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On the Cover: Background image detail from the mall entrance to Hyer Hall.
Hyer Hall was built in 1925 and was formerly the east wing of Old Main, the institution's original building. The building was named in honor of Frank S. Hyer, president of the institution from 1919-1930. Hyer Hall is now listed in the National Register of Historic Places.
From the Chancellor

As we near the new millennium, UW-Whitewater is focused squarely on the task of assuring that all aspects of our university are prepared for the exciting challenges that the new century will bring.

It is fitting that the design for this publication features architectural details from the soon to be renovated Hyer Hall. As the oldest building on campus, Hyer Hall represents the strong foundation upon which our future excellence is built.

Our vision is that UW-Whitewater will be recognized as a premier comprehensive regional university. We express this vision as Excellence for the 21st Century.

This most recent iteration of our Strategic Plan builds on the priorities enunciated in our first plan—that UW-Whitewater is primarily an undergraduate university offering career oriented programs, that high quality teaching is the first and foremost responsibility of every faculty member, and that the quality of the intellectual environment and the general campus climate are recognized as shared responsibilities. The Strategic Plan lists our goals and strategies to achieve Excellence for the 21st Century. It results from the broad involvement of faculty, staff, and students in incorporating the processes of long range planning, assessment, program review, and accountability.

Six priorities are identified:

1. UW-Whitewater will keep student learning as the paramount focus of its programs and services.
2. UW-Whitewater will deliver state of the art programs and services.
3. UW-Whitewater faculty and staff will be exemplars in their fields.
4. UW-Whitewater will foster a sense of community, a respect for diversity, and an appreciation of global perspectives.
5. UW-Whitewater will serve as a vital resource to the region.
6. UW-Whitewater will continue to strengthen its leadership position as a premier comprehensive university.

I applaud the faculty, administrators, academic and classified staff, and students who have developed the goals and strategies to accomplish our vision of Excellence for the 21st Century. They have given all of us clear direction and guidelines for planning our future. We must now be about developing the plan of action that will transform goals and strategies into desired outcomes.

Cordially yours,

[Signature]

H. Gaylon Greenhill
Chancellor
UW-Whitewater Vision Statement

The University of Wisconsin-Whitewater seeks wide recognition as a premier regional university committed to the goal of achieving "Excellence for the 21st Century." UW-Whitewater is and must remain a comprehensive university where quality teaching is the first and foremost responsibility of every faculty member. Through its commitment to the Teacher/Scholar concept, the University will expect all faculty members to be outstanding teachers and productive scholars. The University will support and nurture an environment that fosters free and open scholarly inquiry, and will assist all faculty and staff in competing for and obtaining the additional resources that may be necessary to fulfill their professional research and creative endeavor objectives.

The university provides quality programs and services that meet the needs of students preparing to live and work in an increasingly diverse, multicultural and global society linked to an interdependent political, environmental, economic, and information-rich world. As active partners in education, UW-Whitewater faculty, staff, and students will assume responsibility to ensure that its graduates fulfill the expectations of an educated person who possesses analytic, communication, and critical-thinking skills with the ability to integrate knowledge among diverse academic disciplines providing a basis for life-long learning.

UW-Whitewater is and will continue to be primarily an undergraduate university serving career-oriented students from southeastern and south central Wisconsin. Although the majority of students will come from the adjacent region, diversification of the student body will be accomplished by (1) continuation of the University's unique mission to serve the needs of disabled students, (2) an increase in the proportion of students from the top ten percent of high school graduating classes, (3) the commitment to recruit and retain minority students so that UW-Whitewater continues to have the largest minority enrollment in the University of Wisconsin System university cluster, and (4) an increase in the number of international students.

While UW-Whitewater will have a dominant undergraduate enrollment, it will have a significant graduate program in selected areas built upon existing undergraduate programs of excellence. These areas include business, education, communication, and human services.

