

University of Wisconsin-Whitewater

2017 - 2022 Strategic Plan: Inspire. Engage. Transform.

FINAL DRAFT FOR CAMPUS AND COMMUNITY FEEDBACK

February 6, 2017

INTRODUCTION

This is an important time in the history of the University of Wisconsin-Whitewater as we approach our 150th anniversary. Campus is planning a Sesquicentennial Celebration to celebrate our accomplishments and to create a new legacy of success for our students and the communities we serve. As we approach this milestone, we are also implementing a new strategic plan for the university.

Chancellor Beverly Kopper initiated the strategic planning process in early 2016 that engaged the campus in reflecting on the university's strengths, challenges, inspirations and aspirations. Through town hall meetings, online surveys and listening sessions, students, staff, faculty, administrators, alumni, emeriti and community members weighed in on the future of UW-Whitewater.

Sincere thanks go out to everyone who provided input and contributed and, in particular, to the members of the Strategic Planning Committee, who devoted dozens of hours to this effort and shaped the plan described in this document. Their insights and experiences provided important perspectives as we deliberated the merits of various ideas. The development of this plan also represents our commitment to shared governance and engagement of all of our stakeholders. We value the perspectives of our diverse community and know that the plan is richer because of their contributions.

The plan document contains revised mission, vision and values statements that were crafted by the Strategic Planning and Budget Committee in the spring and fall of 2016.

- The **mission** focuses on key aspects of who we are as a university community and defines the focus of the academic programs we offer.
- The **vision**, which is new for the campus, is an aspirational statement that represents who we will become through our actions: UW-Whitewater will be a national and international leader in providing transformational and empowering educational experiences.
- The **values** statements describe what we believe in: diversity and opportunity, collaboration, integrity, service and social responsibility, learning and academic excellence, and shared governance.

The plan itself is organized as follows:

- It includes **six major goals**: improving student access and success, transforming lives and improving society, fostering diversity and inclusion, strengthening our resources, deepening partnerships and relationships, and celebrating the accomplishments of our campus community.
- Each goal has an **objective** with one major **action** that the committee designated as broad enough to engage as many people in our campus community as possible, but also as focused enough to help us achieve the objective.
- The **"Here's how"** section provides information on the approach we will use to take action on each objective. The actions have been crafted so that most units on campus and in the

community can identify with them and use them to shape their own strategic goals and actions to align with the campus plan.

- **Key performance indicators** (KPIs) describe what we will observe if we are successful. KPIs will also have associated metrics, which are ways we will make the observations. These include data we already collect and report, but also new types of data, including survey instruments and other measures. KPIs will form the basis of annual reports that will track our progress over time.

This will be an action-oriented plan, one that will not sit on our shelves, but one that will be a living plan with an active implementation component and annual reporting requirements. It builds on the university's previous plan, leverages our current strengths, and is designed to stretch us into new avenues of achievements. It charts new territory for the campus by including specific objectives, actions and KPIs, which our previous plan did not contain. The Strategic Planning and Budget Committee, a standing university committee with broad representation across campus, will have oversight for monitoring implementation plans and reviewing annual progress.

We enthusiastically welcome everyone to help us implement the strategic plan as we seek to inspire, engage and transform the people and communities we serve.

MISSION

The University of Wisconsin-Whitewater is a preeminent academic institution driven by the pursuit of knowledge, powered by a spirit of innovation, and focused on the development of the individual in order to transform lives. As part of the University of Wisconsin System, UW-Whitewater embraces the Wisconsin Idea and is an economic and cultural driver of our region. We are a community with a deep appreciation for diversity and global perspectives. We are nationally and internationally recognized for the accomplishments of our students, faculty, staff and alumni. We inspire members of our community to make positive contributions to the State of Wisconsin, to our nation and to the world.

Our academic programs span the disciplines, from the theoretical to the applied, and encompass study in the arts, business, education, humanities, natural sciences, social sciences, technology, professional and interdisciplinary programs offered at the associate, bachelor, master and doctoral levels. These programs prepare students to become lifelong learners who lead successful lives and productive careers.

VISION

The University of Wisconsin-Whitewater will be a national and international leader in providing transformational and empowering educational experiences.

VALUES

Collaboration

We invest in meaningful relationships that leverage our respective talents and strengthen the Warhawk family, and we champion the endeavors of our faculty, staff, students and alumni.

