Strategic Plan – Town Hall I Meetings and Survey responses  
combined

1. What are our areas of greatest strength and promise?

**Accessibility / CSD services**

our access mission

Center for Students with Disabilities

Students with disabilities

Being accessible to students with disabilities

Physical accessibility (students with disabilities)

Serving students with disabilities

Programming and support for those with special needs

CSD – handicap students

Commitment level to disabled students

Accessibility for disabled students

Accessibility

Accessibility for students with disabilities and veteran student

Special services for students with disabilities

accessibility access

Attempts at meeting needs of students with disabilities

Known for programs both academic and campus programs such as Center for Students with Disabilities

open to diversity and accessibility with communication

CSD and accessibility

disability services

accessibility

**Alumni**

alumni support

alumni involvement

loyal alumni

**Athletics programs**

Intercollegiate athletics

Athletics

D3 athletic/co-curriculars provided

athletics

student-athlete program (involvement, public spotlight, student first [athlete second], economic boon to community)

Sports programs, number one football regardless of division

Athletics

Strong athletic programs (draws students)

Sports

athletics program and strong

Athletics

Strength is strong athletic program

athletics

**Business program**

Business education

Business

Entrepreneur program

PhD Business program

Our business school ranking by USN&WR

School of Business

known for our business school and college of education

Reputation COBE and Education

business school

**Campus facilities**

New campus facilities/grounds

Buildings, landscaping (Hyland, UC, Starin Hall)

Beauty of campus

Facilities plan (e.g., new dorms and plans for remodeling)

resources (tech, labs, FT)

work to be current – technology student

generally our facilities are good - lots of work over the last decade

future building improvements with campus master plan

Attractive facilities and grounds

facilities (modern)

**Community partnerships**

Community partnerships

Good relationships w/the community

Integration w/regional partners (city, school districts, businesses)

community involvement

Outreach – community/business

Innovation in connecting with communities

Arts campus/regional outreach

Access to young auditorium and performing arts events

Value summer camps – facilities/staff, youth/touch-point

Relationships with schools & community

Opportunities for community engagement, with students, faculty and staff

Making connections internships community

partnerships with local businesses (Innovation Center)

**Diverse student population**

Catering to diverse constituencies

Mix of students (trad/non-trad/vets/disabilities etc.)

diversity (in numbers)

as compared to institutions like us, we have a very diverse student population

Friendly for international students

International and diverse students

Focusing on lower income students from the area

Support for returning veterans

diversity

increase in international students attending UW-W

Work with veterans, non traditional students, diverse student population...  Services and support

veterans

Quality students

Number minority students increase

Number Illinois students

Seeing more diversity in students and faculty, staff

diverse student population

**Education program**

Education program

Education

Teaching education

COEPS continues to lead state in teacher licensure

known for our business school and college of education

Reputation COBE and Education

education

**Enrollment**

Enrollment is strong; retention, placement all moving in positive direction

Increasing enrollment

Increased enrollment campus wide

**Faculty, staff, administration**

Faculty/staff

Faculty/staff

Faculty and staff who care

competent faculty and staff

Dedicated faculty

First year program for new faculty

Reputation of faculty is strong compared to similar comprehensive colleges

Faculty are committed to student success

Close contact/collaboration with faculty

student access to faculty

Collaboration between faculty/staff/students (low power distance)

Connections with students

Focus on having full-time academic staff and faculty rather than part-time: better student experience because of closer relationships

Personal accessibility (new or no T.As, faculty advising)

Student faculty interaction, close connections with faculty and staff

Quality of teaching, focus on teaching

Productivity of instructional staff & faculty, the dedication and research

faculty: tenure/teach/research

small classroom sizes

Class size and professors/staff teaching

Focus on teaching

Teaching focus, practitioners

Get taught by professors and not TAs

Small class sizes

smaller classroom to faculty ratio

Student to staff ratio

Teacher to student ratio

Get to know professors

no T.A.s teaching

Good teaching

Faculty support

strong employee base – knowledgeable and experienced

Longevity of staff

Administrative staff that step outside of admin role to get involved with students

Different types of staff work together and respect one another

administration

**“Family” feel**

Sense of family/community/home

family atmosphere

Strong community

School pride

Big emphasis on Warhawk life and student pride

Provide a safe “hometown” atmosphere

Family campus culture

connection (camps, family)

intentional relationships (place of belonging)

