

University of Wisconsin Whitewater
Higher Education Leadership Graduate Program

Executive Summary of Mid-Year Program Progress

Academic Year 2014-2015



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SWOT Analysis of the HELEAD Program

Process: Kristina Navarro met with incoming students, current and former instructors throughout the Summer and early Fall of 2014 to assess the current state of the HELEAD program. In addition, she researched other programs regionally in Higher Education Leadership. The following SWOT analysis was developed from this interview process.

<p style="text-align: center;">Strengths</p> <p>Students described the following strengths:</p> <ul style="list-style-type: none"> • Flexible student-centered • The program can be completed in 18 months, but can also be extended to 3 years • Classes are flexible in nature, and are offered in an evening format to cater to the needs of working adults. <p>Instructors described the following strengths::</p> <ul style="list-style-type: none"> • Strong scholar-practitioner relationships on campus • Consider a flexible model but maintain face to face contact. 	<p style="text-align: center;">Weaknesses</p> <p>Students and faculty described the following weaknesses:</p> <ul style="list-style-type: none"> • Advising processes are unclear • Program lacks flexibility • No centralized website or listserve for information dissemination • Curriculum sequencing is not clear • A faculty member/coordinator is needed to assist with academic curricular processes
<p style="text-align: center;">Opportunities</p> <p>Research on Other Programs Regionally Presented the Following Opportunities for Program Growth</p> <ul style="list-style-type: none"> • Niche areas of higher education that other areas in the region do not cater to (i.e. athletics administration, two year college leadership) <p>Students and Faculty described the following opportunities:</p> <ul style="list-style-type: none"> • Establish program as flexible and student centered • Develop strong practicum site relationships regionally • Leverage relationships with professional associations 	<p style="text-align: center;">Threats</p> <p>Research on Other Programs Regionally Presented the Following Program Threats</p> <ul style="list-style-type: none"> • Many higher education programs do exist and therefore a unique approach to marketing is necessary • Completely online programs may provide enhance flexibility, but do not utilize same marketing tactics, very impersonal

Program Mission Statement

“A flexible, student-centered program producing future scholar-practitioner leaders in higher education”

The University of Wisconsin-Whitewater's Higher Education Leadership graduate program prepares individuals who aspire to hold leadership positions in higher education. This program takes a scholar-practitioner approach, preparing students as future leaders in student affairs, academic affairs, intercollegiate athletics, and two-year college leadership. The faculty and instructors of this program practice leadership in higher education as high-level administrators. Classroom experiences are grounded in theoretical concepts that guide organizational leadership, but focus primarily on practical application. Students who complete this program will have a strong understanding of how to implement policy, apply theory, collaborate across higher education units, and engage in critical decision-making processes. In short, students who graduate from this program are equipped to step directly into fast-paced higher education leadership roles.



Strategic Plan Overarching Programmatic Development Goals

- Establish the University of Wisconsin-Whitewater Higher Education Leadership Graduate Program as a destination program for aspiring scholar practitioners regionally
- Attract and retain a regional pool of aspiring scholars and practitioners in higher education leadership
- Provide complementary theoretical and practitioner based programming to prepare 21st century higher education leaders
- Prepare students for success in a difficult job market via for-credit practicum experiences
- Continue to foster primary relationship with UWW students affairs, academic affairs and intercollegiate athletics departments
- Foster current and establish new relationships with regional higher education institutions to enhance professional development opportunities for students

Program Coordinator's Programmatic and Curricular Efforts to Date (June 1, 2014-December 1, 2014)

Curriculum Sequencing and Collaboration with Adjunct Faculty

- Coordinated and collaborated with six adjunct faculty to ensure course syllabi abided by College and departmental standards; Developed syllabus development tools for adjunct faculty
- Assisted adjunct faculty with curriculum development and textbook referrals to enhance student experience
- Planned and implemented a faculty retreat in August, 2014
- Developed an instructor handbook and distributed this at the faculty retreat in August, 2014
- At the request of Julie Marino, handled scheduling of courses and course related communication with adjunct faculty members

Program Marketing and Promotion, Growth and Development

- Worked with School of Graduate and Continuing Studies Marketing/Technology support units to develop consistent brand and logo for the program and enhance program recognition
- Created and maintained program Listserv, Facebook, Twitter, LinkedIn accounts
- Led website redesign for the emphasis in collaboration with Graduate and Continuing Studies Marketing Director Tapan Shah and staff
 - Filmed and developed testimonial video of current student experiences
- Worked with UW-Whitewater's Media and Marketing Relations staff to develop a banner, bookmark, pamphlet and long form booklet for program recruitment
- Forged relationships and sponsorships with primary higher education, student affairs, and athletics administration professional organizations including:
 - Wisconsin College Personnel Association (WCPA)
 - American College Personnel Association (ACPA)
 - American Educational Research Association (AERA)
 - National Association of College Women Athletics Administrators (NACWAA)
 - Association for the Study of Higher Education (ASHE)
 - National Association of Student Personnel Administrators (NASPA)
 - Collaborative efforts are ongoing with aforementioned organizations to enhance visibility and recruitment

