

# Academic Affairs Operational Plan 2022-2025

UPDATED 7.25.22

The Academic Affairs Operational Plan outlines the timeline priority of the actions identified from the 2022-2025 Strategic Plan, and is meant to provide a general shared understanding of when an initiative or action will be started and completed. As with the Academic Affairs Strategic Plan, the Operational Plan is subject to change as new goals, objectives, and/or actions are identified. In addition, to this plan individual action items might have detailed plans or status reports, which should be consulted for the most up-to-date information and status.

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
1: Improve student success and retention	1. Improve achievement in retention, graduation, and time to degree	1. Create a comprehensive retention plan.	AVC Enrollment Services AVC Student Success	Fall 2022	Spring 2023
		2. Develop a proactive collaborative support network for at-risk students.	AVC Enrollment Services AVC Student Success	Spring 2022	Spring 2023
		3. Develop and integrate a modern advising system.	AVC Enrollment Services	Spring 2022	Spring 2023
		4. Develop a process for secondary admission when students are not admitted to certain majors.	CHESW Dean	Fall 2022	Spring 2023
		5. Reduce the number of DFW courses.	Academic Deans	See College level plan	
		6. Articulate clear paths to degree attainment.	AVC Enrollment Services		Spring 2025
	2. Improve student engagement and satisfaction	1. Create and implement a comprehensive first-year experience for all.	AVC Student Success	Fall 2022	
		2. Increase variety, quantity, and quality of spaces where students, faculty, and staff can gather to develop a greater sense of community and connectedness.	Admin Council		
		3. Expand Phlash TIX collaboration between Good Times Programming and Weidner Center.	Ex Dir Weidner Center		Spring 2023
		4. Expand the use of Navigate.	Associate Provost AVC Enrollment Services AVC Student Success	Spring 2022	Spring 2025
		5. Integrate HIPs (High Impact Practices) intentionally within the curriculum.	Associate Provost AVC Student Success	Spring 2022	Fall 2024

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
		6. Develop and implement a robust assessment program to inspire continuous improvement of student learning.	Dir. Inst. Strategy Associate Provost	Already started	Spring 2025
	3. Offer distinctive academic programs of interest to students and meet the needs of the communities we serve.	1. Continuously monitor undergraduate offerings to ensure they meet regional needs.	Academic Deans	See College level plan	
		2. Expand Master’s Degree offerings.	Academic Deans AVC Graduate Studies	See College level plan	
		3. Expand doctoral-level program offerings in our programs of strength.	Academic Deans AVC Graduate Studies	See College level plan	
		4. Expand certificate programs.	Academic Deans AVC Graduate Studies Exec Officer CECE	See College and Division level plan	
		5. Expand and highlight online and accelerated degree options.	Academic Deans AVC Graduate Studies Exec Officer CECE	See College level plan and Division level plan	
		6. Increase collaborative offerings with UW-Extended Campus, other UW institutions, and non-UW institutions.	Academic Deans AVC Graduate Studies Exec Officer CECE	See College level plan and Division level plan	
		7. Develop and implement non-credit programming/training collaboratively across colleges and divisions that incorporate pathways to degrees, career advancement, and/or workforce development.	Exec Officer CECE	Spring 2022	
		8. Increase pre-college programming and pathways for K-12 across all areas, including international partnerships for high school college credit options.	Exec Officer CECE	Spring 2022	
		9. Embed career or post-graduate prep experiences into every program we offer.	Exec Officer CECE	Fall 2023	Spring 2024
		4. Implement an open access mission to meet the needs of the region.	1. Revise General Education Program to align with the university mission.	Provost	Spring 2022
	2. Expand the Bridge and GPS programs.		AVC Student Success	Implemented	

