Wisconsin is Lagging Behind

Wisconsin’s economy is lagging behind other states. Change is needed to revitalize the state’s economy, better educate its residents, and strengthen its communities.

Change is Needed Now

The University of Wisconsin Campuses are uniquely positioned to address this urgent need for change and are striving to do so.

Advantage Wisconsin has seven core strategies. This framework will ensure UW campuses serve as vital catalysts to enhance the future success of the state’s businesses, residents, and students in the decade ahead.

The UW System’s Strategic Framework to Advantage Wisconsin

Prepare Students

Ensure that students are prepared with the integrative learning skills, multicultural competencies, and practical knowledge needed to succeed in and contribute to a rapidly changing, increasingly global society.

Advantage Wisconsin

More Graduates

Increase the number of Wisconsin graduates and expand educational opportunities through improving access and increasing retention and graduation rates.

High-Paying Jobs

Increase the creation of high-paying jobs by expanding the university research enterprise while linking academic programs to entrepreneurship and business development.

Stronger Communities

In partnerships with communities, address Wisconsin’s greatest challenges and priorities through intensified engagement, research, and learning.

Enabling Strategies

Resources

Balance, diversify and grow university financial resources and facilities while developing human talent.

Operational Excellence

Further advance operational excellence by becoming more flexible and cost efficient.

Collaborations

Further leverage UW System’s strengths and impact through collaborations among campuses and other Wisconsin partners.

Contact

http://advantage.wisconsin.edu
Don Mash, Executive Vice President, UW System
608-262-4048

Growth Agenda Action Steps

1. Commit to a coherent set of learning outcomes for all UW baccalaureate graduates
2. Create the UW Dual Transcript
3. Accelerate transformation of knowledge capacity into high-paying jobs and economic vitality for Wisconsin
4. Model inclusive excellence in our education and employment
5. Offer UW New Pathways Degrees to Wisconsin’s underserved adult population
6. Build a Wisconsin KnowHow2GO Network, enlisting undergraduates as ambassadors to schools and kids
7. Collaborate with PK-12 community to enrich college preparation and expand college offerings in high school
8. Expand UW-Madison Connections Program
9. Ramp up operational excellence and efficiency to focus on more resources on the Growth Agenda for Wisconsin
10. Establish New Wisconsin Idea Public Policy Forums that bring the University’s best research to bear on Wisconsin’s biggest challenges
Alumni Profiles for Every Undergraduate Major Program

Alumni Profiles give departments information about
- demographics
- continued engagement with the University and WAA
- perceptions of their educational experience
- educational and employment status

Alumni Profiles Provide Answers
Among UW-Madison alumni who graduated in the past 10 years:
- 94% agree that their UW-Madison education has improved the quality of their life, regardless of any financial benefit
- 92% are employed or enrolled in a degree program or both
- 22% are enrolled in ongoing education either full-time or part-time; 44% are not enrolled but have plans for further coursework
- 88% are employed full-time (81%) or part-time (7%). Of those:
  - 82% say that the skills they developed at UW-Madison in problem solving, written and verbal communication, and other general skills are related or highly related to their current position
  - 79% say that their education prepared them well or exceptionally well for their current employment
  - 83% earn $30,000 or more annually; 34% earn $60,000 or more

Potential Cost Savings for Departments
- The WAA directory eliminates the need for departments to keep and maintain a duplicate database of alumni information.
- The embedded survey questions provide outcomes information without running a costly alumni survey every year.
- Departments that want more detailed survey information or analysis can use the WAA information sources as a starting point.

2008 Alumni Profiles Available by April 30, 2008
http://www.apa.wisc.edu/degrees_alumni.html
**Goals**

- Streamline, simplify, standardize, and automate travel expense reporting and travel related business processes.
- Replace the current paper based travel expense reporting processes for all travelers utilizing Workflow technology for paperless expense reporting and electronic approvals.
- Implement an automated web application (PeopleSoft Expense Management Module) as part of an integrated program release with Grants.
- Create an easy to use, self-service tool resulting in expedited reimbursements and reduced administrative costs.
- Reduce the cost and time required to process reimbursements and required travel approvals.