**Financial strength**

Relatively strong finances

good financial position relative to the support by state

**First-generation students**

Serve a large # of 1st generation college students

Access for 1st generation students

First generation students

first generation students recruit a large class

First generation student success and support available

Open access first generation and mid level student

**Graduate programs**

Strong grad programs meeting professional needs

High touch quality of graduate education

**Innovation Center**

Innovation center- access and ability to harness the entrepreneurial spirit

innovation center

partnerships with local businesses (Innovation Center)

**Liberal Education**

Liberal education

High quality education addressing both liberal education and professional preparation

Balance of critical thinking and LEAP principles and vocational training

LEAP

Special mandates in existing mission: business, education, communication, human services alongside a strong general, liberal arts education

General Education/Liberal education

high impact practices

professional and liberal studies programs, undergrad and grad

**Location**

Location

Geographic location

Location (close to Madison, Milwaukee, and Chicago) can pull students from IL

Geographic location

Geographical accessibility (students from 2-3 hours away)

Location: Madison/Milwaukee/Chicago

location

location

Geographical location

Geographic location

Our location, being close to IL

Proximity to bigger cities

Close to Illinois for out of state students

Ability to recruit students from Illinois

great location as a university

In a good region, growing population center

Close to opportunities in larger cities for class trips and student ease

Location near big cities in 60 mile radius

Geographic location (growing population centers)

off-campus locations (convenient)

Alternative to IL

**Online programs**

Online education

Online programs

Quality of online offerings

Online program recognition, not having to physically be on campus

Online program

Online education

online programs (evenings, too!)

**Reputation**

Regional reputation

reputation (promise)

Reputation academic and athletic

Great academic programs and reputation across colleges

Reputation COBE and Education

**Resources**

Accessibility to resources

Access to the student learning and facilities

Commitment to accessibility of tangible and intangible resources

Commitment to non-traditional students

Non-traditional accommodation (education)

A different “experience” than our application crossover pool

**Shared governance**

Shared governance

Shared governance, collegial atmosphere

**Size**

Size strength: mid-size, good size

Smaller size of UW-W promotes more & better contact with students

Size, allows students get to know professors

size (just right)

Our size

**Student focus and opportunities**

Student centered/focused mindset

student focused - services

opportunities

Devotion to students

Caring, engagement, compassion for students

culture: students’ needs first

genuine care for students

Student learning is at the core for campus as a whole – we really care about the students!

Personalized student experience

Numerous student organizations

Opportunities for involvement

support for co-curricular opportunities (social, academic, cultural)

Co-curriculars - known for such practices such as student organizations, athletics etc

students

student voice

Employment accessibility (student employment on campus)

opportunity: education, experience, travel study, study abroad

Offer career development/opportunities

On campus employment

Plenty involvement opportunities for students

study abroad opportunity

Campus of opportunities-veterans, online, adult students

Freshman experience for students

Peer mentor program, learning communities

Opportunity for involvement in leadership across the campus

student organizations

student employment

**Undergraduate Research Program**

Undergraduate Research

Undergraduate Research

Undergraduate Research

Undergraduate research

Undergrad research and other research opportunities

Undergraduate research

Undergraduate research & mentoring

Undergraduate research

Undergrad research, experiential learning

**Value of education**

Value of education in relationship to the price paid

Low tuition with great programming and opportunities

affordability

Price

Cost/value compared to peers including IL

value

Affordable Tuition

affordability

**Variety of programs**

Variety of programs

Diversity of program offerings

support for diversity of programs

Wide array of programs that are strong

Accredited programs

accreditations

academic programs – variety, number, quality

internships

International programs

First Year Experience/Advising

stay abreast of trends and leading edge curriculum

Responsive to market in the sense that we incorporate such programs and practices that are needed

Variety of academic programs

Known for programs both academic and campus programs such as Center for Students with Disabilities

UWW has great programs with good reputations where students succeed. This is thru interdisciplinary approaches where the programs work closely

trend toward interdisciplinary (how to sustain?)

stay abreast of trends and leading edge curriculum

Broad range attractive majors

Good programs

**Miscellaneous**

Support for special projects

We do not follow a corporate model

We are nice!

Very little (no!) ‘dead weight’

branding

access (services and online courses; degree completion; retention), holistic, diversity

entreprenurial spirit across campus

modern enrollment tools

performance-driven program admissions

Bowl!

