

University of Wisconsin- Marshfield/Wood County

Strategic Plan

Spring 2012

INTRODUCTION

Vision

Our vision is to engage students and other members of the community through excellence in teaching, leadership, and research, which fosters educational and social advances in the interests of Marshfield, Wood County, and all the communities we serve. We strive to build an exemplary work environment in which learning is an integral component.

University of Wisconsin Colleges Mission Statement

The University of Wisconsin Colleges is a multi-campus institution that prepares students for success at the baccalaureate level of education. We provide the first two years of a liberal arts general education that is accessible and affordable and advances the Wisconsin Idea by bringing the resources of the University to the people of the state and the communities that provide and support its campuses.

University of Wisconsin-Marshfield/Wood County Mission Statement

We provide a liberal arts curriculum that is research-based, interdisciplinary, and focused on promoting collaboration with local and global communities. We prepare students for life and work through the use of integrated, flexible and cooperative programming. We work to enhance the ability of all community members to function as informed citizens and to advance public social and economic interests in Marshfield, Wood County, and the surrounding communities.

Accreditation

The University of Wisconsin-Marshfield/Wood County Campus is accredited with the University of Wisconsin Colleges through the Higher Learning of the North Central Association.

Analysis Of The Environment

The Strategic Plan responds to forces and influences in our educational, social and economic environment in addition to reflecting local needs. UW-Marshfield/Wood County operates within two contexts. First, to be relevant, we must serve the educational, economic, social and cultural needs of our local community. Higher education is more important than ever for economic growth, informed citizenship and individual well-being. Second, local needs are embedded in rapid technological, economic and social changes that are transforming higher education at state, national, and global levels.

I. The UW Growth Agenda

In February of 2006, UW System President Kevin Reilly announced the *UW Growth Agenda* focused on increasing the number of degree holder (Goal 1), create more well-paying jobs (Goal 2), and build stronger communities (Goal 3). (UW System (2011). *A growth agenda for Wisconsin: Growing people, jobs and communities.*

http://www.wisconsin.edu/assets/sites/growth_agenda/docs/GAbrochure-printable.pdf.)

In Wisconsin, the proportion of bachelor degree holders has fallen below the national average, and behind Minnesota (31.2%). In Wood County from 2005-09 19% of adults ages 25+ held a bachelor's degree or higher compared to the state average of 25.5%. Additionally, Clark, Taylor, Portage, Adams and Juneau Counties, all service areas for UWMWC, averaged 14.4%. (2010 Census Bureau Website)

Higher education is integral for the future of Wisconsin. With manufacturing on the decline, more Wisconsin residents will require a post-secondary degree.

- According to the Bureau of Labor, labor statistics website the 2008 unemployment rate for Wisconsin was 4.9%. It nearly doubled in 2010 to 8.3%.

II. Demographics

Local and regional demographics or trends impact UWMWC and must be addressed in a strategic plan.

Overall enrollment has increased from 562 in 2000 to 717 in 2011.

However, the population aged 20-24 is projected to decline over the next 10 years by 10% in the region overall. If we are to see a future campus growth, then this must be addressed directly by strategies to increase recruitment and retention.

Mandates

Most of the mandates that the Strategic Planning Task Force members identified were from University of Wisconsin (14 of 21 mandates). Some of the UW mandates included offering a curriculum leading to an Associate Arts & Sciences Degree, open access, credit transfer, human resources policies and faculty governance. Marshfield City and Wood County decide what infrastructure is worth funding. Most of these were considered formal, non-negotiable mandates. Examples of informal mandates included: energy conservation, enriching the cultural life of central Wisconsin, continued professional development of faculty and staff collegiality. Strategic issues, goals and action plan all evolved out of these mandates.

Stakeholders

The stakeholders in this process were defined as both external and internal. External stakeholders that were identified as extremely important included: UW System, Campus Foundation, Commission, taxpayers, donors, Higher Learning Commission, UW

Colleges, and UW Colleges Central Administration. Internal stakeholders that were identified as extremely important included: students, faculty and staff. Our responsibility to both sets of stakeholders guided every step of the strategic planning process.

Strategic Issues

Eleven strategic issues were identified by faculty and staff and prioritized. The four strategic issues receiving highest priority and our immediate focus included:

- How do we recognize, promote and maintain academic excellence in the face of increased online and local competition?
- How do we pursue additional financial opportunities?
- How do we obtain/maintain/improve and better utilize facilities?
- How do we recruit new students in a more competitive environment?

