

## Notes from SPBC Meeting 11.14.22

The strategic planning team shared updates on the process to date. The next steps were to share themes, and discuss metrics and strategies.

### Definitions

**Metrics:** quantitative goal through which progress will be measured

**Strategies:** actions implemented to deliver progress on the metric goals

### Prompts

Divide into groups based on the theme you are most interested in working on, either due to professional responsibilities, expertise, or interest.

1) In groups, brainstorm metrics for the theme:

- Must be quantifiable
- Must be available “Day 1”
- These metrics set the goal for a theme
  - The current value of the selected metric(s) establishes our baseline
  - The theme/expert teams will select the final metrics and establish the target(s)

2) Review Provided Strategies List (gathered from responses at Open Forums)

- Categorize Which Theme(s) Each Strategy Impacts
  - Strategies may have their own metrics which can be monitored (but don’t have to)
  - Implementable “Day 1”
    - *Add strategies if you think something may be missing*
  - Strategies may impact a single theme or multiple themes
    - Please note *all* themes which you believe a strategy may impact
    - These strategies will be provided to Theme/Expert Teams for review and selection

3) Recommend Theme/Expert Team Membership Around Each Theme

- Purposes and roles of Theme/Expert Team
  - Select strategies for each theme (informed by Open Forum/SPBC input)
  - Engage in implementation as appropriate
  - Monitor metric(s) and progress
  - Report back to SPBC, Cabinet, Governance Groups regularly
- Composition
  - Comprised of Administration, Faculty, Staff, Students, SPBC Member, etc.
  - Members have interest, expertise and ability to implement

Below are the responses to the theme group discussions addressing the three prompts:

## Theme: Champion Diversity, Inclusion and Student Advocacy

Rephrase the theme as: Intersectional “student-ready” holistic approach to the delivery of our mission

- Goal: Minimize (not merely identify) barriers to student enrollment (Team Membership: Admissions, Navigate Person, First Year Experience, maybe IRP?, AAEC, advising person from each college, Student Accounts)
  - Metric: enrollment of historically excluded populations<sup>1</sup>
    - Strategy: Funding for more intensive advising (including reaching out to unenrolled students) for these populations
    - Strategy: Regular survey to monitor student self-perceptions of belongingness (Frank will design this.)
    - Strategy: Establish a campus unit that monitors changes in the above survey and initiates responses (interventions, programming, etc.) to drops in certain areas of campus climate
- Goal: Improve retention from historically excluded populations (Team Membership: CARE Team, Navigate person, Admissions, Financial Aid,
  - Metric: graduation rates of historically excluded populations
    - Same strategies as above
    - Strategy: Utilize Canvas login data to see when students become disengaged and then CARE Team could intervene
    - Strategy: Increase resources for CARE Team to reach out to struggling students
    - Strategy: Institution-wide model of how to refer students from office-to-office without them getting lost (student advocate/concierge)
    - Strategy: Establish a “Retention Office” that is parallel to the Admissions Office (Recruiting)
- Goal: Improve retention of faculty & staff from historically excluded populations (Team Membership: Employee Shared Governance Chairs, VC of Admin Affairs, Director of HR)
  - Metric: proportion of faculty & staff from historically excluded populations
    - Strategy: Pursue equity in pay for these populations
    - Strategy: Pursue equity in service expectations for these populations
    - Strategy: Reduce “invisible labor” for these populations
- Goal: Increase innovative course delivery to meet student access needs (Team Membership: Chair of UCC, Provost’s Office, Faculty Rep, Grad Council Rep)
  - Metric: course completion rates for historically excluded populations
    - Strategy: Tailor innovative course delivery to meet unique student access needs
  - Metric: DFW rates for historically excluded populations in gateway courses
    - Strategy:
- Goal: Increase student engagement with academic support services (Membership: Director of CSD, Director of Tutoring, Faculty Rep from Math & English)
  - Metric: number of students participating in support programming<sup>2</sup>
    - Strategy: Require Tutoring orientation? Better pay for student tutors? Wider available hours & modalities for tutors?
  - Metric: course completion rates for historically excluded populations
    - See above

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<sup>1</sup> URM students, first-generation students, LGBTQ+ students, student with disabilities, immigrants, student parents, veterans, etc. (more to be named later)

<sup>2</sup> This needs to be defined: tutoring, CSD, etc. (more to be named later)

## **Theme: Advance Co-curricular Programs and Advising**

Goal 1. Increase staff/advisor use of Navigate

- Metric: use Navigate to determine current usage rate and set reasonable increase

Goal 2. Improve student satisfaction scores on advising measures

- Metrics: Scores obtained through NSSE and SOAS institutional surveys

Goal 3. Eliminate barriers to graduation due to course availability, selection, errors (??)

