



# FINANCE AND ADMINISTRATION

## STRATEGIC PLAN IN ACTION 2018–2022

STRATEGIES	PLANS AND PROJECT LEADS
<p><b>1. IMPROVE CAMPUS LIFE</b> Engage with key campus partners (students, faculty, and 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.</p>	<ul style="list-style-type: none"> <li>• <b>Protest &amp; Free Speech</b> – Engage campus leadership and governance in a robust discussion about protests, free speech, and our shared values to guide campus responses. <b>Kristen Roman, UW–Madison Police Chief</b></li> <li>• <b>Safety Improvement &amp; Culture Change</b> – Develop a strategy to ensure and improve the physical safety of students, faculty, staff, and visitors in classrooms, research facilities, and other campus buildings and grounds. <b>David Darling, Associate Vice Chancellor for Facilities Planning and Management</b></li> </ul>
<p><b>2. BE A BEST PLACE TO WORK</b> Develop a 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.</p>	<ul style="list-style-type: none"> <li>• <b>Title &amp; Total Compensation</b> – Complete and implement the new title structure and total compensation framework stemming from the Title &amp; Total Compensation initiative. <b>Mark Walters, Interim Chief Human Resources Officer</b></li> <li>• <b>Professional Development</b> – Invest in our workforce by enhancing professional development with a focus on skill-building and preparing staff for future advancement. <b>Mark Walters, Interim Chief Human Resources Officer</b></li> <li>• <b>Engagement, Inclusion and Diversity (EID)</b> – Enhance engagement, inclusion, and diversity by developing clear expectations, training, programs, and resources for all employees and embedding the EID culture in the firmament of our daily work. <b>Laurent Heller, Vice Chancellor for Finance and Administration</b></li> </ul>
<p><b>3. ENHANCE FINANCIAL PERFORMANCE AND GROWTH</b> 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.</p>	<ul style="list-style-type: none"> <li>• <b>Financial Strategy</b> – Develop a five-year financial strategy to deliver substantial revenue growth to support our public mission. Explore innovative revenue strategies that could add to our traditional sources of funding. <b>Laurent Heller, Vice Chancellor for Finance and Administration</b></li> <li>• <b>Financial Tools</b> – Develop and implement financial tools and processes to support high quality decision-making across campus. This will include a 10-year financial projection model, new reports, modifications to the campus budget process, and changes to the campus’ internal budget model and related incentives. <b>David Murphy, Associate Vice Chancellor for Finance</b></li> <li>• <b>Administrative Transformation</b> – Explore and develop a strategy and plan to transform administrative business processes, including implementation of new cloud-based financial and human resources systems. <b>David Murphy, Associate Vice Chancellor for Finance</b></li> </ul>
<p><b>4. ENSURE SERVICE EXCELLENCE</b> 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.</p>	<ul style="list-style-type: none"> <li>• <b>IT Service Integration</b> – Integrate IT services in Finance and Administration to improve coordination and service quality, reliability and effectiveness. <b>Bobby Burrow, Director of Administrative Information Management Services (AIMS)</b></li> <li>• <b>Business Processes &amp; Policies</b> – Implement a new process to review and prioritize process and policy improvement efforts in Finance and Administration. <b>Jenny Faust, Director of the Office of Strategic Consulting</b></li> <li>• <b>Data Strategy &amp; Reporting</b> – Deliver a campus data strategy, including plans to develop a common campus data warehouse, to campus leadership and staff at all levels. <b>McKinney Austin, Interim Chief Data Officer</b></li> </ul>
<p><b>5. DEVELOP INFRASTRUCTURE AND INVESTMENT</b> 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.</p>	<ul style="list-style-type: none"> <li>• <b>Sustainability Strategy</b> – Pursue securing a STARS rating for campus to document sustainability performance and engage campus to begin development of a strategic sustainability plan. <b>David Darling, Associate Vice Chancellor for Facilities Planning and Management</b></li> <li>• <b>New Budget Process</b> – Implement the new Plan UW budgeting system and develop a campus budget process that leverages that system to support strategic budgeting for campus units. <b>Jennifer Klippel, Interim Budget Director</b></li> <li>• <b>Construction &amp; Renovation</b> – Transform campus construction and renovation processes by building more robust project management capacity and implementing modern facilities management technology (AccessWorks). <b>David Darling, Associate Vice Chancellor for Facilities Planning and Management</b></li> </ul>

### COLOR CODING

Completed
  Active
  In Development



Office of the Vice Chancellor  
for Finance and Administration  
UNIVERSITY OF WISCONSIN-MADISON

## WE VALUE YOUR FEEDBACK

This insert to the Finance and Administration Strategic Plan is a snapshot view of ongoing strategic initiatives as of November 2018. Check for updates at [www.vc.wisc.edu](http://www.vc.wisc.edu).

We value your ideas and feedback as we move forward with our strategic plan and initiatives. Please consider the following questions:

- What ideas do you have to help these initiatives be successful?
- What initiatives are most important and should be addressed first?
- Are there other initiatives that could help Finance and Administration achieve its strategic goals and support UW-Madison's mission?

To answer these questions or offer other ideas, please reach out to us by email at [vcfa@vc.wisc.edu](mailto:vcfa@vc.wisc.edu) or by phone at **608-262-9943**.

**Thank you** for your interest in the Finance and Administration Strategic Plan. We look forward to working with our campus partners and appreciate your suggestions.

### VISIT US

Web: [www.vc.wisc.edu](http://www.vc.wisc.edu) Phone: 608-262-9943 E-mail: [vcfa@vc.wisc.edu](mailto:vcfa@vc.wisc.edu)