Additional strategic issues that were identified but not prioritized include the following. These will be pursued in future years.

- How do we improve relationships with stakeholders?
- How do we improve campus and community citizenship for faculty and staff?
- How do we change student perceptions, attitudes and responses about academic expectations in college and on this campus?
- How do we encourage a more diverse and active student body?
- How do we change programming (scheduling, on-line) to improve fiscal solvency?
- How do we improve workload support for faculty and staff?
- How can we best serve our external stakeholders - students and public?

Strategic Issue 1: How do we recognize, promote and maintain academic excellence in the face of increased online and local competition?

1. Recognize and promote academic excellence externally.
2. Recognize and promote academic excellence internally.
3. Assure student success.
4. Prepare for increasingly diverse enrollment.

Strategic Issue 2: How do we pursue additional financial opportunities?

1. Expand grant opportunities.
2. Strengthen foundation and alumni support.
3. Expand rental opportunities.
4. Develop residential hall.
5. Schedule classes in an optimal way.
6. Continue to expand Continuing Education classes.

Strategic Issue 3: How do we obtain/maintain/improve and better utilize facilities?

1. Evaluate campus needs and current usage.
2. Prioritize campus needs.
3. Project out 10-15 years for Capital Improvement Plan
4. Create architectural concepts.

Strategic Issue 4: How do we recruit new students in a more competitive environment?

1. Implement and promote BAAS (when approved).
2. Recruit more adult students.
3. Expand Youth Options programs.
4. Recruit 3rd quartile students.

Preliminary strategies were developed for most goals. Strategies and action plans for all of the issues will be developed in an ongoing way over the next few years.

Operational Plan

Strategic Issue 1: How do we recognize, promote and maintain academic excellence in the face of increased online and local competition?

1,A **Recognize, Promote and Maintain Academic Excellence for Students, Faculty, and Staff** (Internally and Externally)

	<u>Specific Steps</u>	<u>Party Responsible for Step</u>
	<i>Students</i>	
1,A,1	Publicize their successes	UR, Dean, CE
1,A,2	Track student placements in college programs that lead to desired career outcomes	Student Services, Greg Nettesheim, UW-M/WC Alumni Org., Dean
1,A,3	Restructure student remediation into a separately defined centralized program and create a Remediation Services Director position	Student Services, Dean, CE
1,A,4	Workshop on best practices to increase student motivation and confidence	Steering-Appointed Task Force
1,A,5	Work with the local high schools to ensure adequate academic preparation?	Dean, Student Services, Faculty Mentors

1,A,6	<i>Faculty and Staff</i> Awards Evening during the week before spring break	Dean’s Office, Professional Development Committee
1,A,7	Summer research grants for UW-M/WC	Professional Development Committee, CAB, Advising
1,B Prepare for Increasingly Diverse Enrollment		
1,B,1	Prepare a campus Affirmative Action Plan	Affirmative Action Committee
1,B,2	Create a focus group with local Native American tribal leaders and other prominent minority groups (Hispanic, low income, Hmong)	Dean, Affirmative Action Committee
1,B,3	Recruit Native American and other prominent minority groups	Student Services, Affirmative Action Committee, Dean, Distant Education
1,B,4	Support diversity through student groups	Student Services, Administration, Faculty, Staff
1,C Assure Student Success		
	<u>Specific Steps</u>	<u>Party Responsible for Step</u>
1,C,1	Improve compliance of posting mid-term grades	Steering Committee, Student Services
1,C,2	Educate on importance of mid-term grades	Advising Committee
1,C,3	Define strategies to increase the number of students participating in advising	Advising Committee,
1,C,4	Track number of students participating in advising	Student Services, Advisors
1,C,5	Create advising assessment tool	Advising ,Faculty, Student Services, Assessment Committee
1,C,6	Improve quality of advising	Advising Committee, Student Services
1,C,7	Create opportunities for student self-assessment	Faculty/Staff
1,C,8	Review Student Services advising and student	Student Services, Noel Levitz

satisfaction

- 1,C,9 Review campus services—library, bookstore, IT, Fitness Center, counseling, etc. Noel Levitz, Student Services, Assessment Committee
- 1,C,10 Explore student advising options, include the possibility of hiring a professional advisor. Student Services
- 1,C,11 Transfer advising page on website Student Services and University Relations
- 1,C,12 Increase awareness and evaluate current functions, staffing, and hours of Learning Center & tutoring Student Services, Assessment Committee, University Relations
- 1,C, 13 Identify key curriculum “deficiencies” CAB, Student Services
- 1, C,14 Strengthen and expand the ESFY Program ESFY Coordinator, Faculty, Staff
- 1,C,15 Implement technology into the classroom Faculty, Staff, IT, CIITC, CE, Student Services, CAB, DE