Diversity and opportunity

We believe in the dignity of all individuals and we cultivate an accessible, inclusive and equitable culture where everyone can pursue their passions and reach their potential in an intellectually stimulating and respectful environment.

Integrity

We embrace principles of honesty, fairness and ethical standards to foster an environment of mutual trust.

Learning and academic excellence

We engage all members of the campus community in learning, research, scholarship and creative endeavors through powerful academic and co-curricular experiences in an environment that values academic freedom.

Service and social responsibility

We bring the knowledge and resources of the university into the communities we serve to solve problems, improve the quality of life and create a more sustainable society.

Shared governance

We make decisions based on strategy, evidence, and transparent, collegial dialogue and we hold one another accountable.

Goal 1. We will improve student access and success.

Objective 1: We will recruit a larger and increasingly diverse undergraduate and graduate student body.

Primary Action: Implement a comprehensive strategic enrollment plan.

Here's how: Charge the Enrollment Planning Committee (EPC) with development of a plan that includes actions as well as enrollment, retention and graduation targets that will help the university reach its goals.

Key Performance Indicators:

- Alignment of the overall size of the incoming class of students w/ targets identified in the enrolment plan.
- Alignment of the diversity demographics of the incoming class with the target population as defined in the enrollment plan.

Objective 2: We will improve the retention and graduation success of all students, including our first-time full-time freshmen, transfer students and graduate students, and significantly narrow the retention and graduation equity gaps.

Primary Action: Implement initiatives and programs aimed at improving student success.

Here's how: Support current and new projects and programs that focus on this objective. Current examples include the Reimagining the First Year initiative, Retention and Graduation Inclusive Excellence Committee, and the Advising Task Force.

Key Performance Indicators:

- Increased retention rates according to the targets identified in the enrolment plan.
- Increased graduation rates according to the targets identified in the enrolment plan.
- Decreased equity gaps in retention rates according to the targets identified in the enrolment plan.
- Decreased equity gaps in graduation rates according to the targets identified in the enrolment plan.

Goal 2: We will transform lives and impact society.

Objective 1: We will provide high quality academic programming that prepares our graduates to become lifelong learners who lead successful lives and productive careers and to make positive contributions to the State of Wisconsin, to our nation and to the world.

Primary Actions: Implement the processes defined in the [Academic Plan](#) in order to identify strengths and gaps in programming; use this analysis and the priorities defined in the Academic Plan to offer new programs that meet this goal.

Here's how: Academic units will utilize the Academic Plan to develop, implement and assess programs that meet this objective, including the development of a program array that outlines areas of program growth over the next five years and includes a systematic process for assessing program effectiveness at and after graduation.

Key Performance Indicators:

- Tracking the execution of priorities and processes defined in the Academic Plan, including implementation of new programs, courses and other programming.
- Alumni will report that they have successful lives and productive careers as a result of their UW-Whitewater educational experiences.
- Employers will report satisfaction with the educational preparation of alumni.

Objective 2: *We will provide experiences that enhance student learning and development.*

Primary Action: Increase student participation in High-Impact Practices (HIPs) and co-curricular experiences.

Here's how: Building upon the strong foundation of our LEAP (Liberal Education and America's Promise) initiative, define what is meant by high-impact practices (HIPs) and clearly articulate those HIPs that are most effective; use this information to establish and promote well-defined, effective HIPs.

Key Performance Indicators:

- Effectiveness of HIPs will be documented and increase based on mechanisms developed for assessing student learning & success outcomes in High Impact Practices.
- Increased participation in the most effective HIPs.

Objective 3: *We will recruit, retain and support talented and diverse faculty and staff who are committed to challenging and empowering students to reach their fullest potential.*

Primary Action: Implement and support programs that improve faculty and staff recruitment and retention, with a particular focus on promoting diversity, community-building and work-life balance.

Here's how: Develop processes and programs that promote diversity, build community and support work-life balance, including the creation of more visible spaces and programming that are focused on professional development of all faculty and staff.

Key Performance Indicators:

- Increased recruitment and retention of faculty and staff with specific attention to diversity.
- Documentation of programs that promote professional development for faculty and staff; track participation and link participation to professional outcomes for faculty and staff.
- Positive work environment and attitudes among faculty and staff.