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE		
				Start	Finish	
		3. Expand Rising Phoenix Early College High School Program.	Exec Officer CECE	Spring 2022		
		4. Identify specific community partners to support access funnel.	AVC Enrollment Services Campus CEOs Exec Officer CECE	Spring 2022	Fall 2023	
		5. Create intentional pathways to graduate programs (including support).	AVC Graduate Studies	Spring 2022	Partially complete Fall 2025	
		6. Revise and highlight credit for prior learning processes.	Exec Officer CECE	Fall 2022	Spring 2023	
	5. Remove institutional roadblocks to Academic Affairs taking advantage of programming resources of the Weidner Center	1. Identify pain points for academic programs using the Weidner Center programming resources to expand the classroom	Exec Dir Weidner Center	Spring 2022	Fall 25	
		2. Create an awareness campaign for opportunities the Weidner Center has to offer Academic Affairs	Exec Dir Weidner Center	Summer 2022	First full cycle Fall 25	
		3. Explore the concept of using Weidner Center programming as an Affordable Educational Resource (AER)	Exec Dir Weidner Center	Fall 2023	Fall 2024	
	2: Advance Inclusivity	1. Create a welcoming and equitable environment	1. Create dedicated spaces throughout the campus(es) for students, faculty, and staff to reflect/meditate.	Library Director Campus CEOs	Spring 2022	Spring 2023
			2. Create additional gathering locations to increase opportunity for students to interact with each other, and to interact with faculty/staff, to build a large sense of connectedness.	Library Director Campus CEOs	Spring 2023	Fall 2024
			3. Communicate the availability and purpose of the designated reflection spaces and gathering locations available to students, faculty, and staff.	Library Director Campus CEOs	Fall 2023	Fall 2024
4. Connect instructors to DEI initiatives across all campus locations, particularly as they intersect with the curriculum.			Associate Provost	Spring 2022		

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE		
				Start	Finish	
	2. Ensure a diverse faculty, staff, and student body	5. Connect DEI initiatives across all campus locations, to ensure cohesion and mutual support	Campus CEOs Exec Officer CECE			
		1. Create a year-long onboarding program for new faculty and staff to ensure they feel part of the university community	Associate Provost	Spring 2022	Spring 2023	
		2. Provide personal and professional development to our faculty and staff to ensure we are providing a safe and inclusive environment for our students to succeed	Provost	Ongoing		
		3. Develop relationships with organizations that serve diverse populations of potential students.	Provost	In progress		
		4. Develop a university-wide DEI training program, that incorporates the Inclusivity Excellence training and/or the DEI Certificate training program.	Exec Officer CECE			
		5. Engage with UW System Task Force for diversifying the teacher pipeline.	CHESW Dean	Spring 2022	Spring 2024	
		6. Build connections and provide opportunities for targeted high schools.	AVC Enrollment Services Exec Officer CECE	Spring 2022	Fall 2023	
	3. Integrate Diversity, Equity, and Inclusion (DEI) within curriculum and support services	1. Create an asset map of how our curriculum and programming engage with and supports DEI.	CAHSS Dean			
		2. Assess library collections to identify gaps in resources for diversity, equity, and inclusion, and make collection purchases to eliminate identified gaps.	Library Director	Spring 2022	Fall 2023	
		3. Build an LGBTQ+ archival collection that can be a source for research.	Library Director	Spring 2022	Spring 2025	
		4. Expand <i>Inclusive Reads &amp; Conversations</i> series with support from each college and location.	Library Director	Fall 2022	Fall 2023	
	3: Digitally transform		1. Identify general business operations that require technological improvement to improve	Admin Council	Spring 2022	Spring 2023