Strategic Issue 2: how do we pursue additional financial opportunities?

2,A Expand Grant Opportunities

Specific Steps _____ Party Responsible for Step

- 2,A,1 Find and apply for grant opportunities that fit the campus mission and goals AD, Faculty, University Relations, Continuing Education, Foundation
- 2,A,2 Collaborate with others on joint grant opportunities AD, Faculty, Continuing Education, University Relations, Foundations
- 2,A,3 Hire or contract with a grant writing specialist Dean, AD, ADAS
- 2,A,4 Increase professional development in grant Opportunities Dean, AD, ADAS Professional, Development Committee

2,B Strengthen Foundation and Alumni Support

Specific Steps _____ Party Responsible for Step

- 2,B,1 Develop and maintain an alumni database Foundation, Student Services

2,B,2	Create a marketing plan to maintain consistent and frequent alumni contacts	Foundation Board, Dean, University Relations
2,B,3	Create a marketing plan to maintain consistent and frequent donor contacts	Foundation Board, Dean, University Relations
2,B,4	Increase donor numbers (double)	Foundation Board
2,B,5	Position and prepare for a Capital Campaign in 2014 (50 th Anniversary of the campus)	Foundation Board, Dean
2,B,6	Develop policies and procedures for funding requests and grant allocations	Foundation Board, Professional Development Committee
2,B,7	Develop a targeted approach to fund development based on specific needs of the campus	Foundation Board, Dean, University Relations, ADAS
2,C	Expand Rental Opportunities	
2,C,1	Expand campus opportunities for community events and space rental	ADAS, Capital Equipment and Facilities Group
2,C,2	Review rental policies and fee structure	ADAS, Capital Equipment and Facilities Group
2,C,3	Collaborate with CE on expanded rental opportunities	ADAS, CE
2,D	Develop Residential Hall	
2,D,1	Noel-Levitz market analysis	ADAS, Capital Equipment and Facilities Group
2,D,2	Noel-Levitz “needs” assessment	Housing Task Force, Students Services
2,D,3	Collaborate with UW Commission to create a plan for development	Housing Task Force, UW Commission
2,D,4	Build residential housing	Housing Task Force, UW Commission, Building Developer

- 2,E **Schedule classes in an optimal way**
- 2,E,1 Analyze FTE/revenue per course or event CAB, ADAS, Student Services, Associate Dean
- 2,E,2 Create new polices for optimal scheduling CAB, ADAS, Student Services
- 2,E,3 Change process of scheduling to meet student needs CAB, Student Services
- 2,E,4 Research scheduling software Student Services, College
- 2,E,5 Explore 7 – week model as non-fastrack option (pilot program) CAB, Student Services
- 2,E,6 Administer a needs assessment of class times Student Services, Faculty, CAB
- 2,E,7 Consider efficient and effective use of campus spaces; needs assessment of campus classrooms, labs, theatre, library, gym, art gallery, commons, etc. Capital Facilities and Planning Committee, Student Services, CE, Dean
- 2,E,8 Survey faculty and staff on physical classroom/lab issues (white boards, windows, ownership, etc. Capital Facilities & Planning Committee, Student Services, CE, IT, CIITC
- 2,F **Continue to expand Continuing Education**
- 2,F,1 Expand marketing efforts (web based) business sponsors, and improve community and campus awareness CE, University Relations
- 2,F,2 Meet 75% of all program goals, increasing revenues by 5-10% for 2012-2013 and over 20% in 2014-2016 CE
- 2,F,3 Improve staff training and development, increase Positions, streamline and expand duties CE
- 2,F,4 Meet all lean office administration goals, decrease costs and improve customer service CE

Strategic Issue 3: How do we obtain/maintain/improve and better utilize facilities?