**Functionality**

- Totally web-based; create and submit or approve an expense report from anywhere that you have an internet connection.
- Direct deposit of employee travel reimbursements to the same bank account as their payroll check with dramatically reduced turnaround time.
- Automation of most business rules and travel limits.
- Reduced number of reviews and approvals.
- Automatic assignment of account codes simplifies entry of expenses and reduces backend corrections.

**Project Goals**

Streamline, simplify, standardize, and automate travel expense reporting and travel management for campus travelers and administrators while expediting reimbursement payments.


**Functionality (cont)**

- Reduce the need for employee out-of-pocket expenditures by expanding the use of US Bank Corporate Travel Cards and then paying business-related charges directly to US Bank on behalf of the traveler.
- Includes an optional pre-planning worksheet which can be used for budgeting, prior approvals, or to pre-populate an expense report after return from a trip.
Using the **Query Locator Tool**

**Our Goal is:**
Now you can easily find information that answers your questions.

**Sample questions**

**Enrollment Management Group**
- Are the honors program students enrolled for honor’s credit in my class?
- Are the honors students in a course taking the course for honors credit?
- Are there enough/too many courses in the summer terms?
- How can I check the variable credit and honors indicators on my Timetable?
- How can I find the enrollment for all departments in my school or college?
- How can I monitor enrollments in cross-listed courses?
- How can I monitor enrollments in my department?
- How can I plan to add students to this course during SOAR?

**Sample questions**

**Student Records Administration**
- At what level do our students declare their major?
- Did a course suffer from grade inflation during the past several years?
- Do all students have a correct option assigned?
- Has the GPA of my program changed over time?
- How are my first year student advisees doing academically mid-semester?
- How are my students ranked academically for scholarship consideration?
- How are the students in my major ranked by GPA?

**Sample questions**

**Curricular and Academic Planning**
- What courses did graduates take?
- What courses did this instructor teach over a number of terms?
- What courses do students take subsequent to each other?
- What courses do students typically take before or after the particular course?
- What courses does our department offer that satisfy the Comm B requirement or are honors courses?
- What credits did my department teach in cross-listed courses?
- What data can be reviewed for department academic planning?
- What departments in my college have the most faculty members over age 65?

**Student . . . Curricular . . . Human Resources . . . Payroll . . . Benefits**
Hospital Nurses’ Perceptions of the Medication Process

Richard J. Holden
Department of Industrial & System Engineering
Department of Psychology
MacroErgonomic Safety and Health Laboratory

Project Goal
To evaluate pediatric hospital nurses’ perceptions of three medication administration processes and the impact that implementing automation had on these perceptions.

Results of the Study

- Based on a survey completed pre- and post-bar-coding by full-time registered nurses (N = 46) [within Ss]

Results from the study:

**Ease of Performance**

<table>
<thead>
<tr>
<th>Process</th>
<th>PRE-barcoding</th>
<th>POST-barcoding</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med check</td>
<td>3.7</td>
<td>3.9</td>
<td>&lt; .01</td>
</tr>
<tr>
<td>Patient ID</td>
<td>3.8</td>
<td>4.0</td>
<td>&lt; .01</td>
</tr>
<tr>
<td>Document</td>
<td>3.3</td>
<td>3.2</td>
<td>&lt; .01</td>
</tr>
</tbody>
</table>

**Usefulness of Process**

<table>
<thead>
<tr>
<th>Process</th>
<th>PRE</th>
<th>POST</th>
<th>p-value</th>
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<td>&lt; .01</td>
</tr>
<tr>
<td>Document</td>
<td>3.4</td>
<td>3.7</td>
<td>&lt; .01</td>
</tr>
</tbody>
</table>

**Satisfaction with Process**

<table>
<thead>
<tr>
<th>Process</th>
<th>PRE</th>
<th>POST</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
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<td>Med check</td>
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<td>3.6</td>
<td>&lt; .05</td>
</tr>
<tr>
<td>Patient ID</td>
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<td></td>
</tr>
<tr>
<td>Document</td>
<td>3.3</td>
<td>3.3</td>
<td></td>
</tr>
</tbody>
</table>

