THE LEARNING ENVIRONMENT

GOAL: Define a set of core values and apply them across the curriculum and campus life

PROGRESS: A core set of values has been identified based on content assessment of the Citizenship Guide (1995), Annual Education Program (1996), Strategic Plans (1993 and 1996), Profile (2000) and Goals (2000). They have been shared with the Strategic Planning and Budget Committee, Whitewater Student Government, Faculty Senate, and the Academic Staff Assembly. Revisions will be presented to focus groups in Fall 2002, with a final alignment with the University Mission Statement by Spring 2003.

GOAL: Define measurable student learning outcomes for all majors, general education and student life

PROGRESS: All academic majors and minors have developed, or are developing, measurable student learning outcomes as part of the university's audit and review process. Student outcomes for general education are being measured on a pilot basis through the subject matter tests and pre/post assessments of student writing.

GOAL: Develop more courses delivered through the Web or through other distance-learning technologies

PROGRESS: Enrollment in courses delivered totally at a distance has increased by 85 percent. The largest single area of growth has come from our online MBA program. More than 300 courses are offered totally or partially in the "Blackboard" online environment and more than 8,000 students have Blackboard accounts.

GOAL: Develop additional degree completion programs at off-campus sites

PROGRESS: A liberal studies degree completion program at UW-Rock County is in place and is enrolling approximately 10 full-time FTE. Expansion of that enrollment and completion of an arrangement with UW-Waukesha are next. An MBA program will be delivered in Madison beginning in Fall 2002.

GOAL: Increase funding to support undergraduate research

PROGRESS: Baseline data has been established. In addition to extensive support through faculty and staff time commitments, direct funds for student research have increased from 1999-00 to 2001-02 by 50 percent. Substantial increases must continue in order to capitalize on hosting the National Conference on Undergraduate Research in April 2002.

GOAL: Create international learning opportunities for 10 percent of all students

PROGRESS: Both the percentage of students having an international experience and the absolute number of students has approximately doubled since 1998, from 1.5% (164 students) to 2.8% (289 students). While this is positive, the rate of growth will have to increase significantly in order to meet the goal of 10 percent of the students.

MESSAGE FROM THE CHANCELLOR

Three years ago, UW-Whitewater began a rigorous self-improvement process that defined not only a destination, but a means of getting there. Collectively, we set a series of goals that provided a detailed road map to achieving excellence. We now have the chance to assess our progress openly.

You might think of this document as a mid-year report card— not a final grade, but an important checkpoint.

Sincerely,

Chancellor Jack Miller
STUDENTS

GOAL: Increase the six-year graduation rate for students to 60 percent

PROGRESS: The graduation rate has stabilized and has begun to turn upward, although there are still some "built in" negatives created by high dropout rates in classes several years ago. Substantial interventions are now being implemented including an Advisement Center, mentoring program, establishment of master advisors, and better coordination of academic and student affairs resources.

GOAL: Develop a comparable, six-year graduation rate statistic for student-athletes and graduate them at a higher rate than the general student body

PROGRESS: A comparable graduation statistic has been developed and progress has been excellent. The graduation rate for student athletes exceeds the all-campus average by approximately 5 percent.

GOAL: Increase the six-year graduation rate of multicultural students to be comparable to the campus average

PROGRESS: The graduation rate for multicultural students was at its highest point in 2000-01 at more than 40 percent. This was still more than 10 percent below the all-campus average.

GOAL: Improve freshman-to-sophomore retention by enhancing orientation, advisement and the first-year experience

PROGRESS: The retention rate for first to second year students has stabilized. The data for freshmen students from Fall 2001 returning in Fall 2002 appear to be promising and should provide two consecutive years of increases. Systematic interventions are now occurring.

GOAL: Win the Sears Cup for Division III Athletics

PROGRESS: Finishes in the Sears Cup standings have remained relatively stable with some minimal improvement. Building of the infrastructure, including improved facilities and support for coaching have been good.
DIVERSITY

GOAL: Increase the overall percentage of multicultural students

Congress: Increases in enrollment of multicultural students have been consistent from Fall 1998, when 689 multicultural students enrolled, to Fall 2001, when 789 students were multicultural.

GOAL: Increase the percentage of multicultural faculty, academic staff and classified staff

Progress: Increasing diversity of faculty, staff and classified employees has been consistent and positive. The percentage of faculty who are represented by ethnic minorities has increased from 14 percent to 16 percent. The percentage of academic staff has increased from 11 percent to 12 percent. The percentage of classified employees has increased from 2 percent to 4 percent.

GOAL: Increase the number of females and minorities in campus leadership positions

Progress: The increase in the percentage of females in leadership positions on campus has been substantial. In 1999-2000, 24 percent of leadership positions were held by females. That has increased to 37 percent by 2001-02. Similarly, the percentage of minorities in leadership positions has also grown substantially, rising from 8 percent in 1999-2000 to 13 percent in 2001-02.

FACULTY AND STAFF

GRADE B+

Goal: Provide release time, training and technical support to faculty and staff wishing to infuse technology into courses

Progress: Colleges have provided stipends and release time for preparing technology-delivered courses and more than 80 faculty in the instructional academic staff have been trained to use technology through federal grants. Budget limitations have slowed progress in this area.

GOAL: Transform focus of Learn Center workshops to include opportunities for building instructional improvement plans

Progress: The Learn Center continues to provide traditional resources to the campus, but has recently started a mentoring program for first-year faculty and is working with a group of teaching scholars.

