CRITERION FOUR

The Institution can continue to accomplish its purposes and strengthen its educational effectiveness.

INTRODUCTION

The University is proud of its accomplishments and is determined to not only maintain the academic reputation that it has achieved during its 128 year history but also enhance its educational effectiveness. Recognizing the dynamic environment in higher education, the University has engaged in ongoing strategic planning efforts coupled with annual reporting, audit and review of academic programs, and office planning and review of non-instructional programs.

STRATEGIC PLANNING

Shortly after taking office as Chancellor, Dr. Greenhill appointed a Strategic Planning and Budget Committee with campus-wide representation. With assistance from the National Center for Higher Education Management Systems (NCHEMS), the campus adopted a strategic plan in January 1993. The plan is available in the Documents Room. The plan identified three priorities for the campus:

• The University of Wisconsin-Whitewater is primarily an undergraduate institution offering high quality, career oriented programs integrated with a strong general education curriculum.

• The University of Wisconsin-Whitewater is committed to quality teaching as the first and foremost responsibility of the institution.

• The University of Wisconsin-Whitewater is a dynamic learning community where the quality of the intellectual environment and the general campus climate are recognized as shared responsibilities.

Each year campus units identified specific goals that would assist the University in meeting the strategic plan. These objectives and progress in completing them are reported each year in the units’s annual report.

During Fall 1994 the campus initiated a review of the strategic plan and determined that the initial plan needed to be updated. A SWOT analysis was conducted, data was reviewed, and a revised set of priorities was developed. The revised plan was discussed by campus units in January 1996 and
forwarded to the Chancellor in March 1996. A copy of the current plan is available in the Documents Room.

**PROGRAM\SERVICE REVIEW AND EVALUATION**

As part of the strategic planning activities, a review and evaluation of all programs and services was conducted during 1993. Each unit developed a ten-page self-study that addressed specific criteria. Teams consisting of 4-5 faculty, staff, and students reviewed all self-studies and provided ratings for each criterion. An overall recommendation regarding enhancement, maintenance, reduction, or elimination was given for each unit. These recommendations were collated (available in the Documents Room) and have been used as a basis for resource allocation. This process will be completed again in 1996.

**AUDIT AND REVIEW**

Each year 20 percent of all academic programs are reviewed through the audit and review process. Mandated by the Board of Regents, the purpose of audit and review is program improvement. In 1994 the criteria for audit and review were rewritten to be consistent with the program review and evaluation process used for strategic planning. By developing parallel processes, a consistent set of data is used for each review. Consequently, the same criteria are used to provide feedback for program improvement as part of audit and review and are used for resource reallocation as a part of program review and evaluation. Audit and review documents are available in the Documents Room. During the past five years, recommendations have included curriculum revision, program elimination, faculty/staff changes, external funding submission, etc.

**OFFICE PLANNING AND REVIEW (OPR)**

Developed by the Division of Student Affairs, the purpose of OPR is to review non-instructional programs and to provide feedback for improvement. The process has been revised to bring the criteria used for evaluation into consistency with the criteria used for review and evaluation by strategic planning. During the past five years, recommendations have resulted in significant changes in Student Affairs. The process has been adopted in all non-instructional programs.
ANNUAL REPORTS

Each unit submits an annual report during the summer. The unit annual reports are collated by the division head and forwarded to the Chancellor to be used in development of the University’s Annual Report to the UW System and Board of Regents. (Copies of the Annual Reports are in the Documents Room). The annual reports highlight activities of the past year, address progress in meeting goals for the strategic plan, and identify goals for the upcoming year. Academic programs also attach a copy of assessment activities. In 1993 the Accountability Commission (a special task force appointed to examine accountability issues for state agencies) identified measures for accountability for all institutions in the system. In addition, each institution was directed to identify several institution specific accountability indicators. UW-Whitewater’s specific indicators are:

1. UW-Whitewater is committed to a high level of experiential opportunities, including internships, field work, practicums, undergraduate research, community service and other forms of clinical work, to augment on-campus course work.

2. With its special mission designation to serve students with disabilities, UW-Whitewater will provide state and national leadership in the support of students with special abilities, needs, and disabilities.

3. UW-Whitewater is committed to serving the life-long learning needs of persons in our region through a responsive network of continuing education and outreach programs.

4. As highly-qualified professionals, UW-Whitewater faculty and academic staff members will keep their involvement in professional leadership and community service activities.

Each year the campus provides data regarding the accountability indicators to the UW System Office. The report is available in the Documents Room.

STABILITY OF HUMAN RESOURCES

The University has a stable workforce. This stability provides continuity in programmatic efforts. It also reflects the vibrant campus environment that fosters long term commitment. As many faculty and academic staff approach retirement ages, the university is engaging in careful introspection to determine the most effective utilization of its human resources. As a consequence,
programs and offices are being merged or phased out and the resources redirected to emerging or expanding programs.

**FINANCIAL STABILITY**

The University has enjoyed consistent funding that adequately supports quality programs and services. Quality Reinvestment in 1992, 1993, and 1994 provided an opportunity for the campus to identify funds in low priority programs and to reinvest them in high priority areas. Of the $353,000 targeted for reinvestment each year, $216,600 was assigned to compensation in 1992-93, $196,800 in 1993-94, and $197,100 in 1994-95. The remaining funds were allocated to the library, technology, or supplies/equipment. As a result of Quality Reinvestment and state funded “catch” compensation, the faculty and staff have salaries that are above the average for UW System comprehensive campuses.

In 1995 the University faced its first base budget reduction since merger in 1971. In each year of the 1995-97 biennium, $571,800 (1.16%) and $559,700 (1.14%) respectively must be eliminated. In response, the University has followed its strategic plan, vision statement, and budget reduction principles in determining the source of reductions. Retirement and program/office mergers have been used when possible.

**SUMMARY**

The University has established a strategic planning and budget process that provides systematic review of the campus and planning for the future. Decisions are consistent with the Strategic Plan and will ultimately lead to accomplishing the institutional vision to be a premier regional university. The University can continue to accomplish its purposes and strengthen its effectiveness.