



Wisconsin School of Business Strategy

Following are new draft strategic plan documents for the Wisconsin School of business —the first pages outline the strategy for the school as a whole and one for each major program area. Each plan was produced by the relevant associate dean and discussed and refined by our leadership team in collaboration with our new Advisory Board Chairman Steve Bennett, who spent 23 years at GE and then 8 years as CEO at Intuit. Steve is spending time helping us on our planning process and the link to execution using a model he applied at Intuit. Steve spent a week with us in early June and the goal was to get our plans down to a single page for each area which would convey our goals and then state the area leader’s priorities—i.e., where the leader spends discretionary time to advance the mission. That list of priorities is then my list to review with them at each check in meeting we have. I am very excited about this work and have included the one-page plans for your review and comment.

Wisconsin School of Business Strategy

Environment

In many respects, it is a great time to be at a business school. Business has been democratized in many respects due to advances in finance and information technology. This is increasingly true the world over. There is tremendous demand for business education at all levels. While demographic changes may reduce the demand for higher education in certain areas, we see growth in demand for our programs and at a school of our quality as people seek lifelong learning in business-related subjects.

The external environment shapes the opportunities and challenges that the Wisconsin School of Business faces. Our strategy must provide a solution to the challenge of delivering the greatest value to our constituents given the environment we face.

This global environment creates opportunities to add significant value to society. However, the increased demand for business education has also driven a rapid increase in the cost of our most critical input—academically qualified faculty. We expect this to continue given the limited supply of new PhD's being produced.

We have some excellent opportunities because we are part of a world class public research university (e.g., innovative and creative students across the entire campus), however our governance and financial model places major limitations on revenue generation. State tax support seems in persistent decline. Tuition revenue does not follow enrollments in degree programs within the campus. These factors place us at a competitive disadvantage among business schools and lead us to place greater weight on program areas where we can generate new resources such as part-time degree programs, non-credit executive education, and alumni engagement.

Vision

We are recognized worldwide for transforming the lives of our students, alumni and the world.

Mission

To develop people and ideas that shape business policy and practice through delivery of high value-added educational programs and thoughtful, well-executed research projects.

Objectives (Metrics)

1. Attract students and participants who possess the skills, intelligence and desire to excel and develop their talent to full professional potential (student and participant quality metrics, program quality, placement outcomes, career success)
2. Attract and maintain a world-class faculty committed to high impact research and teaching (publications, external impact, instructional quality)
3. Engage alumni and practitioners in carrying out our mission (engagement measures, giving)
4. Be an important force for economic development in the state and beyond (serving area companies and students).

School Priorities

1. Strengthen and grow the intellectual base of faculty and instructional staff in the school and improve their alignment with our vision, mission, and objectives.
2. Increase alumni engagement and support of our mission to a level that rivals private institutions.
3. Continue to advance the national reputation and regional impact of our professional degree programs.
4. Execute a smooth transition to a new BBA program that prepares our students for exceptional careers.
5. Develop and deliver an appropriate menu of public and custom non-degree executive programs that will benefit the regional economy and the school.
6. Create a financial and business model for the school that ensures long term sustainability of people and program excellence.

Dean's Priorities

1. Develop an improved process for resource allocation and new program development to support our strategy.
2. Improve faculty recruitment, development, and alignment with priorities.
3. Engage high-level alumni and practitioners in the mission of the school.
4. Identify and develop the most appropriate support for business education needs of non-business students on the UW campus.
5. Increase our impact and visibility in economic development in the region, state and beyond.
6. Enable UW to compete more effectively with world-class institutions by strengthening the incentives for educational performance and scale, and improving UW and System governance and finance.

7/22/2008

Wisconsin School of Business Undergraduate Program Strategy

Vision

Be recognized globally as a top undergraduate business program

Mission

To graduate well-rounded students who are prepared to become global business leaders.

Key Objectives

1. Admit talented and diverse undergraduate students to the Wisconsin School of Business School.
2. Challenge students with a strong and rigorous academic curriculum
3. Foster an environment that allows students to develop professionally and socially.
4. Facilitate exceptional job opportunities
5. Create loyal alumni

Metrics

1. Student quality
2. Student services
3. Teaching quality
4. Curriculum
5. Co-curricular
6. Outcomes
7. Alumni engagement

Priorities

1. Charge the new undergraduate director of recruiting and admissions with creating a plan/strategy that recruits and enrolls the most qualified students
2. Implement sophomore admission to support both the academic and professional development objectives by allowing a more challenging and orderly curriculum and more time for students to engage in internship, study abroad, leadership and student organization activities.
3. Design/develop initiatives to enhance:
 - a. communication with students (e.g., e-newsletters, student advisory boards)
 - b. the sense of community among students, faculty, staff, and other
 - c. stakeholders (e.g., coffee and study break events, new student welcome/orientation event)
 - d. leadership development, international and internship opportunities
4. Maintain strong academic support units (advising, study abroad, learning center, business career center)

Long-Term Strategic Issues

1. Starting in fall 2011, the program will move to a once a year admissions cycle. Should we also lock-step the sequencing of foundation courses during the sophomore year to enhance access to the program, efficiency, and the effectiveness of the overall student learning experience?
2. What kind of partnerships should we build with other units/programs on campus that will be beneficial to the University and to the WSoB?