A key element of the baccalaureate degree will be the common general education program which provides the body of knowledge that undergirds all degree programs. In addition to high quality majors and minors, the undergraduate experience will include active learning experiences such as internships, undergraduate research, volunteer experience, and international exchange opportunities.
The quality of UW-Whitewater programs will be maintained by rigorous processes of audit and review and assessment of student outcomes which utilize outside reviewers whenever possible. The University will seek special accreditation of its programs whenever such accreditation results in enhanced program quality. It is further recognized that the maintenance of assets, including personnel, technology, and physical facilities is critical to the effective delivery of the instructional program. Enhanced extramural fund raising efforts will play a critical role in the achievement of enhanced quality. The University places a high priority on developing and sustaining high quality programs as a central feature of the campus' living/learning environment. The University will support these programs by investing the resources of the campus through the intramural award process and by seeking appropriate funding partnerships with external constituents.

As a regional university, UW-Whitewater will enhance its partnership with its region. Not only must it produce the high-quality graduates necessary to serve the needs of the region, there must be close partnerships with schools and industries, and a widespread continuing education and consultation outreach. The University will continue to be a vital cultural center for the region.

Through the strategic planning process, the application of total quality management principles and adoption of a client-centered approach to its services, the University will seek excellence by establishing clear goals and objectives for each unit of the institution which are complementary to the university-wide goals and objectives. The University will pursue the benefits of decentralization but guard against fragmentation.

UW-Whitewater will remain a shared governance institution with a responsive and effective administration and a highly dedicated and committed faculty, academic staff, and classified staff. It will be distinguished as a caring community with an atmosphere that is collegial, open, civil, and tolerant. The University will protect the fundamental rights of every member of the UW-Whitewater community to live and work in dignity. At the same time, freedom of expression will be assured for all its members.
Strategic Planning Assumptions

Student learning is the paramount focus of the University's programs and services.

Undergraduate programs are characterized by active learning experiences such as internships, undergraduate research, volunteerism, and international study.

Students must be life-long learners, prepared to live and work in an increasingly diverse, multicultural, and global society.

Diversification of students, faculty, and staff and creation of an environment where respect for human dignity prevails, must guide all decisions and actions.

State of the art programs and services are assured through vigorous processes of audit and review and assessment of student learning.

The University must commit itself, as individuals and as a community, to a compact based on the concepts of inclusion, caring, team work and sharing, as well as the tenets embedded in A Guide for Citizenship in the UW-Whitewater Community.

The University, as a center of teaching and learning, must encourage all its members to attain their highest possible potential, seeking to advance the best human ideas and ideals.

All employees are expected to contribute to the attainment of the academic mission of the University and be active professionally, and the University must ensure that their achievements are recognized and rewarded.

Graduate programs, credit/non-credit courses, distance learning, and the development of partnerships/collaboration with business, industry, education, and cultural agencies are vital to meeting the needs of the region.

The University must be a good steward of its assets. As state funding declines, the maintenance of institutional assets, talent, facilities, equipment, technology, and the University's reputation, is essential to effective delivery of the instructional programs and services.

Enhanced extramural fund raising efforts play a critical role in the achievement and maintenance of quality.

The University is a shared governance institution with an atmosphere that is collegial, open, civil and tolerant.

Integration of technology into all facets of the University is critical for accomplishing the University's vision.
The Six Priorities of the Strategic Plan

**PRIORITY 1**
UW-Whitewater will keep student learning as the paramount focus of its programs and services.

**PRIORITY 2**
UW-Whitewater will deliver state of the art programs and services.

**PRIORITY 3**
UW-Whitewater faculty and staff will be exemplars in their fields.

**PRIORITY 4**
UW-Whitewater will foster a sense of community, a respect for diversity, and an appreciation of global perspectives.

**PRIORITY 5**
UW-Whitewater will serve as a vital resource, particularly to the region.

**PRIORITY 6**
UW-Whitewater will continue to strengthen its leadership position as a premier comprehensive university.
Goal Statements

PRIORITY 1
UW-Whitewater will keep student learning as the paramount focus of its programs and services.

GOAL 1.1 An environment that enables students to attain their full academic potential.

GOAL 1.2 High levels of support early in the student's academic career that enhance success and increase retention.

GOAL 1.3 Student mastery of their disciplines that prepares them to flourish in a global environment.

GOAL 1.4 Graduates who are broadly-educated, life-long learners.

PRIORITY 2
UW-Whitewater will deliver state of the art programs and services.

GOAL 2.1 Academic programs that are intellectually challenging, current, and dynamic.