Background

- Automation is being rapidly introduced into hospitals with the goals of improving safety and efficiency
- For example: bar-coded medication administration (BCMA) systems provide a double check that the right medication is being administered to the right patient, at the right time
- Our challenge was to develop a study to evaluate the actual impact of these technologies

A New Approach

- To gauge the impact of BCMA being introduced in a pediatric hospital, we assessed changes to various medication administration processes
- In addition to hundreds of hours of observation and process mapping, we also measured nurses’ perceptions of medication administration processes
- We asked about ease of performance, usefulness, and satisfaction with:
  - The medication checking process
  - The patient identification process
  - The documentation process

The Study

- A large U.S. tertiary care pediatric hospital (academic) implemented bar-coding automation
- We assessed the process before and after the change, using identical methods, in three patient care units

Future Developments

- How will these perceptions affect patient safety and nurses’ performance and well being?

Contact
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http://www.engr.wisc.edu/MESH/Holden.htm

AHRQ grant 1 R01 HS013610 to Ben-Tzion Karsh, PhD
NCCI’s Vision

NCCI’s vision is to function as a catalyst for higher education institutions to work collaboratively across institutions to employ effective methods for advancing academic and administrative excellence.

To this end, NCCI provides resources to its member institutions to help them explore the concepts of continuous improvement. It is our hope that more institutions of higher education will embrace these concepts. NCCI works because of the sharing that occurs between its member institutions.

Goals

Build the capacity of our members to enable them to advance sustainable excellence.

Enable members to be engaged.

Leverage NCCI mission through strategic partnerships.

Create an operational structure that allows us to achieve our mission and exceed stakeholder expectations.

Advancing Best Practices With Over 90 Institutions From 32 States & 7 Nations

Including:

UC Berkeley
Michigan State
Illinois Champagne
MIT
Penn State
Miami of Ohio
University of Miami
Rutgers University
Northwestern

UW-Madison
Michigan
Minnesota
Missouri-Columbia
Washington
Alabama
United Kingdom
Ireland
Canada

To Learn More About Best Practices from Over 90 Institutions, Visit NCCI’s Website:

www.ncci-cu.org

Log-In: nccimbr
Password: 2007mbr

What People Are Saying About NCCI

• “...For a generalist like me, NCCI is the best organization I’ve found for networking, learning, and collaborating with other professionals across many disciplines whose core objective is continuous improvement.”
  Patricia A. Brady, Senior Project Director, Office of the Executive Vice President – MIT

• “... NCCI is the kind of resource that can inform and shape difficult decisions and generate excitement and optimism about the transformation of higher education.”
  Robert H. Bruininks, President – University of Minnesota

Upcoming Event

• 2008 Annual Conference
  Chicago, IL – July 10 - 12, 2008
Exploring Planning and Assessment at the University of Notre Dame

Goals for Showcase
Learn best practices from Wisconsin and others
Gather feedback and advice

Planning and assessment context at Notre Dame

- Strategic planning historically linked to capital campaigns
- Assessment tools developed independently of strategic plan

Progress Thus Far

- Developed and communicated broadly Five University Goals
- Created a Leadership Committee for each goal to further articulate and formulate performance indicators
- Benchmarking other institutions of higher education
- Developed a planning model for Notre Dame

Planning Elements

- Goals
- Objectives
- Assessment
- Annual Plans and Initiatives

Future Development

- Explore potential for unit level strategic planning
- Explore various continuous improvement initiatives and programs that may be applicable at Notre Dame

Next Steps

- Continue benchmarking efforts
- Develop an annual University-level document to be used as a management tool to understand and assess progress towards goals
- Fully develop and vet objectives and performance indicators for each goal

Contacts
Office of Strategic Planning – University of Notre Dame
Erin Hoffmann Harding
574-631-7074; eharding@nd.edu
Heather Tonk
574-631-2946; tonk.2@nd.edu
Project Goals

Our approach is to change the campus and the surrounding community’s culture of alcohol abuse by building connections between university organizations, groups, and agencies and between the university and the greater Madison community. Research and our own experience show that when people care about and are accountable to each other, they are less likely to be complacent about their collective problems. And they care about each other when they are brought together by a common interest. The PACE Project’s primary goal is to facilitate that coming-together.

