STRATEGIC PLAN: 2009–2014

Introduction
I am pleased to introduce the strategic plan for the Office of the Vice Chancellor for Administration (VCA). This plan outlines our efforts in Administration to align with the campus Strategic Framework and support Chancellor Martin’s commitment to campuswide strategic priorities. The Strategic Framework sets the tone for a proactive approach that will enable the University of Wisconsin–Madison to strengthen its standing as one of the world’s preeminent higher educational institutions.

To build on our planning efforts, we will initiate projects to improve process efficiencies and achieve administrative cost savings, help build an open, dynamic and respectful learning and working environment, and provide leadership in attracting an outstanding and diverse faculty and staff. Exceptional work is being done all across campus in each of these areas, and we look forward to working with campus partners to strengthen and expand such efforts.

UW–Madison has long had a national and international reputation for educational excellence and for making a positive impact on the lives of the people of Wisconsin and beyond. The campus community continues to strengthen the university’s reputation even in a most challenging fiscal environment. Working together and with the Strategic Framework as our guide, we will achieve our vision to be a model public university in the 21st century.

Darrell Bazzell

Vice Chancellor for Administration
Our Mission
The Office of the Vice Chancellor for Administration and its affiliated units provide the highest quality administrative and student-life services to enhance the University of Wisconsin–Madison experience. The Vice Chancellor’s office and its units strive for excellence in services relating to budget/finance, human resources, physical plant, public safety, student housing, social and cultural opportunities, health, recreation, and community building. These services promote the success and well-being of students, faculty, staff, alumni and the general public.

Aligning our Priorities with the Campus Strategic Framework
The University of Wisconsin–Madison has developed a campus Strategic Framework with a vision to be “a model public university in the 21st century, serving as a resource to the public and working to enhance the quality of life in the state, the nation, and the world.” The campus Strategic Framework can be found online at www.chancellor.wisc.edu/strategicplan. VCA is focusing its efforts on advancing campus priorities identified in the Strategic Framework through the many services we provide to the campus. Each VCA unit is developing initiatives that connect with and advance the six campus priorities. In addition, VCA-wide priorities and initiatives will focus on four of the six campus priorities:
- **Resource Stewardship:** Be responsible stewards of our resources.
- **Diversity:** Enhance diversity in order to ensure excellence in education and research.
- **Undergraduate Education:** Provide an exemplary undergraduate education.
- **Recruit and Retain:** Recruit and retain the best faculty and staff, and reward merit.

Our Strategic Priorities: 2009–2014
**Resource Stewardship:** Improve services and clearly demonstrate to campus customers and the public that resources are used responsibly by:
- Improving process efficiencies in order to enhance services and responsiveness to campus customers as well as identify cost savings and improve the institution’s financial performance.
- Sharing services across VCA units and with VCA partners to increase collaboration, reduce redundancy and duplication, and free up resources for reallocation.

**Diversity:** Attract, develop, and retain under-represented employees by:
- Building an open, dynamic and respectful learning and working environment.
- Increasing the number of under-represented employees with a particular focus on supervisory and managerial positions.

**Undergraduate Education:** VCA will work with partner units to:
- Provide a range of experiences, activities and services that promote the development of students’ personal and social responsibility.
- Augment and support student-life opportunities outside the classroom to help build a sense of community and provide UW–Madison students with a comprehensive living and learning experience.

**Recruit and Retain:** VCA will provide leadership and work with campus partners to:
- Attract and retain an outstanding and diverse faculty and staff.
- Create an environment of respect and inclusiveness through opportunities for employee engagement.
VCA Strategic Plan: Project Development

A series of projects will be initiated to demonstrate meaningful progress on VCA and campuswide strategic priorities. The Office of the Vice Chancellor for Administration will appoint and convene teams to develop these projects. The teams will create project charters which will identify key players, project objectives and measurable indicators of success.

In addition to advancing VCA and campus priorities, projects will help build community by encouraging collaboration among VCA units and with other campus partners. The collaborative effort will help break down barriers to success.

**Project teams will focus on a wide range of initiatives including:**

- Developing and implementing strategies for diversifying the campus workforce and assessing barriers to recruitment, retention and advancement of under-represented employees.
- Identifying and implementing campus principles for engagement as an inclusive approach that will lead to positive change.
- Designing and implementing new and improved processes for service delivery within VCA units.

Each project will strengthen the sense of community at UW–Madison, enhance campus climate, improve the delivery of services and enrich the overall experience for students, faculty, staff and the general public. It will do all of this by focusing on the resource that makes UW–Madison an outstanding institution: its people.

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**VCA Units**

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<td>Auxiliary Operations Analysis</td>
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