Goal 3. We will foster diversity and inclusion.

Objective 1: *We will increase the cultural fluency of our students, staff, and faculty.*

Primary Action: Define and track cultural fluency; implement programs to enhance cultural fluency of students, staff and faculty.

Here's how: Develop a mechanism that includes a definition of and metrics for measuring cultural fluency; use these to assist in the development and implementation of programs.

Key Performance Indicator:

- Increased cultural fluency as determined by definition of and mechanism for measuring it over time amongst students, staff and faculty.

Objective 2: *We will continue to create an inclusive campus culture where different perspectives are respected and individuals feel valued.*

Primary Action: Support and implement programs that are geared towards fostering an inclusive, respectful campus environment.

Here's how: Empower the Chancellor's Inclusive Excellence Committee to develop a plan for supporting, implementing and evaluating programs that will help the campus build a more inclusive, respectful campus culture for all – students, staff and faculty; use evaluation results to identify areas where programs can be implemented and improvements can be made.

Key Performance Indicators:

- Increased sense of belonging as determined by definition of and mechanism for measuring it amongst students, staff and faculty.
- Documentation of programs and opportunities that promote belongingness for students, staff and faculty.

Goal 4. We will strengthen our resources.

Objective 1: We will expand and diversify our sources of revenue.

Primary Action: Invest in programs to develop new revenue sources in strategic areas, such as auxiliary operations, nonresident tuition, external grants and contracts, continuing education and self-support programs, and philanthropy.

Here's how: Determine the best ways to optimize institutional revenue potential by analyzing possibilities that include specific enrollment categories and combinations, institutional capacity, non-resident tuition and remissions, scholarships, outreach activities, partnerships, gifts, external grants and contracts, etc.; set targets to focus efforts and track results.

Key Performance Indicator:

- Increased revenue in identified categories.

Objective 2: We will enhance our operational efficiency and effectiveness.

Primary Action: Make operational improvements to ensure alignment with student needs, university priorities, institutional capacity, and UW system's CORE project on efficiencies in budget systems, human resources, information technology, and procurement.

Here's how: Review organizational policies, processes and efficiencies in operations that could include areas such as student transactions, facilities, budget systems, human resources, information technology, and procurement to identify priority areas for improvement; develop a plan for improvements across all areas over time.

Key Performance Indicator:

- Increased operational efficiencies based on the establishment of baseline data on identified improvement areas.

Goal 5. We will deepen partnerships and relationships.

Objective 1: We will seek opportunities to build new partnerships with community, business and governmental organizations in support of our mission.

Primary Action: Identify and support the development of strategic, mutually beneficial partnerships.

Here's how: Define the characteristics of strategic, mutually beneficial partnerships; use definition to develop and evaluate new partnerships.

Key Performance Indicator:

- Increased number of new partnerships.
- Impact of new partnerships.

Objective 2: *We will enhance existing relationships with alumni, emeriti, friends, and other partners.*

Primary Action: Increase the number and quality of opportunities for alumni, friends, emeriti, and partners to engage with university programs, in collaboration with the UW-Whitewater Foundation and their new strategic plan.

Here's how: Define and identify mission-driven models for effective engagement.

Key Performance Indicator:

- Increased number and impact of opportunities that engage alumni, friends, emeriti, and existing partners.

Goal 6. We will celebrate the accomplishments of our campus community.

Objective 1: *We will strongly articulate and demonstrate the value of the university to the region, state and beyond.*

Primary Action: Establish a campus-wide Marketing Coordinating Council to provide feedback on implementation of marketing strategies that reinforce the university's mission, vision, and values.

Here's how: Determine what perceptions exist about the university among various internal and external stakeholder groups and develop marketing strategies to reinforce or counter those perceptions.

Key Performance Indicator:

- Documentation of effectiveness of new university marketing strategies.

Objective 2: *We will enhance the way in which we tell the story of our programs, faculty, staff, students, emeriti, and alumni achievements.*

Primary Action: Implement new story-telling and marketing strategies.

Here's how: Use the Marketing Coordinating Council to determine how we are conducting marketing across campus, and identify strengths and gaps in how we are promoting our programs in order to make improvements.

Key Performance Indicator:

- Documentation of effectiveness of new story-telling and marketing strategies focused on programs, faculty, staff, students, emeriti, and alumni achievements.

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