



# **OFFICE OF UNIVERSITY RELATIONS**

2020-2023 STRATEGIC PLAN

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## 2020-2023 STRATEGIC PLAN

### OUR MISSION

Protect, strengthen, and advance UW–Madison

### OUR PRIORITIES

- Help generate, diversify and grow revenue streams for UW–Madison
- Promote, communicate and defend the value and impact of UW–Madison
- Play a leadership role in fostering equity, diversity and inclusion within the Office of University Relations, the broader campus and the community
- Develop and scale a marketing and communications infrastructure across campus that will optimize available resources and foster alignment



### PRIORITY Help generate, diversify and grow revenue streams for UW–Madison

GOAL	PERFORMANCE TARGET
Grow the budget allocation from the State of Wisconsin	<ul style="list-style-type: none"> <li>• Achieve 100% of GPR funding requested by Board of Regents in biennial budget</li> <li>• Obtain funding for all UW–Madison building projects included in Board of Regents' biennial Capital Budget Request</li> </ul>
Access new federal research dollars	<ul style="list-style-type: none"> <li>• Increase by 3% annually the funding levels for the top 5 science agencies that support UW's research enterprise</li> <li>• Receive at least \$25M annually in funding for UW specific appropriations requests</li> </ul>
Increase revenue through corporate partnerships (e.g., sponsorships, philanthropy, trademark licensing, fee for service contracts, research agreements, etc.)	<ul style="list-style-type: none"> <li>• Increase funding from corporate partners across all areas in which University Relations plays a role by an aggregate of 10% annually</li> </ul>
Partner with and support other units that are leading campus efforts to generate revenue (e.g., Admissions and Recruitment, Continuing Studies, WFAA, WARF)	<ul style="list-style-type: none"> <li>• Achieve 100% satisfaction on survey of these units related to our level of support</li> </ul>

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### PRIORITY Promote, communicate and defend the value and impact of UW–Madison

GOAL	PERFORMANCE TARGET
Maintain and build trust with key stakeholders	<ul style="list-style-type: none"> <li>• Increase by 1% annually the number of Wisconsin citizens on statewide survey who strongly or somewhat believe that UW–Madison is “honest and trustworthy”</li> <li>• In the 2020 and 2022 CASE surveys, increase from 85 to 90% the number of readers who strongly agree with this statement: “On Wisconsin strengthens my personal connection to the institution.”</li> </ul>
Shape people’s perceptions of UW–Madison	<ul style="list-style-type: none"> <li>• Increase by 1% annually the number of Wisconsin citizens on statewide survey who strongly or somewhat believe that UW–Madison provides equal or more benefit to the state than it receives in state funding</li> <li>• Increase by 5% annually the number of UW–Madison media mentions (op-eds, stories or faculty placements) in “elite” national outlets (<i>NYTimes</i>, <i>Wall Street Journal</i>, <i>Scientific American</i>, <i>Chronicle of Higher Ed</i>)</li> </ul>
Manage controversy to minimize negative impact on reputation and brand	<ul style="list-style-type: none"> <li>• Categorize and count number of “major controversies” as determined by Edelman consultations, aiming for annual decrease</li> </ul>
Promote the role of higher education and UW–Madison in solving societal challenges in the best tradition of the Wisconsin Idea	<ul style="list-style-type: none"> <li>• Increase by 1% annually the number of Wisconsin citizens on statewide survey who strongly or somewhat believe that UW–Madison “makes scientific and medical advances that benefit USA”</li> </ul>

### PRIORITY Play a leadership role in fostering equity, diversity and inclusion within the Office of University Relations, the broader campus and the community

GOAL	PERFORMANCE TARGET
Recruit, hire and retain a more diverse staff in the Office of University Relations	<ul style="list-style-type: none"> <li>• Ensure at least 25% of applicants for University Relations positions are from underrepresented groups</li> <li>• Ensure that 100% of hiring committees for University Relations positions include a diverse set of members</li> </ul>
Offer targeted equity, diversity and inclusion development opportunities for all University Relations staff	<ul style="list-style-type: none"> <li>• Implement 100% University Relations staff participation in some form of development program annually</li> </ul>
Develop and promote policies, practices and messaging that create an inclusive environment within University Relations and the broader campus community	<ul style="list-style-type: none"> <li>• Create and offer at least one new development program or community of practice related to inclusive and culturally competent communication for campus communicators by mid-2020</li> <li>• Review all University Relations policies to ensure use of inclusive language by end of 2020</li> </ul>
Cultivate and enhance positive relationships with all communities and UW stakeholders	<ul style="list-style-type: none"> <li>• Increase by 10% annually the number of community participants at programs/events held at South Madison Partnership Office</li> <li>• Develop/execute a first-of-its-kind Diversity and Equity workshop with corporate leaders that will leverage campus expertise to help corporate partners understand and improve their employee climate.</li> </ul>

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**PRIORITY** Develop and scale a marketing and communications infrastructure across campus that will optimize available resources and foster alignment

GOAL	PERFORMANCE TARGET
Assess the scope and structure of existing communications and marketing functions across campus	<ul style="list-style-type: none"><li>• Establish and execute work plan by end of 2020</li></ul>
Research best practice models for university communication and marketing structures and relationships at peer institutions	<ul style="list-style-type: none"><li>• Establish and execute work plan by summer 2021</li></ul>
Balance responsibility for issues management activities between University Relations and communicators in schools/colleges/units	<ul style="list-style-type: none"><li>• Increase number of issues management activities, year over year, handled at the school/college/unit level, with advice and counsel from University Relations</li></ul>
Create better alignment and accountability between central campus and schools/colleges/units on messaging around key university priorities and initiatives	<ul style="list-style-type: none"><li>• Ensure 100% of schools/colleges/units share messages of key university priorities and initiatives with their alumni/other stakeholders</li></ul>



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