Wisconsin School of Business

Full-time MBA Program Strategy

Vision

Be the best MBA program for students with career objectives aligned with our specializations.

Mission

Produce engaged, knowledgeable, happy, effective business leaders while maintaining a rank of 20-25 of business schools in *BusinessWeek* and *USNews*.

Key Objectives

1. Bring in “great” students.
2. Set up an environment where students can thrive.
 - a. Academically: Relevant and Challenging Core plus Specialized courses
 - b. Professionally: Applied Learning, Weikel Events, Int’l Trips, Advisory Boards
 - c. Socially: TAPS, students organizations, etc.
3. Provide job opportunities.
4. Engage alumni to get involved with, and give back to, the Wisconsin MBA.

Metrics (corresponding to the above objectives)

1. GMAT, GPA, Years of Work Experience, Female, URM, International
2. Student surveys, participation in events
3. Placement percentages and salaries
4. Graduation campaign participation

Top Priorities

1. *Admissions/Placement:* Generate more awareness of the Wisconsin MBA.
Action: Understand the mechanisms that students and companies use to connect with the Wisconsin MBA both through the admissions and recruiting processes.
2. *Current Students:*
 - a. Generate a cohort of faculty who care about teaching/ MBA students and will devote time to them.
Action: Meet with Department Chairs to explain the MBA teaching mission as well as create a ‘teaching workshop’.
 - b. Engage centers to execute ‘best practices’ and work together.
Action: Meet with Center staff members monthly, measure progress in key areas, offer ‘help’ to centers that are struggling with implementation.
 - c. Foster a sense of community among Students, Centers, Program, and School.
Action: Talk and act consistently as a partnership and allow students to drive initiatives where possible.

Long-Term Strategic Issue

1. Determine the size (number of cohorts) and scope (specialization mix) of the full-time MBA in light of alternative opportunities in the Wisconsin School of Business.

Wisconsin School of Business

Enterprise MBA Program Strategy

Vision

For each of our programs, and within each target segment, we will be the partner of choice for working professionals, their employers, and their sponsors—and be recognized for this leadership.

Mission

To transform and propel working professionals, while supporting and sustaining the broader mission of the Wisconsin School of Business

Key Objectives & Metrics

1. Establish/align “partnership” mental model and core values with all Enterprise constituencies (students, alumni, faculty, staff, corporate sponsors).
Metrics: internal marketing metrics (awareness, image, values).
2. Co-create outstanding service quality and experience with students as well as faculty.
Metrics: satisfaction measures from student surveys; satisfaction measures from new faculty survey; faculty participation metrics.
3. Increase net contribution to School while investing in Enterprise at appropriate level.
Metrics: financial (net contribution to School; ROI from amounts retained within Enterprise); growth (contacts, applications, admissions, enrollments, graduation rates).

Top Priorities

1. Establish and secure a large, high-quality pipeline of satisfied faculty who are committed to teaching and developing Enterprise students.
 - a. **Action:** meet with Chairs as well as all current Enterprise faculty to explain the Enterprise teaching mission, approach, expectations and student involvement. Solicit input and feedback as part of developing new survey of faculty satisfaction.
 - b. **Action:** develop orientation materials and process for new Enterprise faculty.
 - c. **Action:** work closely with the Associate Dean for Administration to develop systematic approach for processing appointments, handling IT needs and compensation.
 - d. **Action:** create a teaching workshop utilizing student, alumni and faculty input.
 - e. **Action:** create and implement new faculty satisfaction survey, as well as any other faculty-related measures that will be part of the Enterprise scorecard.
 - f. **Action:** create systematic, ongoing approach to recruiting new Enterprise faculty from business community as well as the School and University.
2. Strengthen sense of community and commitment among Enterprise students.
 - a. **Action:** increase frequency and intensity of high-level internal communications with students, faculty, staff.
 - b. **Action:** increase frequency and intensity of interaction with student leaders (i.e., work closely with Evening MBA Student Advisory Board as well as EMBA team reps on student concerns).
 - c. **Action:** further facilitate student-driven activities and initiatives tied to community.
 - d. **Action:** increase number of program-sponsored opportunities for community interaction, as well as faculty & staff attendance/involvement at these events.
3. Create scorecard, foster a continuous improvement (including measurement and tracking) mindset among staff.
 - a. **Action:** institute regular tracking of key measures.
 - b. **Action:** empower staff and hold entire team accountable regarding key program features directly tied to student/faculty satisfaction.