GOAL 2.2 Administrative, student, and academic support services that are current, dynamic, effective, and in alignment with the institutional mission.

GOAL 2.3 A current technological and physical infrastructure that effectively supports academic programs, support services, and outreach activities.

PRIORITY 3
UW-Whitewater faculty and staff will be exemplars in their fields.

GOAL 1.1 A diverse instructional staff, nationally recognized for their achievements, who are outstanding teachers, productive scholars and active contributors of professional, university and community service.

GOAL 1.2 A skilled, talented, and diverse administrative and support staff who are active contributors to the institutional mission, their profession, and the community.
**PRIORIT Y 4**
UW-Whitewater will foster a sense of community, a respect for diversity, and an appreciation of global perspectives.

**GOAL 4.1**  A dynamic learning community that encourages individual growth and development of values, service, respect for others, sense of citizenship, and commitment to civil discourse.

**GOAL 4.2**  An intellectual climate that reflects the diversity of students, faculty, and staff and a shared commitment to achieving a global vision.

**PRIORIT Y 5**
UW-Whitewater will serve as a vital resource, particularly to the region.

**GOAL 5.1**  A thorough identification of the educational, cultural, and social needs of the region and the offering of programs and activities that meet these needs.

**GOAL 5.2**  A substantive contribution to the economic development of the region and the quality of life of its citizens.

**PRIORIT Y 6**
UW-Whitewater will continue to strengthen its leadership position as a premier comprehensive university.

**GOAL 6.1**  High quality students, effectively recruited and retained through graduation.

**GOAL 6.2**  Budget processes that ensure internal resources are appropriately matched with the University’s strategies for achieving its goals.

**GOAL 6.3**  Supplemental outside funding support sufficient for the University to achieve its goals and priorities.

**GOAL 6.4**  Public awareness of the University’s accomplishments that recognizes the contributions of faculty, staff, students, and alumni.

**GOAL 6.5**  An effective shared governance system, functioning in the spirit of collaboration.
Strategic Plan

PRIORITY 1
UW-Whitewater will keep student learning as the paramount focus of its programs and services.

GOAL 1.1 An environment that enables students to attain their full academic potential.

STRATEGIES
a. Increase opportunities for student involvement in undergraduate research, experiential learning, honors courses, and student academic associations.
b. Provide students with easy access to clearly stated, accurate, and timely information to efficiently guide them through their college experience and to prepare for their future.
c. Increase opportunities for students to optimize active learning and faculty/student intellectual interactions.
d. Review methods of delivering instruction with the goal of optimizing student learning.
e. Require appropriate mandatory advising for all degree-seeking students, adequately train faculty/staff to fulfill this role, and make the assignment of the advisor prior to the student's arrival for their first semester.
f. Promote and reward mentoring - faculty/staff to faculty/staff, faculty/staff to student, and student to student - as an integral part of the campus culture.
g. Require students to declare a major by the completion of a set number of credits.
h. Seek and scrutinize more opportunities for students to waive or test out of courses.
i. Preserve a safe and healthy campus environment conducive to learning by providing programs and services that enhance the physical, mental, and emotional well-being of students.
j. Implement financial aid policies consistent with the priorities of the Strategic Plan.
k. Integrate academic advising and career development programs and services that will assist students in choosing academic programs in line with their interests, skills, and abilities.
l. Utilize technology to develop “distance advising” periods for students who are coming from out-of-state or transferring from other universities.
m. Provide services that meet the needs of nontraditional students.

GOAL 1.2 High levels of support early in the student's academic career that enhance success and increase retention.

STRATEGIES
a. Develop a seminar for credit that links with and builds upon new student orientation, convocation experiences, and career planning.
b. Institute an early intervention and mentoring system for freshmen.

c. Restructure freshman academic/honor societies to provide freshmen with quality opportunities for academic co-curricular involvement.

d. Investigate the possibility of developing orientation programs based on a student’s major, and programs for students in specially designed programs such as EOP and Project Assist.

e. Develop a continuous communications process for freshmen involving contacts by advisors, mentors, and others throughout the first year experience.

f. Provide a living community residence hall option for first year students that offers a strong integration of the student’s academic and social development.

g. Maintain or increase the University’s graduation rate of 55%.

