

Sustainable Academic Business Plan and Institutional Risks

Sustainable Academic Business Plan (UW-wide near term goals)

- **Invest in people** (e.g., interdisciplinary efforts between schools and colleges, drive student support and student service missions, recruit, retain faculty, students, staff, etc.).
- **Increase access** (e.g., enroll more undergraduates, cost-effective options for delivering quality teaching, access through financial aid and/or strategic enrollment management, curricular and co-curricular learning experiences, etc.).
- **Invest in infrastructure** (e.g., IT investments, better tools for teaching, learning, research, manage risk, etc.).
- **Increase revenue** (e.g., philanthropy, grants, other investments in higher education, etc.).
- **Decrease costs** (e.g., optimize curricular management; achieve operational and organizational efficiencies, etc.).

Currently Identified Top Institutional Risks

- **Maintaining safety** (e.g., workplace, student and patient environment, laboratories, campus community, etc.).
- **Changing demographics** (e.g., ability to recruit and retain the top faculty, students, and staff, etc.).
- **Changing revenue streams** (e.g., enrollment and yield rates, etc.).
- **Costs of regulatory compliance** (e.g., information systems assurance, federal grant regulations, environmental and occupational health, etc.)
- **Aging infrastructure and operational systems** (e.g., age of facilities, age of IT systems, etc.).