
Turnover Rate	12%	5%	15%
Diversity in Mgmt.	5%	\$25M	-0-
Fac sal gap to market	??	??	-0-
Staff sal gap to mkt.			

	2.8%	3.2%	6%
<b>Financial Stewardship</b>			
5-Yr Avg. Rev Growth	12%	12%	10%
Admin % of 101 Budg	--	--	\$20M
Acad. Reinvestment			

	??	??	TBD
<b>Service Excellence</b>			
VCA customer score			

	??	??	??
<b>Infrastructure</b>			
Campus facility score			

## STRATEGIES

### Plans / Timeline

- 1. Improve Campus Life**  
 Engage with key campus partners (students, faculty, & staff) to deliver UW-Madison's expectations for a diverse, inclusive, safe and respectful campus to enable students and all members of the university community to achieve their full potential in learning, working and living.
  - Develop and implement a strategy for reinforcing the physical safety of students, faculty, staff and visitors in both research and other facilities (Darling)
  - Expand and strengthen campus-wide wellness initiative, building on UWell and efforts to ensure a safe and inclusive campus environment (Horn / UHS)
  - Engage campus leadership and governance in a robust discussion about protests, free speech, and our shared values to guide campus responses (Roman)
  - Expand the focus of the student employment initiative, WtGrow, to include enhanced employee recruitment and retention (Guthrie)
- 2. Be a Best Place to Work**  
 Develop culture that positions employees to excel in their current position and achieve career aspirations while delivering the core missions of the institution. Expand competitiveness in marketplace to build and retain a highly competent and diverse workforce.
  - Complete and begin to implement the recommendations that emerge from our Title and Total Compensation study (Guthrie)
  - Investing in our workforce, enhancing professional development focusing on skill-building and preparing staff for future needs / advancement (Guthrie)
  - Expand Engagement, Inclusion, & Diversity culture of accountability by providing clear expectations, training, programs, resources and feedback about E.I.D. principles to all prospective and current employees (Heller)
- 3. Enhance Financial Performance and Growth**  
 Position UW-Madison for the next decade through growth and optimization of financial resources. Partner with external entities to drive increased flexibility while minimizing barriers / friction points within our control.
  - Develop 5-year financial strategy and associated projection model to deliver substantial revenue growth to fund campus reinvestment needs (Heller)
  - Implement appropriate policies and procedures to advance the financial internal controls project, improving controls and safeguarding assets (Langer)
  - Develop & implement strategic sourcing project to save the campus substantial costs on purchased materials and services (Langer)
- 4. Ensure Service Excellence**  
 Provide highly effective services while minimizing their impact on campus resources. Remove barriers to productivity in the educational and research missions by implementing improvement processes and tools.
  - Conduct new process to review, prioritize, and implement the current inventory of process improvement efforts currently under way across Finance & Administration (Faust)
  - Improve campus reporting tools and data management to provide reliable information to campus staff and leadership at all levels (Fishbain/ Norris)
  - Finalize and implement the VCA IT Study team recommendations to improve service quality, reliability, and cost efficiency (Burrow)
- 5. Campus Infrastructure and Investment**  
 Optimize UW-Madison's investments in physical and technology system assets to support our growth objectives while ensuring strong and effective financial controls as well as delivery of facility, infrastructure, and financial systems imperatives.
  - Support campus in creation and delivery of a strategic sustainability plan (Darling)
  - Improve FPM capital delivery and renovations processes to improve timeliness and service quality while reducing cost and deferred maintenance (Darling)
  - Assess capacity for possible changes in enrollment considering implications, opportunities, and constraints across campus (Novak / All)
  - Implement UW System's modern campus budget system and develop a new, related budget process for annual divisional budget reviews (Norris)