Specific Steps Party Responsible for Step

- 3,A **Evaluate Campus needs and Current usage**
- 3,A,1 Capital Planning Facilities Committee survey space, needs and current usage CPFC, Maintenance Staff

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| 3,A,2 | Review Noel Levitz Report | Student Services,
Administration Team |
| 3,A,3 | Develop foundation wish list | Foundation, Dean |
| 3,A,4 | Re-evaluate the best use/practice for auxiliary spaces on campus (bookstore, Library, Food Service, Help Desk, ect.) | ADAS, Administration Team
Dean, Facilities Committee |
| 3,B | Prioritize campus needs | |
| 3,B,1 | Identify and prioritize building needs for the 2014 Capital Campaign | Staff, Faculty, Dean, Foundation
Commission, Capital Planning |
| 3,B,2 | Provide food and other services evenings | Administration Team,
Academic Staff |
| 3,C | Project out 10-15 years for Capital Improvement Plan – “Create a Capital Improvement Master Plan” | |
| 3,C,1 | Create a Facilities Master Plan
Create a charge for the Capital Planning Facilities Committee (CPFC) | ADAS, Foundation
Dean, CPFC |
| 3,C,2 | Create a survey to solicit campus-wide input | ADAS, Capital Planning |
| 3,C,3 | Solicit input on space usage | Dean, Staff, Capital Planning |
| 3,C,4 | Research master plan firms | ADAS, Commission,
Foundation |
| 3,C,5 | Identify funding for master planning facilitator | ADAS, ADSS |
| 3,C,6 | Solicit bids from firms for Master Plan | ADAS, Commission,
Foundation |
| 3,C,7 | Meet with CPEC, Commission/Foundation members and Master Plan firm strategists | ADAS, Commission,
Foundation |
| 3,C,8 | Engineering analysis of current residential facility | CPFC, Commission |

3,D **Create architectural concepts**

3,D,1 Develop architectural and building plan CPFC, Commission

Strategic Issue 4: How do we recruit new and emerging students and generate revenue

	<u>Specific Steps</u>	<u>Party Responsible for Step</u>
4,A	Implement and promote B.A.A.S. Degree	
4,A,1	Participating campuses meet to discuss and identify an action plan	UW Colleges, Pilot Campuses, UWSP, Deans
4,A,2	Curriculum and logistics planning	UWSP, Steering, Associate Dean, Dean, Faculty, CE, BAAS Planning Committee
4,A,3	Develop a Marketing and Recruitment Plan	UWSP, University Relations, Student Services, CE
4,A,4	Joint faculty meeting	UWSP, UW Faculty, Dean, Associate Dean
4,B	Recruit more adult students	
4,B,1	Assess needs of adult population	Dean, CE, Student Services
4,B,2	Visit at least 10 businesses/communities a month Implement regular communication with University Relations	Dean, CE, Student Services University Relations
4,B,3	Implement regular communications with University Relations	University Relations, CE, Student Services
4,B,4	Customize materials for adult populations	Student Services, University Relations, CE
4,C	Expand youth programs and other pre-college programs	
4,C,1	Develop marketing campaign for pre-college students	Student Services, University Relations
4,C,2	Expand youth enrichment programs	Student Services, CE
4,C,3	Develop a marketing campaign to recruit and retain students into HSS	Student Services, CE, University Relations

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| 4,C,4 | Combine Student Services and Continuing Education efforts | Student Services, CE |
| 4,D | Recruit 3rd Quartile Students | |
| 4,D,1 | Pre-college programming | Student Services, CE, Faculty |
| 4,D,2 | Create Scholarships for pre-college programming | Foundation, CE, University Relations |
| 4,E | Provide flexible programming | |
| 4,E,1 | Work with central office to expand online and blended options for all students | Student Services, CAB, IT, CE, Central, CIITC |
| 4,E,2 | Improve access and service | Staff, Central |
| 4,F | Engage faculty/departments in pre-college and community programs to target future students | |
| 4,F,1 | Expand community outreach with faculty and staff | Dean, Administration Team, Faculty, Staff |
| 4,F,2 | Develop recruitment list from CE data base | University Relations, CE, Student Services |
| 4,F,3 | Promote and encourage faculty to partner with schools (i.e. STEM/STEAM) | Dean, Administration Team, Faculty, Staff |