Examples Include:
- Facilitating Partnerships Between Campus and Community Groups
- Giving Students Alcohol-Free Social Outlets Like SERF After Hours
- Educating Advisors and Faculty About the Alcohol Culture on Campus and What They Can Do About It
- Partnering With Courses Across Campus to Help Students Critically Analyze the Alcohol Culture on Campus
- Supporting Other Campus Initiatives to Help Students Get Involved and Feel Valued on Campus, like the Bradley Learning Community, the Mrgridge Center for Public Service, and Chadbourne Residential College.

Approach

The Two Top Directions for Our Work Are:

1. Holding students accountable by clearly communicating our expectations to them about how they should act and treat each other and then enforcing our rules/policies when they violate expectations. Peer accountability is particularly effective (as evidenced in the lower rates of problems from drinking seen in our residential learning communities).

2. Addressing environmental factors, such as those related to easy access to cheap alcohol and how alcohol and overdinking are marketed to our students.

Successful strategies to reduce high-risk drinking have similar themes: consistent messages for behavioral expectations, and consistent enforcement of consequences when expectations are violated; comprehensive approaches that work at many levels and “leverage points” within a campus-community environment.

Changing the UW-Madison Campus & Community Culture to Reduce High-Risk Drinking and Its Consequences

Our Primary Long-Term Objective

To decrease high-risk drinking and its negative consequences (violence, vandalism, property damage, sexual assault, academic failure) among undergraduate students

For More Information, Visit http://pace.uhs.wisc.edu
Program Release

Five enterprise projects to improve campus systems

Madison Account Payable Purchase Order
Madison APPO will eliminate many legacy accounting control system programs and processes that are outdated and difficult to maintain. They will be replaced with programs and processes supported by Common Systems Software acquired by the UW System and maintained by our Oracle PeopleSoft system.

Automated Travel System
ATS will streamline, standardize, and automate travel planning and expense report processing. UW-Madison travelers will have an online process for travel requests and expense reports. Many of the rules and several travel expense tutorials will be built-in to ATS for easy reference.

Effort System
The Effort System will raise awareness of effort and commitment issues and their importance (the official UW reporting process to agencies), improve business processes in all phases of the Effort Life Cycle, and launch a new information system for certifying effort (to replace the PAR system).

Grant Project
The Grants Project is an implementation of a new PeopleSoft Grants Management System (within Shared Financials) that will allow a much closer integration with current and planned PeopleSoft Components, including Effort Certification.

Legacy Accounting and SFS Transition
LAST is a collection of projects focused on transitioning accounting functions and business processes into SFS (Shared Financial System). Changes to the Accounting and Grants business processes are entwined and must occur at the same time. LAST projects will align accounting processes with the planned Grants Project.

Contacts
Elise Barho
www.vc.wisc.edu/programrelease
608-262-4655

Results

Madison APPO
- Create UW-Madison Purchase Orders and encumbrances in the UW System SFS
- Pay UW-Madison invoices against Purchase Orders via check writing processes in the SFS
- Link payment, encumbrance, and PO information for UW-Madison into WISDM
- Collect data elements required to implement the Grants portion of SFS

ATS
- Reduce the cost and time required for travel administration, and the reimbursement time for expense reports
- Increase self-service capability by travelers and the number of employee travel credit cards
- Eliminate the use of paper Expense Report forms
- Improve integration of travel expenses with Financial and Grant systems

Effort System
- Improve the completion rate for Effort certification and the extent to which Effort is certified in a compliant manner
- Improve the monitoring and tracking of overall commitment levels and progress
- Reduce requests for retroactive adjustments to certified Effort statements

Grant Project
- Ability to access a list of all of their reports with one click
- Quick view of all projects
- Access to terms and conditions, invoices and more
- New web-based routing form that is reusable

LAST
- Enable the UW to standardize on SFS coding across all accounting transactions
- Help greatly reduce processing time for accounting transactions
- Position UW-Madison financial community for additional improvements and simplified processes

Timeline

Key Audience

Madison APPO
- People who currently use mainframe accounting transactions
- People who prepare paper external requisition forms
- People who monitor departmental or divisional budgets

ATS
- University Employee Travelers
- Non-employee Travelers
- Travel proxies, Approvers, and Auditors