GOAL: Create a central fund to support faculty sabbaticals and research presentations at major conferences

Progress: Budgetary limitations have hampered the creation of funds for research presentations at conferences. This year, a competitive fund will be established with an additional $50,000 available to faculty and staff. Research and sabbatical support are two of the highest goals identified by Faculty Senate Task Force on Faculty Development Fund Distribution.

GOAL: Create more opportunities and tangible rewards for faculty and staff involvement in "entrepreneurial" activities

Progress: Progress on this goal has been extremely minimal. Although some formal conversations have taken place, no formal process has been undertaken.

GOAL: Enhance development and training opportunities for faculty and staff

Progress: Development and training opportunities for faculty, staff, and classified employees have increased. A campus-wide training and development calendar has been produced. A new position in Human Resources has been created and responsibilities have been defined with up to 50 percent of time devoted to training. The Learn Center has created a new mentoring program and development program for first year faculty.

GOAL: Add 40 full-time, tenure-earning faculty positions

Progress: There has been excellent progress and the goal will be accomplished this year. Cuts in the Economic Stimulus Package reduced funding for this effort.

Additional Faculty Allocated

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Goal: Coordinate the faculty and staff annual review system so that all reviews are rigorous, thorough and documented

Progress: With the development of the "Purple Book" process for faculty and a similar process for academic staff, there is some coordination of data presentation in review. The Faculty Personnel Rules Committee has been working diligently toward a set of rules to guide the development of standards for annual review and the tenure and promotion process. Departmental standards that are rigorous and consistently communicated are under development.
GOAL: Partner with the community and region to improve housing, day care and quality of life for students in southeastern Wisconsin

PROGRESS: Housing opportunities in the community have been greatly expanded. The marketing survey, evaluation of Day Care Center plans, and the strategic task force meetings have all resulted in specific plans submitted to the Community Development Authority and other governmental and law enforcement agencies.

GOAL: Develop a physical development plan to build new instructional facilities and renovate existing ones

PROGRESS: The physical development and planning process has become well-defined and institutionalized. Recent accomplishments include the opening of the Kachel Fieldhouse, completion of the west campus development and Staring Road projects, and the beginning of the Upham Hall project. Projects currently supported by the UW System include a new College of Business and Economics building, expansion of the University Center, and the campus Bookstore project.

GOAL: Enhance the visibility of the institution through expanded communication, marketing and media relations

PROGRESS: A marketing committee developed a theme for the institution and coordinated campus messages and visual images. Combining Printing, Photo/Graphics and News and Public Affairs under a single director has increased progress. Advertising on radio, television and billboards has expanded delivery of the message. A successful partnership with Charter Cable has extended arts, athletics, and other programming to more than 100,000 homes.

GOAL: Increase the number of proposals submitted for external funding and the dollar amount awarded

PROGRESS: This goal has been exceeded. The amount awarded from the baseline has more than doubled.

GOAL: Increase the value of the endowment by 100 percent

PROGRESS: The value of the endowment has increased by 6 percent. This progress has been slowed tremendously by the decline in value of investments over the last three years, even with the receipt of substantial new gifts.

GOAL: Develop private funds to support a new academic building and improved student recreational and athletics facilities

PROGRESS: Development efforts for the new College of Business and Economics building have been delayed by lack of state approval for planning funding. The private funds have been received to complete a new facility at the men's baseball field. About 50 percent of the funds necessary have been raised to build additional office space for men's and women's sports at an expanded facility at the south end of the football stadium.

GOAL: Move the average per-student expenditure at UW-Whitewater closer to the UW System average

PROGRESS: The spending gap has been reduced between the System average and UW-Whitewater of undergraduate students. With additional funding from the Economic Stimulus Package, 2002-03 should show another significant improvement. Similarly, the cost per undergraduate student gap is closing.

GOAL: Increase the operational budget to enhance and maintain campus facilities

PROGRESS: Although progress on this goal has been slowed by state budget constraints and reduction in the Economic Stimulus Package, increases from other sources have occurred. Two full-time equivalent positions were added from the university budget along with an additional $12,000 in resources. SUFAC also approved reallocation of some existing fees for maintaining recreational facilities and an additional FTE position was created there. Reorganization within the division has also added to the accomplishment of this goal.

GOAL: Create a system that connects measured productivity at the unit level with the allocation of resources

PROGRESS: Progress has been made on this goal in the area of Academic Affairs. Baseline data are now established for teaching loads across all academic departments. These are utilized in allocation of resources in a unified annual budget request and planning process. Progress has not been as strong in other decisions due to limited growth in available funds.

GOAL: Consider modifying the tuition structure from the current plateau model to a per-credit charge

PROGRESS: Progress has been made on this goal in the area of Academic Affairs. Baseline data are now established for teaching loads across all academic departments. These are utilized in allocation of resources in a unified annual budget request and planning process. Progress has not been as strong in other decisions due to limited growth in available funds.

GOAL: Develop outcomes-based budgeting process for athletics

PROGRESS: Obtaining comparative information has proven difficult. Now, with the participation of the WIAC athletic directors, baseline data is available. Incentive programs for academic and competitive success have already been instituted and funding allocated to reward individual athletic teams. Approximately 75 percent of the funding is for academic success and about 25 percent for competitive success.