**GOAL 1.3 Student mastery of their disciplines that prepares them to flourish in a global environment.**

**STRATEGIES**

a. Monitor student learning through established outcomes assessment procedures to ensure high quality academic programs.

b. Increase and actively promote experiential learning opportunities for students, including internships, research projects, field study, practica, study abroad, community service, and campus employment and activities.

c. Increase opportunities for students to attend and participate in professional meetings and conferences.

d. Incorporate global perspectives across the curriculum.

**GOAL 1.4 Graduates who are broadly-educated, life-long learners.**

**STRATEGIES**

a. Integrate critical thinking, problem solving, collaborative learning, and creativity skills throughout the academic and non-academic programs.

b. Ensure that the goals of the general education program are widely disseminated and are being met by periodic program review and ongoing program assessment.

c. Establish clear linkages between the general education program and each major, enhancing the major and reinforcing the general education program outcomes.

d. Integrate extra-curricular activities, e.g., cultural events and lecture series, routinely with course requirements.

e. Provide leadership education and training through formal instruction, co-curricular workshops, and opportunities for involvement in leadership roles.
PRIORITY 2
UW-Whitewater will deliver state of the art programs and services.

GOAL 2.1 Academic programs that are intellectually challenging, current, and dynamic.

STRATEGIES
a. Provide an array of academic programs that reflect best practice within the disciplines.
b. Conduct regular program audits and reviews to improve programs and appropriately allocate/reallocate resources.
c. Conduct periodic reviews of the curriculum to ensure efficacy and efficiency in achieving program goals and objectives.
d. Establish a four-year plan of course offerings for each undergraduate major that ensures students, who follow the plan, a four-year degree.
e. Review each major for the feasibility of a three-year degree plan.
f. Address course availability, class scheduling, and class size needs.
g. Reduce the average number of credits that students attempt while earning a baccalaureate degree to 135.
h. Engage external advisory boards to ensure relevancy and high quality of all programs.
i. Offer courses that focus on integration and application of coursework and on career information and employment strategies.
j. Require capstone experiences in all graduate programs.
k. Encourage students to lease/purchase a personal computer that meets UW-Whitewater technology standards.

GOAL 2.2 Administrative, student, and academic support services that are current, dynamic, effective, and in alignment with the institutional mission.

STRATEGIES
a. Review the University's administrative organization and functions to enhance efficiency and effectiveness.
b. Conduct regular office/program audits and reviews to improve programs and appropriately allocate/reallocate resources.
c. Realign programs and services across the University and foster collaboration and a team approach in achieving mutual goals.
d. Encourage the Wisconsin Civil Service System to become more effective in re-deploying and retraining the existing workforce to meet the needs of new and changing jobs.
e. Evaluate and consider alternatives for providing quality, cost effective support services.
f. Assure that all process review and improvement initiatives address client needs.
g. Enhance career development services for students.
GOAL 2.3  A current technological and physical infrastructure that effectively supports academic programs, support services, and outreach activities.

STRATEGIES

a. Invest in technology, facilities, furnishings, and equipment to improve the quality of workspace and tools to enhance productivity.

b. Upgrade and remodel physical facilities to encourage and facilitate student learning.

c. Implement the Campus Master Plan for physical facilities.

d. Develop a comprehensive institutional technology plan.

e. Infuse and integrate technology into appropriate aspects of administrative and support services.

f. Utilize state of the art instructional technology to enhance student learning whenever possible.

g. Complete the campus wiring and network project to provide for timely access to information and sharing of resources.

h. Upgrade the campus access to the Internet to meet the changing needs of learning, teaching, research, and administrative activities.

i. Increase end-user access to institutional data for use in assessment, budgeting, reporting, and daily operational functions.

j. Provide technical support and encouragement to students, faculty, and staff for creative use of information technology.

k. Extend the use of information technology and pursue its innovative application in meeting institutional advancement goals.

l. Collaborate with other institutions in order to share technical expertise and reduce duplication of effort.

m. Provide on-going training in the area of information technology for all faculty, staff, and students.

PRIORITY 3

UW-Whitewater faculty and staff will be exemplars in their fields.

GOAL 3.1  A diverse instructional staff, nationally recognized for their achievements, who are outstanding teachers, productive scholars, and active contributors of professional, university, and community service.