Technology programs

Dual enrollment program

Under grad retention programs

Students working toward professional degrees

Partnerships with other universities e.g. Physics program partnership for engineering

support by the administration and voiced with campus

improvement with student support services regarding UHSC

activities on campus other than alcohol

more fluid process to make them efficient and effective

CRM to help identify tends

better relationship with the campus regarding investment the campus has made for efficiency

plan-it-purple is a good program

workplace ranking multiple years

MAGD program implementation

Social Work program strength

Outreach programs to potential students

**Summary of responses for Question 1:  
What are our areas of greatest strength and promise?**

|  |  |
| --- | --- |
| CATEGORY | PERCENTAGE OF TOTAL RESPONSES |
| Faculty / staff / administration | 12 |
| Student focus and opportunities | 9 |
| Miscellaneous | 9 |
| Location | 7 |
| Accessibility / CSD services | 6 |
| Diverse student population | 6 |
| Variety of programs | 6 |
| Athletics programs | 4 |
| Community partnerships | 4 |
| Business program | 3 |
| Campus facilities | 3 |
| “Family” feel | 3 |
| Liberal education | 3 |
| Undergraduate Research Program | 3 |
| Value of education | 3 |
| Education program | 2 |
| First-generation students | 2 |
| Online programs | 2 |
| Reputation | 2 |
| Resources | 2 |
| Size | 2 |
| Alumni | 1 |
| Enrollment | 1 |
| Innovation Center | 1 |
| Shared governance | 1 |
| Financial strength | .6 |
| Graduate programs | .6 |

2. What currently makes this university truly distinctive in relation to peers and competitors?

**Accessibility / CSD services**

Accessible in many ways

Accessibility

accessibility

Supports students w/disabilities

Serving students w/disabilities

Students w/disabilities services

Handicap accessible

Handicap accessible

Accessible for students with disabilities (serves almost 1000 each year)

Physical accessibility (students with disabilities)

CSD – effort to be accessible goes above and beyond with accommodations

CSD

Students with Disabilities program

Special services for students with disabilities

Meeting needs of students w disabilities

Disability services

accessibility

students with disabilities & how they are supported

Wheelchair athletics and arts

Wheelchair athletics program

Wheels to Whitewater

Wheels To Whitewater

Wheelchair Sports

**Athletics programs**

Wheelchair athletics and arts

Wheelchair athletics program

Wheelchair athletics

Wheelchair Sports

Football! (excellent student athletes)

Football program

Athletics

Strong athletic program

Athletics

Complete athletics program success

Athletic programs, Wiac

Athletic programs

Athletics

Sports

reputation of the athletic program and academic programs

Intramural and club sports

**Business program**

Business school

Very strong Business program

Business program

COBE – AACSB, MBA top accredited state

COBE – national awards, AMA

COBE

COBE

Only PhD in business in UW System

business Doctor program

Online MBA/DBA

business program

DBA program

D.B.A.

Camps and Clinics

Camps and conferences serve so many (one of biggest in U.S.)

Camps and clinics

Summer Camps (athletic and academic)

Camps offerings

connection (camps, family)

Campus Facilities

Beauty of campus buildings and grounds

Working on maintenance on facilities at a level our peers are not despite budget reductions

The way our campus looks, grounds

Facilities and grounds, curb appeal

**Community**

Strong relation between campus and community

Innovation center and connections to industry partners

Service learning and impact on community

**Diverse student population**

Student demographics (non-trad, 1st generation, veterans)

Population of students we serve (1st gen, CSD)

Diversity

Veteran friendly

Veterans preferred

Support for returning veterans

Minority students’ enrollment increased

minority recruitment (high school to college, developmental support)

Minority recruitment, pre college programs

Under-represented minorities

17% non-WI residents - increasing

**Education program**

Education school

Very strong Education program

Early Childhood program

CoEPS - accreditation

Education program

**Faculty, staff, administration**

Focus on teaching and learning

Collaborative technology to support students

Smaller classroom size (comp. UW Madison, UW Milwaukee)

Face to face faculty/student contact

Face time w/students across departments

Outstanding faculty and programs

Willingness of faculty and staff to be forward thinking and collaborate

Professors teach classes

Personal accessibility (new or no T.As, faculty advising)

Faculty teach first, research second

Small classes

Students FIRST: support staff / minimal cuts / high level education

Diverse faculty

Class size

No TA’s

Focus on teaching. Get taught by professors and not TAs

Small class sizes

Get to know professors

get taught by the professors

Opportunities for training... Improve job performance ex WISDM, professional development, LEARN center

Accessibility of administration at all levels...

**“Family” feel**

Safe location/community

Safe campus

26th safest in U.S.

sense of family

Campus culture

Community feel

intentional relationships (place of belonging)

**First-Generation Students**

Support for first generation college students

First-generation students

**Graduate programs**

Only PhD in business in UW System

array of graduate programs that others do

business Doctor program

opening more programs for doctorate

Online MBA/DBA

D.B.A.