Effort System
- Faculty and academic staff who work on sponsored projects
- Department-level effort coordinators
- Department chairs and research administrators

Grant Project
- University researchers
- Departmental research administrators
- College/School research administrators

LAST
- UW-Madison financial community
Project Charter Webinar

Why use a project charter?
• Defines the project and organizes critical pieces of information about a project in one place.
• Emphasizes approval by the Sponsor
• Builds understanding, consensus, and clarity
• Is a living document that evolves using a structural approach

Overview of the Charter Process
1) Develop questions
   - Who is the Sponsor?
   - What is the business need?
   - Who are the stakeholders?
   - What does “Done” look like?
   - What are the risks?
2) Ask questions/record answers
   • The Project Manager interviews the Sponsor
3) Draft the Project Charter using a template
   • Project Name
   • Executive Sponsor/ Stakeholders/ Customers
   • Business Case
   • Goals/ Deliverables
   • Communication Plan
   • Risks/ Change Mgmt
   • Schedule/ Timeline
   • Budget
   • Approval
4) Review and revise until the Charter is completed, approved, revised, rejected or tabled

Work Breakdown Structure (WBS) Webinar

WBS is...
• A method for identifying and organizing all tasks needed to achieve the project's requirements.
• A tool for identifying “descending levels” of detail
• A deliverable-oriented” grouping of project tasks

EXAMPLES

Overall Goals

Provide proven project management tools and templates.
Expand the use of project management practices.
Enhance the network of project managers.
Creating a Vision for a Great University in a Changing World

2009 Institutional Reaccreditation

**Special Emphasis Themes**

- Rethinking the Public Research University  
  Co-chairs Michael Bernard-Donals and Robert Mathieu

- Integrating the Processes of Discovery & Learning  
  Co-chairs Patricia Kiley and William Reese

- Creating an Impact and Shaping the Global Agenda  
  Co-chairs Jon Foley and Jeremi Suri

- Preparing Global Citizens and Leaders of the Future  
  Co-chairs Mimi Bloch and John Booske

- Building a Welcoming, Respectful and Empowered UW- Madison  
  Co-chairs Teri Balser and Sarah Pfatteicher

- Being a Responsible and Sustainable Public Institution  
  Co-chairs Paul Evans and Louise Robbins

**What is Reaccreditation?**

- Every ten years, the university must be reaccredited by the Higher Learning Commission (HLC)
- Our 2009 Special Emphasis study focuses on “What does it mean to be a great public university in a changing world?”
- The bold ideas coming out of this will lay the foundation for the next Strategic Plan

**Milestones To Date:**

- We engaged over 6,000 constituents during the spring of 2007 to identify values and visions for the university over the next 10 years
- We chose 12 campus leaders to lead theme team discussions
- Theme teams engaged nearly 200 on-campus and off-campus members to articulate visions
- We implemented an iterative process to vet ideas with campus, community, alumni

**From Reaccreditation to Strategic Planning:**

- Theme team chairs submit visions to Deans, Directors, Top Leadership

**Spring 2008**
- Visions vetted
- Provost drafts strategic plan

**Summer 2008**
- Reaccreditation report finalized
- Strategic vision vetted

**Fall 2008**
- Campus leaders finalize strategic vision
- Plan for implementation

**Winter 2008**
- Reaccreditation site visit from HLC, UW (hopefully) reaccredited for next 10 years

Nancy E. Mathews, Director  
Eden Inoway-Ronnie, Deputy Director
UW-Madison Teaching Academy
Promoting Excellence in Teaching and Learning

The goal of the Teaching Academy is to promote effective teaching and learning on this campus and beyond by encouraging innovation, experimentation, and dialogue among faculty, instructional staff, and teachers of the future.

Contacts
academy@bascom.wisc.edu
www.teachingacademy.wisc.edu

Online Resources
- Links to teaching and learning resource centers at other colleges and universities.
- Links to teaching and learning resources from across the UW Madison campus.
- Links to groups and centers that are available to faculty and staff interested in exploring new approaches to teaching and learning or simply looking for support of their teaching endeavors.
- Information on a wide array of topics from stimulating critical thinking to publication sources for your SoTL work.

