UW-Stout’s Leadership System:
Past, Present and Future

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• 2001 Malcolm Baldrige National Quality Award Recipient
• Founded in 1891
• Located in Menomonie, WI
• Polytechnic University
• Career Focused Programs
• 97% Job Placement Rate
• Serves over 11,000 students annually
• Vibrant wireless laptop campus

After the Baldrige Award

• The Baldrige Award
• The Bomber
• The Elephant
Our Journey to Baldrige

- A vote of no confidence led to three events:
  - Redesign of leadership system
  - Formation of the Budget, Planning and Analysis office (now PARQ)
  - Hiring of a CIO

Today's Goals

- Enduring Characteristics
- Leadership System in 2001
- Leadership System today
- Emerging Trends for the future

Enduring Characteristics of UW-Stout's Culture Since 2001

- Transparent
- Participatory
- Two-way Dialogue
- Data Driven
- Continuous Improvement Focus
- Innovative
Leadership System Since 2001

- Continued commitment, support and visible involvement of top leadership
- Leadership and governance structures that provide administrators, faculty, staff and student groups with a voice in campus decision-making
- Chancellor’s Advisory Council includes representation from all key internal stakeholder groups and meets bi-weekly to share information and discuss issues

Leadership System History

Change to an inclusive decision-making process

- Our governance structure provides stakeholder groups with a voice in UW-Stout policy and decision-making, and multi-directional communication
  - Faculty Senate
  - Senate of Academic Staff
  - Student Senate
  - Five state unions representing classified staff
- Chancellor’s Advisory Council established in 1996 to provide horizontal integration of our organization / structure

Chancellor’s Advisory Council (CAC)

- CAC created to:
  - Flatten the structure
  - Provide a forum to achieve the mission and goals of the university
  - Set directions and make recommendations to Chancellor
  - Maintain communication with / among all units of the university
Chancellor’s Advisory Council Allows Us To:

- Enable campus-wide involvement and participation in strategy development and decision-making
- Plan and review performance
- Guide alignment and integration of short- and long-term actions
- Aid in assessment of results and improve performance
- Enhance organizational performance through team building

Why Does The CAC Structure Work?

Teamwork Since 1996, agendas directed to:
- Discussion of emerging issues
- Off-site visit to organizations performing out-of-the-box
- Invite outside leaders (using best practices) to visit the campus

Successful Teamwork Examples

- Funding for:
  - New state-of-the-art network
  - University computer cost-share program
  - Web instruction designers
- Implementation of laptop environment
- Faculty undergraduate and graduate workload
- Equality for women initiative
2001 Leadership System
Reviewer Feedback

“Shared governance is a fundamental concept at UW-Stout for fostering a culture to attract and retain students, faculty, and staff. The Chancellor’s Advisory Council (CAC), [is] the primary leadership group. A traditional...structure is complemented by an extensive series of...structures to promote collaboration and cooperation at all levels of UW-Stout.”

Leadership System
Key Changes Since 2001

- Expansion of Strategic Planning
  Group Membership and role
- Increased support of governance
- Increased alignment of unit action plans with university action plans
- Just-in-time identification of actions based on data, rapid response to issues
- Ethics Center Initiative

Leadership System Today

- Leadership system groups:
  - Chancellor’s Advisory Council
  - Strategic Planning Group
  - Governance Groups
Strategic Planning Group

Responsible for deploying the strategic planning model:
- Developing the strategic plan
- Identifying action plan initiatives
- Facilitating successful completion of initiatives
- Achieving performance indicator targets

- Membership includes all CAC members, plus additional Senate representatives and action plan leaders

Governance and Advisory Council

Three Groups:
- Faculty Senate
- Senate of Academic Staff
- Classified Advisory Council

Professional staff person provides support to the Senates

Action Plans

- Starting in 2011-12, each college/unit is responsible for developing their own strategic plan
- Plans show how unit is achieving university strategic plan
- Plans serve as feeder to new university strategic planning initiatives
Leadership System
Emerging Trends for the Future

• Promoting Legal and Ethical Behavior
• Social media
• More innovation and risk taking bubbling up through college/unit plans

Promoting Legal and Ethical Behavior
• New 2013-14 Criteria (b (1) specifically addresses:
  • (1) Legal Behavior, Regulatory Behavior, and Accreditation: how do you address any adverse impacts of your educational programs and services and your operations on society? how do you anticipate public concerns with your current and future programs and services and your operations? how do you prepare for these impacts and concerns proactively, including through conservation of natural resources and effective supply-chain management processes, as appropriate? What are your key compliance processes, measures, and goals for meeting and surpassing regulatory, legal, and accreditation requirements, as appropriate? What are your key processes, measures, and goals for addressing risks associated with your educational programs and services and your operations?

Promoting Legal and Ethical Behavior
• New 2013-14 Criteria (b (2) specifically addresses:
  • (2) Ethical Behavior: how do you promote and ensure ethical behavior in all interactions? What are your key processes and measures or indicators for enabling and monitoring ethical behavior in your governance structure, throughout your organization, and in interactions with your workforce, students, other customers, partners, suppliers, and other stakeholders? how do you monitor and respond to breaches of ethical behavior?
Ethics Center Initiatives

- Result of an anonymous endowment
- Established as a central resource on campus: research, service, outreach for all disciplines
- Began with concentrated activities for each college
- Ethics education for all Stout students
  - Ethical Reasoning and Social Responsibility Courses
- Community—university partnerships
- Infusion of ethics across activities

Primary Social Media Outlets

Innovation and Risk Taking

Currently, limited opportunities for innovation and risk taking to bubble up from the college/unit level:

- No formal mechanism for college/units action plan leaders to identify innovative feeder ideas that are recommended for scaling up university-wide
- No formal mechanism to request funding for a college/unit initiative that would otherwise not be possible
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Questions?