**Innovation Center**

Innovation Center

Innovation Center

Innovation Center

Innovation Center

Innovation Center

Innovation center

Innovation center

Entrepreneurship and innovation center

Innovation center and connections to industry partners

**Liberal Education**

LEAP

LEAP

H.I.P.s (high-impact practices) from LEAP

LEAP – success of LEAP initiatives

Well communicated learning outcomes (stemming from workforce)

GenEd core

Strong general education program

General Education/Liberal education

professional and liberal studies programs, undergrad and grad

**Location**

Proximity to Madison, Milwaukee, Chicago

Location, access

Geographic location

Geographic location

Location! Location! Location! (Madtown/Milwaukee/Chicago)

Location provides students and faculty/staff opportunities to work and serve urban, suburban, and rural areas

Geographical accessibility (students from 2-3 hours away)

Engaged campus w/region

Location makes commuting work for students who are non-traditional, not able to live on campus (good proximity)

Close to 3 airports (supports scholarship)

Proximity

Geography

Location

location

Location being close to Madison and Milwaukee and have a rural community environment

Location

Location- close to Illinois, between Madison and Milwaukee

Location near major cities

Location (Madison, Milwaukee, Chicago)

Access to outdoors

Cc course on campus

**Online programs**

Online programs

Online degrees and support system

Online Programs

Online program

Online programs which need more publicity

Online MBA/DBA

On line courses

**Reputation**

Regional reputation

Programs that we offer have good reputations

reputation of the athletic program and academic programs

Size

Campus size

Size

**Student focus and opportunities**

Student employment

Student employment opportunities

Employment accessibility (student employment on campus)

Inclusive excellence efforts

Commitment to all students

Successes of student organizations

Hands on opportunities

Programs can do field work/internships

Early/frequent field experiences for students

Internship opportunities

Access to labs & facilities (fosters creativity)

Highly successful student organization/opportunities to participate

Learning communities

First Year Experience

Student employment

Career & Leadership Dev

Student involvement opportunities

We look at the whole student

Challenge and support philosophy

Students having a voice

we pack a big punch with opportunities

student centered/sensitive related to cost and intentional

Student assistant help, students are being placed in tier 1 grad programs because of experiences at uww as undergrads

Student organizations

Service organizations

student employment

**Undergraduate Research Program**

Undergraduate Research Program

Undergraduate research

Undergraduate research achieves connections

Undergraduate research

Undergraduate research

Undergraduate Resource [Research?] Program

Undergrad Research

Undergraduate research opportunities

undergraduate research

Undergraduate Research

Undergraduate research program

**Value of education**

Affordability

Tuition is competitive (especially with Illinois)

Value of tuition, compared to in state Illinois and other schools

Ranked high in affordability

Tuition – better value

Our cost lower for equivalent programs and comparable quality

Affordability

**Variety of programs**

Vehicles that achieve strengths

More programs and more learning opportunities

Can do more creative programming than larger schools

Specific programs only exist here

**Miscellaneous**

A different “experience” than our application crossover pool

Entrep. Spirit

Pre-College Program

Cyber Girls

SBI

Multi-media game development program

Intensive English Institute

Visibility of administration

Top workplace recognition

Identity – logo/mascot/Warhawk/Purple Friday/recognizable brand

Foundation support

Regents – favorably viewed, fiscally responsible

ROTC leadership program

Continuing education

The support for shared governance structures

enrollment and applications trending in the positive

text book rental

A lot of our strengths are what makes us distinctive

Value on advising, trying to move it forward

CA is a public space that is used by the community and students. COAC students see all types of art & performance.

Continuing education- strength and collaboration... Leads to recruitment

Range support services

Plan-It Purple

Alumni pride

Graduates work semi-locally

entreprenurial spirit across campus

access (services and online courses; degree completion; retention), holistic, diversity

trend toward interdisciplinary (how to sustain?)

Non-profit

**Summary of responses for Question 2:  
What currently makes this university truly distinctive  
in relation to peers and competitors?**

|  |  |
| --- | --- |
| CATEGORY | PERCENTAGE OF TOTAL RESPONSES |
| Miscellaneous | 12 |
| Student focus and opportunities | 11 |
| Accessibility / CSD services | 9 |
| Faculty / staff / administration | 9 |
| Location | 9 |
| Athletics programs | 7 |
| Business program | 5 |
| Diverse student population | 5 |
| Undergraduate Research Program | 5 |
| Innovation Center | 4 |
| Liberal education | 4 |
| “Family” feel | 3 |
| Online programs | 3 |
| Value of education | 3 |
| Camps and clinics | 2 |
| Campus facilities | 2 |
| Education program | 2 |
| Graduate programs | 2 |
| Variety of programs | 2 |
| Community | 1 |
| Reputation | 1 |
| First-generation students | .8 |
| Size | .8 |

3. What are the major forces, trends, or issues – in higher education, in our state, our system, and our region – that will affect the future of this university?