Upcoming Events
- April 17 - Teaching Academy Discussion
- April 10 - Teaching Academy Executive Committee Meeting
- April 24 - Teaching Academy Induction Ceremony
- May 8 - Teaching Academy Executive Committee Meeting
- May 21-23 - Spring Symposium; Shaping our Future: Teaching and Learning at UW-Madison.
- June 2-5 - Teaching Academy Summer Institute.
- JULY 10-12 - International Conference on Information Communication Technologies in Education (ICICTE) 2008
- AUGUST 5-8 - 24th Annual Conference on Distance Teaching & Learning

Mission
The mission of the Teaching Academy is to provide leadership to strengthen undergraduate, graduate, and outreach teaching and learning by the University of Wisconsin-Madison faculty members and instructional staff.

Basic Functions
- Provide a forum for dialogue on effective teaching and learning.
- Disseminate good practices of teaching and learning.
- Link individuals interested in improving the teaching and learning process.
- Sponsor professional development events.
- Analyze issues and make recommendations on University policies affecting teaching and learning.

New Web Site
- The TA, along with DoIT, is developing a new website to help campus educators share teaching and learning resources.
- We hope to roll it out in the Fall of 2008 and would welcome any input from faculty and staff regarding content of such a site.

All photos courtesy of University Communications
**Technology Enhanced Learning (TEL)**

Creating a balance among the three objectives of maintaining and increasing excellent quality learning experiences, providing access to all qualified students, and applying costs that can be sustained through technology.

**Project Goals**

Be driven by learning outcomes, not technology

Challenge past practices

Rethink the whole problem

Design for the future

**Contacts**

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ambrower@wisc.edu
608-262-5246

**2008-2009 Award Process**

- The 2008-09 awards aim to enhance student learning by developing technology tools and infrastructure across campus.

- 4-6 awards are anticipated for this year, and will total $500,000 altogether.

- Proposals will be evaluated using three factors: access, quality, and cost. Successful proposals will balance among all three.

- Grant recipients will be announced by early May.

**2007-2008 Grant Recipients**

- Business
- CALS
- Dean of Students
- Education
- Engineering
- ICBE
- Letters & Science
- Law School
- Medical School
- Nursing
- Pharmacy
- SoHE
- VetMed

**Award Process**

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Our Vision
We are vital to the teaching, learning, research, and outreach mission of our great University.

Mission Statement
We meet the changing needs of the academic community by providing:

- Leadership for the selection, organization, access and preservation of sources of knowledge in all formats;
- Exemplary information services designed to fulfill the needs of a great public university;
- Inspirational environments for collaborative and individual discovery, study and learning.

Planning for the Future of the Library
The Library Management Group is planning for the future by developing a vision, working as a team, and creating an implementation plan to reach their goals.

Project Goals
Responding to user needs
Improving access to resources
Integrating libraries into work environments
Enhancing management skills
Actively participating in information policy partnerships

Contact
Ed Van Gemert
evangemert@library.wisc.edu
608-262-0950

Strategic Directions & Goals
1. Assess, identify and respond to user needs in teaching, learning, research and outreach
   Goals:
   - Library’s increased awareness of changing user needs and users’ increased awareness of library resources and services.
   - Monitor and respond to changes in user behavior and expectations.
   - Expand opportunities to participate in campus teaching and learning initiatives.

2. Improve access to physical and virtual resources
   Goals:
   - Work to secure funding to build a remote preservation and shelving facility.
   - Strengthen navigation, discovery and access across all resources and services.

3. Integrate libraries into environments where users work and interact
   Goals:
   - Identify potential intersections of user workflow/environment with library services and resources.
   - Achieve better library integration into enterprise (institutional) systems such as MyUW and Learn@UW.
   - Find more/new ways to establish a library presence in non-library spaces (virtual and physical).

4. Enhance management and change-management skills in library staff
   Goals:
   - Develop well trained managers.
   - Prepare staff to adapt, function, and thrive in a changing world.

5. Actively participate in information policy partnerships
   Goals:
   - Initiate a campus-wide copyright education campaign.
   - Advocate and provide leadership in support of alternative models of scholarly communication, open access publishing, and the retention of author’s rights.

With support from the Office of Quality Improvement