- Metrics: complaints to College administration

Strategies for Goal 1:

- Create advising “best practices”
- Archive WINS advising tool and promote use of Navigate
- Provide professional development on the advising features in Navigate
- Train Master advisors to use Navigate to support training of advisors across campus

Strategies for Goal 2:

- Build questions into SOAS and/or Navigate to monitor student perceptions of advising

Strategies for Goal 3:

- Create a remediation process for students that get to the Dean’s and cannot graduate; who in the University can we work with to support College remediation processes?

Expert Team Members

- Assessment/IRP
- Assistant Director Academic Advising (currently trains and coordinates Navigate software)
- AAEC representative, Director (?)
- Advising Coordinators from each College
- WSG representative
- SPBC representative
- Student Affairs representative

## **Theme: Enhance the Value of a UWW Education**

Metrics

- Number of people in NCBI training
- Employment of graduate students
  - Salaries by field
  - Employment (in fields/career) at 5-years
  - Regional employment
  - Difference between salary upon entry and once completed program
- Number of students who go to graduate school
- Successful transfer from AAS program
  - GPA at 1<sup>st</sup> semester
  - Time to graduation
- Graduate with less debt- financial issues will be important to retention goals as well
- Employer surveys to measure valuable professional skills

- Use academic assessment of learning outcomes to show growth, Senior Outcomes Assessment Survey (SOAS) data
- How do we include/capture success in non-professional (e.g., art, music)?
  - Ways to include non-professional success: Community engagement/boards, continues practice and interest- band, community theater
  - Can we measure who stays in region?

#### Strategies

- Bring employed graduates to campus to connect with students to align careers more closely to program of study
- Intentional professional internship support
- Connect skills developed in liberal arts program to internships
- Create early career internship experience
- Increase number of programs (curricular and co-curricular) that provide intercultural experiences e.g., assignments in classes, HBCU pair, study abroad
- More scholarships to help reduce student debt burden
- Paid internships for students (debt reduction)
- Support to students in financial space is available on campus, but not sure students are aware – how can we improve awareness?

#### Expert Team Members

- UWW at Rock representative
- College representation
- Financial aid and financial services
- Career services
- Foundation
- Students, at all levels
- HR Director
- Academic Assessment/IRP
- General Education Review Committee representative
- Graduate School representative
- Office of Global Experience

#### **Theme: Deepen a Culture of Collaboration**

The group initially focused on employee support and development ("people as most valuable resource").

- 1) Metric - Apply and become noted as a top workplace in SE Wisconsin (Milwaukee Business Journal)
  - a. It was noted that the University was previously on this list but over the years has dropped off and not applied
  - b. work will need to be done to position the University just to feel an application would be warranted.
  - c. Metric/goal - would be getting on the list

- d. not discussed - is there anything comparable for Rock County campus specifically? Or is it both campuses noted as one?
- 2) Metric - Increase overall/campus wide years of service by xx years
    - a. Discussed how to/can we quantify institutional knowledge by years of service
    - b. increasing institutional years of service demonstrates employee retention and stability in employee base
  - 3) Metric - Create leadership/mentor/buddy program for employees with xx number employees participating by xx date
    - a. increase metrics annually as program grows
    - b. provide development for future leaders and enhancing internal promotion opportunities
    - c. builds employee retention, promotes value of the employee
  - 4) Metric - xx number of employees taking continuing education to advance in career
    - a. provide development for future leaders and enhancing internal promotion opportunities
    - b. builds employee retention, promotes value of the employee

Focus on collaborations was not discussed as in depth. Group noted that we do not have a good inventory of what collaborations currently exist.

- 5) Metric - xx number of new or expanded collaborations
  - a. would need method of creating inventory and tracking of collaborations
  - b. metrics would be different for internal (within UWW) and external (outside UWW, community, etc) collaborations
- 6) Metric - secure xx number of grants that are cross departmental in nature
  - a. this was an area identified as room for growth
  - b. this may need additional help with identifying and writing grant applications

Expert team suggestions - we struggled with 'experts' versus 'who needs to be included for buy in'. Ran out of time so not a thorough list.

HR Training and prof development person (Gina Elmore)  
 Assoc Dean - currently involved with Faculty fellowship program(COLS?)  
 ORSP Director  
 HR person for Years of Service (DJ?)  
 Director of Philanthropy and Alumni Engagement  
 AVC Provost office (cross collaboration efforts)  
 Corp Relations person? - for external collaborations

Shared governance reps - do we add at this time for buy in?