**Budget and funding issues**

defunding

reduced funding

funding

Funding

funding for higher education

lack of funding for research

budget reduction

budget cuts

money/fiscal scarcity

declining budgets/state support

state support for building, capital improvements is dwindling

State Funding/Grants continuing to Decrease

Money/funding

State budgets (ours and IL)

State funding /budget

Less financial and moral support from the state

state funding at 10%

$$$$$$$

State support

Budget

Reduction of financial support and fed financial aid

More reliance on fundraising/alumni

Affordability & stable budget source

**Business model**

Business model – privatization of base activities

Corporate model proposed by state assembly

A shift to be more market focused

Leadership change from academics to corporate executives

competition in a broader regional market due to on-line marketers

privatization

**Economy**

Wisconsin economy causing anxiety

WI’s lagging economy compared to US

Incomes for mid class flattening

job market and lack of growth for job opportunities

Stagnant wages in Wisconsin

**Education vs. training**

Perspective of university education as training for a job

Perception of higher education as only job training

The concept of a 4-year degree is changing. What does that mean for us?

Three year degree with first year in high school

Going to college to learn to think vs what I want to do

Focus by legislators/guidance counselors on vocational outcomes rather than learning and developing

trend toward certification rather than academic degree

trainees for private-sector organizations

potential free tuition for 2-year institutions

Push for free tuition for community colleges and how this will affect freshmen and sophomore students

Transfer student and the increasing in students transferring in and out

trend toward 2-year college/tech

transfer students from 2-year college/tech

relationship building with tech schools

More students attending 2 year colleges due to cost and schedule flexibility

MOOCs

Skills based training with schools like General Assembly coming up as competitors

For profit institutions

Trend of workforce development-how are we contributing to that

**Fiscal accountability**

calls for accountability

affordability/financial education demands

external pressure for cost of higher education (value of a degree)

Is the investment (college degree) worth it?

focus on “cost” rather than value

Increasing accountability

associates degree marketing related to cost/debit

Accountability - prove the value of the degree, the course etc.

Changing in perceptions of value baccalaureate

Increased demands for accountability by hlc and Feds

**Personnel/workplace concerns**

“do more with less” – unrealistic expectations of personnel

Willingness to make things work with the little we have

Low pay /worsening benefits

Lack of opportunities for raises/promotions for staff

compensation

Balancing cost vs. adjunct/full-time/faculty balance

Potential loss of human capital to less hostile and more supportive environment

High turnover for faculty and staff

Retention of quality employees

Ability to recruit faculty

Faculty retention!

Less respect for state employees and educational institutions

Smaller and less qualified applicant pool for staff and faculty

No raises for staff and faculty

more diversity in faculty hiring help with relationship building - grow our own - will help with achievement gap/retention

Insecure tenure for faculty and coaches

Shifting employer expectations

**Political/legislative concerns**

Our students largely want professional preparation, and legislators want us to focus on this – but they don’t know that professional preparation goes beyond courses in the major.

Societal devaluation of liberal education

The perceived value of education by the public

Public opinion of higher education

Public skepticism toward higher education

Anti-intellectuals

Public perception (not supported). Having to defend higher education with the public feels icky!

Political environment

Political climate

Political Climate

Political hostility towards higher education

Political environment and reputation of higher education causing morale issues

Political atmosphere at state level

Current political cycle could have a great effect

State not invested in higher education (Go Bucks!)

Perception/real devalue mission (legislature)

Legislative changes regarding tenure/shared governance

Concerns/threats to academic freedom, shared governance, tenure, post-tenure review

Threats to tenure

Government involving in campus governance

political climate

Political climate and non action

support

public shift of education

marketing the value to all of our stakeholders the value of UWW

Divisive political environment

Legislative climate - will it change.