Practicum Placements and Employer Relationships

- Attended three conferences on behalf of the HELEAD program to enhance relationships with partner institutions. Current practicum relationships and job placement sites include UW-Madison, Madison College, UW-Milwaukee, UW-Parkside, Black Hawk Technical College, Edgewood College, UW-Whitewater Student Affairs, Academic Affairs, and Athletics

Curriculum Development

- Assisted Drs. Brent Bilodeau (Assistant Vice Chancellor for Student Affairs) and Tom Rios (Vice Chancellor for Student Affairs) to develop a Comparative Higher Education Travel Abroad Experience and course
 - Served as faculty sponsor for Department, College and University curriculum processes
- Redesigned the practicum program to enhance quality of experience for current and future students
- Developed HELEAD specific sections of EFOUND 780 and CIGENERL 723. Included collaborative work with instructors to redesign curriculum.

Enhancement of the Student Experience

- Worked with graduate student Katie Barbour to the develop a new student organization focused on higher education leadership to enhance student voice, graduate student experience, alumni relationships and professional networking; final approval should occur in December
- Developed and facilitated a Fall Program Orientation for new students

Program Admissions

- Worked with Sally Lange (Graduate Studies Admissions Liaison) and John Zbikowski(MSE-PD Program Coordinator) to develop admissions protocols for the HELEAD emphasis
- Developed program welcome letter for newly admitted students
- Developed a unique requirement for graduate students seeking to enter the HELEAD program
 - Applicants moving forward will submit writing sample, letter of interest, two letters of recommendation and resume

- Identified graduate assistant opportunities and developed a centralized list of opportunities for incoming students to pursue
- Worked with Dr. Richard Gregory (Assistant Vice Chancellor for Multicultural Affairs) to include and promote the Advanced Opportunity Grants (AOP) program scholarship process

Advising

- Developed organized student and advisor templates for student advising
- Implemented for mass advising sessions during the fall semester for active HELEAD emphasis graduate students to explain curricular sequencing; individual follow up appointments
- Utilized listserve to communicate advising expectations

Five Year Strategic Plan and Projected Timeline

Year 1 2013-2014

Fall 2013

- HELEAD curriculum was developed and approved (Sponsors: Dr. Rick Mason, Dr. Brent Bilodeau, and Dr. Tom Rios)
- Students fully transition from EDADMIN to HELEAD courses
- Discussion begins about new capstone experience

Spring 2014

- **Enrollment = 15 admitted, 6 enrolled**

Year 2 2014-2015

Fall 2014

- First retreat held with instructors and stakeholders to identify areas for program growth and development
- New capstone experience developed and approved (Sponsors: Dr. Rick Mason, Dr. Kristina Navarro)
- Comparative Higher Education experience curriculum development begins (Sponsors: Dr. Brent Bilodeau, Dr. Tom Rios, and Dr. Kristina Navarro)
- New website developed with Graduate and Continuing Studies Marketing Director Tapan Shah
- New print promotional items and program recruitment items development with Marketing and Media Relations
- Targeted recruiting begins (WCPA, ACPA, NACWAA, ASHE, AERA)
- Social media presence begins (Facebook, Twitter, LinkedIn)
- **Enrollment = 18 enrolled students (7 enrolled full time, highest across MSE-PD)**

Spring 2015

- Work with instructors to identify key assessments from each course
- Facilitate end of year listening session with all adjuncts/faculty/stakeholders to discuss progress
- New curriculum for HELEAD sections of 723 and 780 developed (includes writing seminar)
- **Enrollment = 18 enrolled students, 4 pending applications**

Year 3 2015-2016

Summer 2015

- Begin curriculum development for Higher Education Athletics Administration emphasis

Fall 2015

- Begin curriculum process with new Athletics Administration emphasis and three new courses
- Revise HELEAD curriculum

Winterim 2016

- Students can elect to complete Comparative Higher Education experience

Spring 2016

- Lead targeted recruitment efforts for Higher Education Athletics Administration emphasis
- Continue recruitment efforts for Higher Education Leadership program as a whole
- Foster additional practicum placements
- **Enrollment Goal: 25 students**

Year 4 2016-2017

Fall 2016 and Spring 2017

- Begin to admit students to Higher Education Athletics Administration emphasis
- Continue targeted recruitment efforts for HELEAD program as a whole
- Foster additional regional partners for practicum placement
- Develop alumni network
- **Enrollment Goal: 40 students across both emphasis areas**

Year 5 2017-2018

- Consider development of two-year college leadership courses
- Revisit course sequencing and determine if additional sections are needed
- **Enrollment Goal: 40 students across both emphasis areas**

Proposed Curricular Revisions:

Curriculum Map - Higher Education Leadership, 30 credits

MSE-PD Core 6 credits, 2 classes

- 1) EDFOUND 780 Reading, Analyzing and Evaluating Research
- 2) **HELEAD 723 Issues, Perspectives, and Directions in Higher Education: A Professional Seminar**

Introduction Course, 3 credits, 1 class

- 1) HELEAD 700 Introduction to Student Affairs and Higher Education (Dr. Tom Rios)

HELEAD courses, 15 credits, choose 5 classes in consultation with advisor

- 1) HELEAD 728 Organization & Governance of Higher Education (Dr. Beth John)
- 2) HELEAD 729 Legal Aspects in Higher Ed (Paige Reed, J.D.)
- 3) HELEAD 710 College Student Development Theory (Dr. Greg Valde)
- 4) HELEAD 725 Diversity and Equity in Higher Education (Dr. Brent Bilodeau)
- 5) HELEAD 715 Assessment in Student Affairs (Dr. Elizabeth Watson)
- 6) **HELEAD 791 Travel Study**
(Dr. Brent Bilodeau, Dr. Tom Rios)
- 7) **New class HELEAD 731 Budget/Financial Management in Athletics and Higher Ed**
(Possible instructor: Mario Morris, J.D./Ph.D.)
- 8) **HELEAD 779 Career and Professional Development Strategies**
(crosslist with HPERC) (Dr. Kristina Navarro-online)

Capstone 6 Credits, 2 classes

- 1) HELEAD 793 Practicum (Dr. Navarro and Dr. Mason)
- 2) HELEAD 781 Capstone (Dr. Navarro and Dr. Mason)

Proposed Curricular Additions Higher Education Athletics Administration Emphasis

Higher Education Athletics Administration Program Objectives:

- Build from existing HELEAD courses to enhance enrollment in courses program wide
- Develop unique courses that differentiate the UW-Whitewater graduate program from other regional sport management and higher education programs to attract additional students
- Enhance flexibility and personalization of individual program plan
- Engage content expert scholar practitioners and balance with faculty expertise
- Continue to foster practical experience and practicum placement regionally (UW-Madison Athletics, UW-Milwaukee Athletics, UW-Whitewater Athletics have already expressed interest in supporting our students).

Curriculum Map -Higher Education Athletics Administration, 30 credits

MSE-PD Core 6 credits, 2 classes

- 1) EDFOUND 780 Reading, Analyzing and Evaluating Research
- 2) **HELEAD 723 Issues, Perspectives, and Directions in Higher Education: A Professional Seminar**

Introduction Course, 3 credits, 1 class

- 1) RECREATION 715 Organization and Administration of Sport (Dr. Kristina Navarro)

HELEAD courses, 3 credits, choose 1 class in consultation with advisor

- 1) HELEAD 729 Legal Aspects in Higher Ed (Paige Reed, J.D.)
- 2) HELEAD 710 College Student Development Theory (Dr. Greg Valde)
- 3) HELEAD 725 Diversity and Equity in Higher Education (Dr. Brent Bilodeau)

Athletics Administration Electives, 12 credits, choose 4 classes in consultation with advisor

- 1) **New class HELEAD 730 NCAA Governance and Compliance**
(Possible instructor, Valyncia Raphael, J.D./Ph.D. or Mario Morris, J.D./Ph.D.)
- 2) **New class HELEAD 731 Budget/Financial Management in Athletics and Higher Ed**
(Possible instructor: Mario Morris, J.D./Ph.D.)
- 3) **New class HELEAD 732 Event Management, Marketing and Sponsorship in Athletics**
(Dr. Kristina Navarro)
- 4) HELEAD 779 Career and Professional Development Strategies (crosslist with HPERC 779)
(Dr. Kristina Navarro-online)
- 5) COACHING 710 Trends and Issues in Athletics (Dr. Kelly Witte or Dr. Diane Jones-online)
- 6) COACHING 706 Sport and Society (Dr. Diane Jones-online)

Capstone 6 Credits, 2 classes

- 1) HELEAD 793 Practicum (Dr. Navarro and Dr. Mason)
- 2) HELEAD 781 Capstone (Dr. Navarro and Dr. Mason)

Additional Program Data Analysis and Information

(Information provided by Dr. John Zbikowski –MSE-PD Program Coordinator)

****HELEAD attracts more students from traditionally underrepresented groups than any other emphasis, including ESL/Bilingual Education.**

****12 of the 31 active students identify themselves as belonging to an underrepresented group.**

****This is significantly larger than any other MSE-PD emphasis (by percentage or absolute number)**

Rationale for students with status “not enrolled”

I. They decided not to pursue graduate study at this time

- A. They took another career opportunity**
- B. They were unable to finance graduate study at this time**
- C. Personal or professional circumstances**

II. They decided to accept admission to a different graduate program

- A. They changed career plans to another field**
- B. Another program was more geographically convenient**
- C. Another program offered them an assistantship or other financial aid not available at UW-Whitewater**
- D. Another program was fully online**
- E. Another program allowed greater specialization within higher education**

III. Other