STRATEGIES

a. Screen candidates for instructional positions carefully for evidence or promise of excellence in teaching, research, and service - particularly in teaching.

b. Review evaluation procedures for instructional staff so that collectively they constitute an objective, integrated, consistent, and effective system.
c. Evaluate teaching, research, and service as forms of scholarship, judging each by the extent to which it reflects a thorough knowledge of the field; has clear goals and purposes; uses appropriate methods, procedures, and resources; exhibits good communication; and produces significant results.

d. Recruit and retain a diverse instructional staff.

e. Review faculty and staff development programs to assure they effectively encourage faculty/staff to achieve their full potential as teacher-scholars, always with the goal of enhancing student learning and development.

f. Review the faculty and staff evaluation, reward and compensation systems to ensure they are fair, consistent, and recognize variable work assignments.

g. Reassess criteria for Graduate Faculty status.

h. Maintain an instructional staff of outstanding teachers who are on the cutting edge of their disciplines and are deeply committed to their students.

i. Evaluate academic advisors and reward good advising as a component of teaching.

j. Encourage and reward faculty and staff to act as role models for intellectual and community activism.

k. Develop organizational approaches that encourage collaboration and cooperation among faculty and academic staff.

**GOAL 3.2**  
*a skilled, talented, and diverse administrative and support staff who are active contributors to the institutional mission, their profession, and the community.*

**STRATEGIES**

a. Provide professional development opportunities to ensure that all employees are familiar with current and developing issues, methods, and solutions and that they have opportunities to achieve their full potential.

b. Include all components of the campus community, valuing the contributions of each, in continuous quality improvement initiatives.

c. Screen candidates for non-instructional positions carefully for competence in their positions and a commitment to enhancing student learning and development.

d. Recruit and retain a diverse non-instructional staff.

e. Review all staff performance evaluation procedures so that collectively they constitute an objective, integrated, consistent, and effective system.

f. Review staff development programs to ensure they effectively help individuals to achieve their full potential, always with the goal of enhancing student learning and development.

g. Review staff reward and compensation systems so that they are fair, consistent, and effective.

h. Encourage and reward staff to act as role models for intellectual and community activism.

i. Reward collaboration/cooperation among faculty and staff.

j. Enhance cooperative efforts of labor/management relationships.
PRIORITY 4
UW-Whitewater will foster a sense of community, a respect for diversity, and an appreciation of global perspectives.

GOAL 4.1 A dynamic learning community that encourages individual growth and development of values, service, respect for others, sense of citizenship, and commitment to civil discourse.

STRATEGIES
a. Foster a learning environment in which the well-being of every individual is valued, service to one another is encouraged, freedom of expression is not compromised, and civility is affirmed.


c. Develop swift, sensitive, and appropriate responses to public acts of disrespect or discrimination toward any member of the University community.

d. Increase the number of campus wide events that build on traditional campus efforts to foster a sense of community and enhance the strengths of the university.

GOAL 4.2 An intellectual climate that reflects the diversity of students, faculty, and staff and a shared commitment to achieving a global vision.

STRATEGIES
a. Integrate diversity issues and a global perspective throughout the instructional and non-instructional student programs.

b. Reaffirm the University’s commitment to Design for Diversity and the concepts of inclusion, aggressively recruiting and retaining students, faculty, and staff who enhance the intellectual climate with diverse ethnic, racial, and gender perspectives.

c. Restructure international programs to provide leadership in internationalizing the curriculum and arranging student and faculty exchanges.

d. Coordinate cultural programs and events to maximize participation.

e. Develop a plan for increasing the enrollment of international students and provide appropriate services and programs designed to promote their success.
PRIORITY 5
UW-Whitewater will serve as a vital resource, particularly to the region.

GOAL 5.1 A thorough identification of the educational, cultural, and social needs of the region and the offering of programs and activities that meet these needs.