Politics and morale

Legislation... Moving targets

**Shared governance**

Legislative changes regarding tenure/shared governance

Concerns/threats to academic freedom, shared governance, tenure, post-tenure review

Shared governance

Government involving in campus governance

Shakiness of the tenure system

Insecure tenure for faculty and coaches

**Student debt**

% of interest – debt upon graduation

Student debt – people are starting to pay attention

Student debt increase

Student Debt

Students ability to fund education

Increased student debt

student debt

**Student demographics**

older college students

changing demographic trends towards non-traditional students

Non-traditional students: students pursuing a second (third, fourth) career; some already have degrees.

regional demographic shifts

changing demographics in student population & communities

student demographics is changing, and will change dramatically

serving a more complex demographic of students, and more of them

student veterans

Increased number of veterans

online-only students and degrees

declining population of undergraduate students

new student populations

declining K-12 population

more competition for students

increased competition with for-profit institutions

Having to be really competitive (w/distance learning, etc.)

fewer students going into teaching

Demographic is changing

Decrease of students in the region (base group of student 'age')

Demographic trends

Fewer students and fewer who go to college

Cultural changes and expectations

Greater need for remedial needs in college

Numbers of students graduating in high schools is less than the seats available for first year students in college

Student recruitment - recruiting the same students as other schools also with a dwindling high school graduates

Enhanced competition for students

Adapting to the changing student population and being proactive in trying things as opposed to reactive

Competition for students, recruiting

Students graduating from HS are staying solid but the demography of students is changing, becoming more diverse

Lack of growth in middle class

Increase minority and non resident enrollment in target demographic

non-traditional students

Changing demographics

**Technology**

Role of technology changing education expectations and curriculum delivery (online courses)

Technology

Technology – classroom, library

Online

On line learning

COBE leading charge on online learning

Online programs – credentialing

Increasing online education – need for additional support

Adaptive – i.e. online education, more competition

Technology

Technology

distance learning - online and expectations in learning environment

Emphasis on online programming, internationalization...What will the future look like?

Online (MOOCs)

MOOCs

Educational delivery (online, hybrid, weekends)

**Tuition/affordability**

tuition increases or lack of

tuition: lack of increases, or increases

cost of tuition

affordability - tuition

funding structure more dependent on tuition

The cost of tuition continues to increase

Ability to afford higher education

More options and alternatives for higher education, so tuition may stay more flat

Affordability & stable budget source

**Miscellaneous**

The way students learn, and the way faculty teach, continues to change

Students, staff, faculty needs regarding model of course delivery

Demand for mental health services increasing

Mobile workforce

Internationalization of students is goal; structure of academic programs may not currently make that possible

Increased student interest in study abroad

retention

credit for prior learning

Incorporating prior learning credits and experiences

flexible degree – how do we respond (and budget implications)

Dual college credit while in high school – less time at UW-W

Degrees from multiple institutions or consolidating resources within UW System

Achievement gap

The demand to be more interdisciplinary

More parental “involvement,” less independent students

Student/faculty ratio: changes?

unsympathetic alumni (some)

UW System redundancies (systems e.g. TAM, reduction of student hours of employment to 25/week)

student/faculty ratio

commuter campus

Be more attractive for applied sciences to make transfer opportunities more attractive

Achievement gap

Increased mental health concerns with students

42% of students are first generation college students

Embracing global opportunities

Lack of opportunity to get students off campus for presentations, etc

LEAP

Less freedom for students to design their own majors or degrees

Individualized programs

student employment at UW-W and our city

Place bound students

Oversight reporting requirements - closing reporting loops

Assessment

Break out of boundaries... Who do we compare ourselves to?

Teacher licensure

Need for public relations that is cohesive and thoughtful... So that the university can respond to trends

Students' ability to manage work and academics

Competition competency based learning

Changes in market and attraction primarily workforce development

top-down con.

Faster graduation

job readiness

safety

diversity

community

taxes

skills gap

brain drain

“suitcase school”

External influences that affect decision-making

**Summary of responses for Question 3:  
What are the major forces, trends, or issues – in higher education, in our state, our system, and our region – that will affect the future of this university?**

|  |  |
| --- | --- |
| CATEGORY | PERCENTAGE OF TOTAL RESPONSES |
| Miscellaneous | 22 |
| Student demographics | 15 |
| Politics/legislative concerns | 13 |
| Budget and funding issues | 10 |
| Education vs. training | 8 |
| Personnel/workplace concerns | 8 |
| Technology | 7 |
| Fiscal accountability | 4 |
| Tuition/affordability | 4 |
| Business model | 3 |
| Shared governance | 3 |
| Student debt | 3 |
| Economy | 2 |

4. What are our greatest opportunities to enhance quality; to carve out a place for ourselves that will demonstrate our distinction and serve our constituents?