Wisconsin School of Business

Executive Education Program Strategy

Vision

We are the preferred provider of non-credit educational programs for a broad range of customers ranging from functional specialists and middle managers to C-suite executives.

Mission

Deliver high value-added open enrollment (state funded) and custom (privately financed) programs for a broad range of people and companies in Wisconsin and beyond.

Objectives (Metrics)

1. Meet the needs of key in-state constituents with our public open-enrollment programs
Metric: Listing of people and companies served and their satisfaction
2. Develop a strong client base of blue-chip companies and C-suite employees in our programs **Metric:** Client list
3. Develop a stronger and deeper team of faculty or faculty associates who partner with us to deliver high caliber programs
Metric: (Instructor and performance data)
4. Earn surplus revenues through custom programs and Fluno Center operations
Metric: financials

Priorities

1. Reduce the conflicts between 104 and CASB programs by better aligning financial incentives so 104-funded faculty are more supportive of CASB success.
2. Use prestige and brand strength from higher rankings to grow open enrollment and custom programs through marketing.
3. Engage more talented practitioners as partners in delivering custom programs that can attract the C-suite participants.
4. Enhance our supply capabilities in executive education by building a team of committed and talented instructors who are aligned with our overall mission.

Long-term Strategic Issues

Wisconsin and especially the Milwaukee market may be quite underserved. It is an overlooked city with many companies that need change.

We face certain inherent conflicts of interest between 104-funded and CASB programs with respect to building usage, staffing, mission, and financial models. CASB is governed by an outside board, not the school, and thus our leverage for change is less direct and our traditional faculty members may not be as inclined to support that mission.

Wisconsin School of Business

PhD Program Strategy

Vision

Our PhD program will serve as an important resource to our school's broader intellectual community by enhancing faculty research productivity, assisting with our undergraduate teaching mission, and bringing prestige to our school via placement at peer institutions.

Mission

The mission of the Wisconsin School of Business PhD program is to attract and develop the next generation of leading business scholars.

Objectives & Metrics

In order to achieve this vision and mission, we need to meet the following objectives:

1. Obtain a stronger cohort of incoming PhD students. At least 75% of our incoming students should complete their PhD.
2. Reduce degree completion time. Our student's average degree completion time should be 5 years or less.
3. Improve our placement rate at peer institutions. At least 50% of our graduates should be placed at Carnegie I research institutions.

Key Priorities

1. Increase funding package in order to recruit the best and brightest PhD applicants.
2. Institute a more active recruitment strategy that targets potential PhD applicants.
3. Conduct a PhD student satisfaction survey and also exit interviews with outgoing students to help guide future program changes.
4. Ensure that each incoming PhD student is paired up with a first-tier faculty mentor or advisor to facilitate socialization and training.
5. Look for ways to achieve centralization and synergy among the PhD programs across our seven departments to look for ways to achieve better coordination and cost savings.

Wisconsin School of Business

Research Program Strategy

Vision

Our faculty research will be internationally recognized as a source of leading edge business-related knowledge creation and dissemination.

Mission

The mission of faculty research at the Wisconsin School of Business is to produce ideas with impact.

Objectives & Metrics

In order to achieve this vision and mission, we need to meet the following objectives:

1. Increase the number of faculty publications in A-level journals from the current rate of 15 per year to 25 per year.
2. Enhance the visibility of our research by ensuring that our entire research active faculty has an updated research webpage.

Key Priorities

1. Enhance the research ability of our faculty by providing each research active faculty member with an adequate research budget (approximately \$7,500 per year).
2. Provide increased motivation and incentives to direct research towards A-level journals by instituting additional faculty research awards and increased recognition (both financial and social) for research accomplishments.
3. Nurture our new summer research series (“Rays of Research”) as a means of promoting greater knowledge sharing across and within departments as a means of furthering our research culture.
4. Make faculty research profile status an element of the performance evaluation of department heads.
5. Institute the “Wisconsin Forward Thinking” program which utilizes MBA students as a means of communicating faculty research to our broader constituency.
6. Create and disseminate new promotional materials (i.e., mailers and video) as a means of broadcasting faculty research accomplishments.