STRATEGIES

a. Conduct a needs assessment of the University's programs and services to establish an appropriate array of both and to continuously improve their quality.
b. Offer appropriate credit and non-credit courses at times convenient to non-traditional students.
c. Increase distance learning opportunities for citizens of the state.
d. Increase collaborative efforts with other UW institutions, UW System, technical colleges, and private colleges/universities.
e. Offer camps and conferences that meet regional needs and provide favorable experiences for prospective students.
f. Bring renowned scholars, artists, performers, and public officials to campus for presentations open to the public.
g. Provide cultural programs for the campus and the region.
h. Serve as an informational resource to pre K-12 schools and meet mutual needs through consortia and partnerships.
i. Involve faculty, staff, and students in community service activities.
j. Establish networks among community and regional institutions and agencies that will encourage the exchange of professional resources.
k. Enhance the services and programs designed to meet the occupational needs of the region.

GOAL 5.2 A substantive contribution to the economic development of the region and the quality of life of its citizens.

STRATEGIES

a. Offer expertise to the business community via faculty, staff, and student consultants.
b. Provide experiential and service learning opportunities for students that meet the needs of the region.
c. Provide public access to vital information and expertise using cutting-edge information technology.
d. Work with local community agencies and governments on matters of interest.
e. Offer training programs and graduate curricula for employee development using distance education when possible.
PRIORITY 6
UW-Whitewater will continue to strengthen its leadership position as a premier comprehensive university.

GOAL 6.1 High quality students, effectively recruited and retained through graduation.

STRATEGIES
a. Implement a comprehensive enrollment management plan that provides for an appropriate mix of students and focuses on retaining students.

b. Increase scholarship support to assist in recruiting and retaining academically talented students.

c. Enhance instructional delivery systems to meet the challenges posed by high quality students.

d. Continue to develop an Honors Program that provides high quality, diverse experiences.

e. Award graduate assistantships and out-of-state fee remissions to attract and retain high quality students.

f. Pursue strategies that actively involve high quality students in the First Year Experience.

GOAL 6.2 Budget processes that ensure internal resources are appropriately matched with the University's strategies for achieving its goals.

STRATEGIES
a. Ensure that adequate resources are appropriately matched with expected results.

b. Review all campus instructional and non-instructional programs and services to determine the most effective use of faculty/staff members and resources, and to optimize productivity and cost efficiency.

c. Develop an annual budget that reflects past experiences, enrollment patterns, institutional priorities, and new opportunities.

d. Develop a procedure to maintain sufficient University contingency funds and auxiliary financial reserve levels.
GOAL 6.3  Supplemental outside funding support sufficient for the University to achieve its goals and priorities.

Strategies
a. Increase substantively the number of grant proposals submitted and awards received.
b. Develop a state of the art funding source database and grants management system that effectively matches potential funding sources with faculty and staff expertise and interests.
c. Review all intramural grant programs for their efficacy in preparing individuals to obtain external funding.
d. Reinvest a portion of the indirect costs recovered from grants and contracts to support the generation of additional competitive proposals.
e. Increase faculty and staff involvement in external fundraising and alumni related programs.
f. Complete the Excellence for the 21st Century campaign.
g. Integrate advanced information technology into fundraising initiatives.

GOAL 6.4  Public awareness of the University’s accomplishments that recognizes the contributions of faculty, staff, students, and alumni.

Strategies
a. Strengthen relations between the Office of News and Public Affairs and other campus units to promote areas of excellence through local, state, and national media outlets.
b. Promote the accomplishments of students, faculty, staff, and alumni to both internal and external audiences.
c. Increase opportunities for honoring distinguished alumni.
d. Implement an honorary degree process that recognizes individuals who have made exceptional contributions.
e. Develop a concerted effort to report student successes to their home community and high school through the local newspapers.

GOAL 6.5  An effective shared governance system, functioning in the spirit of collaboration.

Strategies
a. Clarify rights, responsibilities, and appropriate roles of the administration, faculty, academic staff, classified staff, and students in policy development/implementation.
b. Develop procedures and communications protocols that are designed to carry out University policies within the framework of shared governance.
c. Maintain a shared governance climate that is based on mutual respect, openness, civil debate, and rational deliberation.
"The University of Wisconsin-Whitewater is committed to equal opportunity in its educational programs, activities and employment policies for all persons regardless of race, color, gender, creed, religion, age, ancestry, national origin, disability, sexual orientation, political affiliation, marital status, Vietnam-era veteran status, parental status and pregnancy."