**Alternative Course Delivery**

Online programming

Leverage technology for hybrid classes – flipped classes, weekend seminars, etc.

Growth of online, commuter [options/populations]

Improving course and campus accessibility for all: support for online students with disabilities; develop new technologies and techniques?

Increase Online Courses (Gen Ed) - losing $ to other places that offer on line Gen Ed classes

Creativity in the classroom (e.g., different types of delivery methods)

Course/program delivery to meet needs of community members in today's world;

Online learning

Educational delivery (professional certifications)

**Cultural Competence**

Culturally competent

Helping students and others become more culturally competent (LEAP): awareness of/respect for differences of all kinds; experiencing other cultures: study abroad and on-campus; be a citizen of your hometown AND a citizen of the world

**Diverse Student Population**

Alternative students (postdoc, career changers)

Non-traditional students: create a market for students who need alternative hours, etc.

Support for dietary needs: food allergies/intolerances; international student preferences

Enhance the success of under-served populations

Continued focus on non-resident students: Illinois and international; Pathways for Transition students

DACA students are multicultural and 1st generation – stop using them as cash cows!

Address retention and graduation rates among multicultural and disadvantaged student population

Increased international student population

Have publications/materials in Spanish/Hmong/other languages

Increase international students

Meeting needs of first generation college students

Overlap opportunities for transfer, non traditional, military, disabled, etc.

Campus climate and fostering a more diverse student body

😏 serving minority students and connect with families

Better serving non grad and adult students

Increase international student enrollment

Better serve and recruit veterans and earn recognition

Improve climate for minority students

Internationalization

Non-traditional students/diversity

**Interdisciplinary View**

Interdisciplinary, themed-based collaboration

Interdisciplinary teaching, courses, research, experiences

Cross-discipline work

Cross/Interdepartmental grants

Cross-pollination

**Liberal Education/LEAP**

LEAP

Offer more high-impact practice opportunities (like campus employment, leadership opportunities, internships)

Continue with leap

Leader high impact practices

**Marketing / Promotion / Recruitment**

Expand audience

Better marketing of strengths

Use external media to increase public face

Opportunities to leverage existing presence in inner-city and rural communities to recruit and retain more students of color

Competitively recruit faculty

Promoting campus visitors: activities, tours, promote all aspects equally

Attract “finishers”

Build national reputation with unique programs

Leverage community outreach (including summer camps) to publicize value of UW-W

Outreach

Carnegie Designation

Heavily recruit population groups that are increasing in local area

Understanding of what UW-W offers to surrounding areas

Have publications/materials in Spanish/Hmong/other languages

Expanding/directing our reputation (e.g., beyond athletics, campus beauty);

Helping the outside world know who we are and what we offer;

Continuing as students after attending events or camps

More bragging! We need to celebrate and let people know what we do. More marketing of what our strengths and promises

Need to tell our story and educate parties on our quality and services

Avenues to highlight our work and experience

Market the life-changing experiences that we provide

Develop better market plans, comprehensive

Connections to students at a pre college age.

**Partnerships**

The Wisconsin Idea: working with business and govt to meet local and regional needs with our strengths

Partner with districts to pioneer more ELL and Bilingual education programs

Create unique programs via partners – business, other universities

Partner with local govts (City of Whitewater and others)

Closer integration with Innovation Center and other community partners

Internships for students and communities

Community partnership grants (business + public sector/K12 + nonprofits)

Faculty exchange – domestic and international

Need stronger connection to surrounding communities

Involving our community more (beyond traditional student offerings);

Room for growth with things such as the innovation center

Course/program delivery to meet needs of community members in today's world;

Community more welcoming to students and activities that draw students

partnerships with local school districts/regional engagement

find ways to cultivate the community relationship with the university

Internships and community based learning

Matching programs to needs in either the US or abroad...Teacher exchanges etc.

Growth of strategic partnerships with international universities

Expands regional engagement to increase visibility

Improve student engagement in community, businesses

Increase partnerships with other educational institutions esp high schools and tech colleges

More partnerships

Regional and community building and connections

Positive town/gown

Outposts/presence in other cities and northern Illinois

International students/sister campus (especially business/technology)

Stakeholder engagement and reaching out to those who are influential.