Wisconsin School of Business Alumni Engagement Strategy

Vision

Wisconsin business alumni are engaged in a way similar to the very best private schools

Mission

Develop *esprit de corps* and create a network with a strong reputation that draws upon the unique talents and resources of alumni to contribute to our mission.

Key Objectives

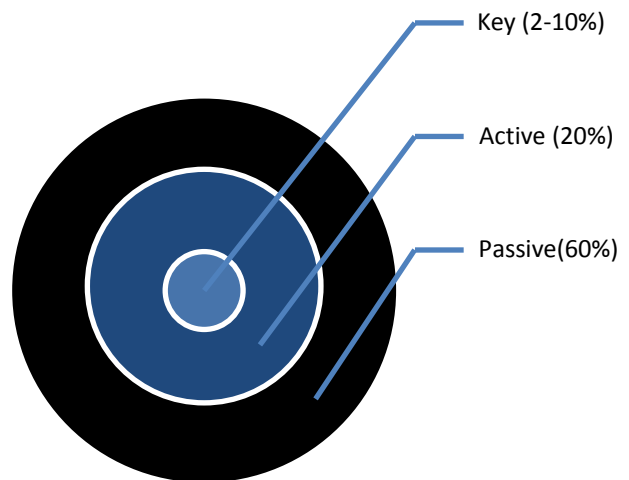
1. Create real value for alumni, friends and the school
2. Develop annual giving culture

Metrics

1. Annual Attitudinal Survey
2. Engagement behavior (key and active alumni tracked separately): hiring, guest speaking, mentoring, board membership, other participation (event attendance, survey/ranking response, interaction)
3. Giving Behavior (key and active alumni tracked separately): giving participation, giving level,

Top Priorities

1. **Execute segmented engagement plan with partnership expectation designed in all tactics**
 - a. Key: Define potential for 'key' alumni (2-10% of alumni base) & execute customized engagement strategy for individuals in this group. (90% personal selling). Create customized engagement plan for each person in the key group
 - b. Active: We have the attention of our active alumni – translate that attention into action. (75% mass marketing, 25% personal selling). Goal: all active alumni are annual givers.
 - c. Passive: Design effective mass marketing materials to engage broader passive set. (95% mass marketing, 5% personal selling) Goal: move passive alumni to active.
2. **Motivate key and active alumni to participate in annual giving**
 - a. Multi-year commitments from current and emeritus board members
 - b. Annual student campaigns
3. **Explore/expand alumni relations staff with the goal of building our key group.**



Wisconsin School of Business Administrative Services Strategy

Vision

Be seen as a model for positive administrative support in the UW System and in the AACSB.

Mission

The Wisconsin School of Business Administrative Service units will provide friendly, efficient and meaningful support to the program areas, faculty, staff, students, central UW-Madison administrative units, the UW Foundation and external clients.

Key Objectives & Metrics

1. Strategic hires
Metrics – New director of HR and Building & Conference Services by September 1, 2008; Six month performance evaluations by March 2008
2. Education and Training – Financial Management Series, HR – Orientation and In-services
Metrics – participant evaluations
3. Process Redesign – Financial Management and HR
Metrics – developed through the regular meetings with departments and centers; evaluated by users (departments and centers)
4. Ongoing analysis on the use of resources (funds and facilities)
Metrics – Facility use and revenue analyses; FY08 budget analysis by department/center, forecast, and end of the year assessment for FY09
5. Improved service delivery. Include all administrative services in the staff survey.
Survey to be distributed August 2008

Top Priorities

1. **Financial Management**
 - a. Analysis of FY08 spending with each department/program/center
 - b. Develop budgets with each unit with state and gifts for FY09
 - c. Monthly financial management meetings with departments/programs/centers
 - d. Work with the APC, Chairs and Associate Deans to draft and confirm divisional policies
2. **Building Services**
 - a. Punch list process for the east wing
 - b. Access control with the new one-card
 - c. Priority list for central and west wing renovation and maintenance projects
3. **Conference Services**
 - a. Search and Screen for the Director of Building & Conference Services
 - b. Coordination and oversight of the food service contract. Ad hoc dining committee with student representation to provide timely, continuous feedback to the Wisconsin Union
4. **Human Resources**
 - a. Search and Screen for the Director of Human Resources
 - b. Orientation program for new academic and classified staff
 - c. Revise process for training hiring managers
 - d. Work with the APC, Chairs and Associate Deans to draft and confirm divisional policies
5. **Academic Services to Departments**
 - a. Room scheduling in the east wing
 - b. Timetable management and course scheduling
 - c. Course staffing – rework the processes for the employment of fixed-term terminal lecturers, and develop an orientation program for new lecturers

Longer Term Strategic Issues

Comprehensive resource planning: budgets, space and personnel