**Responsiveness**

Responsive to outside trends

To meet trends with our collaborative, low-power-distance strengths

Using local resources already available

Offer more high-impact practice opportunities (like campus employment, leadership opportunities, internships)

Meeting goals with diverse strengths and perspectives

Flexibility and adaptiveness of graduate programs to meet emerging needs

Expanding Majors to Demanding/changing Careers

More nimble in terms of responding to changing technology in terms of processes and curriculum

Embracing the campus attraction to undecided or commuters

Smaller specialized career enhancing certificate programs

Break down the college and departmental barriers to move forward--examples--making maker spaces available to the entire community

build strong programs

explore what we are not offering in curriculum

identify gaps of what we are missing

eliminating programs that department cannot support or doing well or at a level that is needed

Staffing that is responsive to the changing student

Create academic programs to respond to emerging market needs

**Retention**

Build relationship with student and university

Retention: staying at UW-W

Sense of belonging

Encourage student involvement and participation

Address retention and graduation rates among multicultural and disadvantaged student population

Mentorship programs for at-risk students

Make the 2-year to 4-year degree process easier

Staff/faculty retention and support

Continue push for weekend activities, invest in getting them to want to stay

**Miscellaneous**

Fully accessible campus

Embrace our access mission

Support more research for faculty

Operational excellence

Customer friendly

Job placements after graduation

Improve online vs. paper: directory, information services, new web page

S&C creative enterprise major

New programs to move economy forward

Keep new buildings/facilities updated within Campus Master Plan

Improve academic advising

Look up north (not quite Canada)

Educate the whole person

PK-16 continuum

Look at campus physical spaces

Learning analytics: recognize that students learn beyond classroom; individualized assessment; credit by examination

Build on alumni relations

Build on camps to recruit students

Additional Global Education opportunities

Share best practices for teaching and learning among faculty and staff

Clarity regarding shared governance

To shape policy/details re: tenure, post-tenure review policy

Budget decisions to shape policy

Faculty support

Multi-pronged approach to tackle achievement gap

Closing the achievement gap & helping students graduate;

given our location we explore opportunities for the achievement gap

Offer academic staff to go abroad

Opportunities for ESL Program - currently Certificate - change to Degree to be eligible for Financial Aid or make prerequisite

Outdated policies

Tap into the entrepreneurial expertise on campus to enhance curriculum and the university at large

Making them more accessible to the university

Improvement of admin processes

Shared governance

Accessibility/disability services

Student support services

Student:teacher [ratio]

Hands-on learning (application)

“suitcase school” reputation

Appeal of indoor tennis facility ☺

Full-time faculty

End perception of uww as commuter school and lack life during breaks

Increase grant activity

Improve advising for undergraduates😶

Better recruit faculty

Better using alumni networks

Growing endowment

Ability to build new residence halls to increase undergrad enrollment

Time from idea to implementation for actualization for curriculum or program changes is not realistic given the flexibility needed from the outside... Hurts our public perception with businesses, local communities, Heath care environments, public schools etc.

Capitalize on our regional options....Partnerships within local communities...We have cobblestone paths in the woods... We need bridges!

Challenge of keeping programs for undergrad to 4 years

How to discuss the tension general education and liberal arts and pressures from outside community about the values needed?

Increased demand grad degrees and professional training

Demand for current majors in business

Computer science, stem, education, magd

Open up or change flexibility related to transfer students and their needs- how to manage all the new iterations of transfer students?

Expand the boundary of our university...Access international students... Expand the scope of what is the university

Structural limitations... Of the organization....Can we have any flexibility in the structure?Give faculty more opportunities to reach a broader audience.

Where is the niche market for UWW?

Housing for students

Positioned to do more with student support services

Greater ethics or civility focus in our values and mission

Center for global education - utilization, funding, recruitment

Better financial position than other comprehensives to add quality

Continue to fund student employment -linking it back to their education

pre college programs

increasing/balance the faculty research and classroom teaching

more resources towards alumni relations

build on scholarship opportunities and endowment and start when students, faculty, staff get on campus

development of philanthropy culture

maintained sense of family

tutorial center with the student success center

room to build more student employment/internship for transitional students

keeping faculty to continue the teaching not GA/TA

**Summary of responses for Question 4:  
What are our greatest opportunities to enhance quality; to carve out a place for ourselves that will demonstrate our distinction and serve our constituents?**

|  |  |
| --- | --- |
| CATEGORY | PERCENTAGE OF TOTAL RESPONSES |
| Miscellaneous | 40 |
| Partnerships | 14 |
| Diverse student population | 11 |
| Marketing / Promotion / Recruitment | 11 |
| Responsiveness | 10 |
| Alternative course delivery | 5 |
| Retention | 5 |
| Interdisciplinary view | 3 |
| Liberal education / LEAP | 2 |
| Cultural competence | 1 |