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
learning and working	1. Evolve foundational business practices and processes	the student experience and help with staff workload.			
		2. Develop a set of values to guide technological adoption within Academic Affairs.	Provost	Spring 2022	Spring 2023
		3. Identify a clear process for requesting financial support for technology adoption.	Dir Inst. Strategy		
	2. Develop the strategy and process for the preservation of digital documents, intellectual products, performances, and other university-produced content.	1. Develop and implement a vision and strategy, to acquire and make available digital storage space to support preservation of digital content.	Library Director	Fall 2023	Spring 2023
		2. Develop and implement workflows and policies for the life cycle of digital content designated for temporary storage and access.	Library Director	Fall 2023	Fall 2024
		3. Develop workflows and policies to allow for processing of the University's born-digital documents that require long-term archival retention and access (e.g., data generated through Federal grants).	Library Director	Fall 2023	Fall 2024
		4. Develop a vision, and proactively collect resources to add into the UWGB (UW Green Bay) Digital Collections.	Library Director	Fall 2023	Fall 2025
		5. Establish priorities for digital preservation within the University Archives.	Library Director	Spring 2022	Fall 2023
		6. Establish priorities for digital preservation of university-produced content for other university areas/divisions.	Library Director	Fall 2023	Fall 2024
		7. Create a sustainable digital archival storage for the University's born digital documents	Library Director	Fall 2023	Spring 2025
3. Recognize the ways that emerging technologies	1. Expand virtual, online, and digital learning platforms and opportunities for all learners.	Academic Deans Associate Provost			

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
	can enhance or amplify mission aligned activities.	2. Develop training and resources to properly support faculty/staff as technologies are adopted or current technologies are enhanced.	Associate Provost	Fall 2022	Spring 2023
		3. Use digital platforms and technologies to position more university work, content, and research to be public facing.			
		4. Evaluate platforms to modernize our product availability and visibility.	Provost	Fall 2022	
	4. Be a leader in using technology to connect with our students in learning in- and outside of the classroom.	1. Invest in technologies that push HIP (High Impact Practices) and engagement opportunities to students based on their major/needs/interest areas through their smart devices	CSB Dean	Spring 2022	
		2. Develop and implement processes to support greater automation in prospect engagement and outreach across the state, nation, and world	AVC Enrollment Services	Spring 2022	Spring 2023
		3. Develop a strategy to broaden faculty/instructor engagement with and adoption of Open Educational Resources (OER).	Library Director Associate Provost	Spring 2022	Spring 2023
		4. Prepare for the future of learning	Admin Council		
4: Enhance community connections and university philanthropy	1. Building long-lasting relationships with individuals, businesses, non-profit organizations, and educational institutions within Northeast Wisconsin and beyond.	1. Formalize advisory boards for colleges to utilize community expertise.	Academic Deans Campus CEOs		
		2. Increase opportunities for internships and embedded learning in local businesses and community organizations.	Academic Deans Campus CEOs		
		3. Expand and promote the work and vision of the Center for Civic Engagement.	Associate Provost	Fall 2022	Spring 2024
		4. Establish spaces and provide opportunities on our campuses for local business, civic and non-profit organizations to engage with the University through information sharing, physical presence, and collaborative events.	Admin Council	Fall 2023	

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
		5. Create opportunities for alumni to remain engaged with the university through programming and continued learning.	Academic Deans		
		6. Improve connection between students, alumni, and university friends with engagement experiences and non-curricular programming.	Academic Deans Exec Officer CECE Campus CEOs	Spring 2023	
		7. Strengthen collaborations with technical colleges	Provost	Ongoing	
		8. Continue collaborating and complementing K-12 College Prep programs in our community (College Ready, AVID, College Possible, BGC, YMCA, YWCA, etc.)	Exec Officer CECE	Spring 2022	
		9. Expand visibility and partnerships with New North, New Manufacturing, Digital Alliance, Microsoft, Interapt, Gener8tor, NEW ERA, UA 400, the Einstein Project, and others to enhance workforce development and collaborative grant writing opportunities.	Exec Officer CECE	Late Spring 2022	
	2. Tell the story of UW-Green Bay to the community	1. Develop communications to targeted audiences about university activities, resources, and services	Provost	2022-2023	
		2. Utilize NERR as a focal point to celebrate water and its influence on the region's culture, history, and future	CSB Dean CSET Dean	2022	2025
	3. Increase resources for Academic Affairs	1. Increase philanthropic support for curricular and co-curricular areas within Academic Affairs.	Academic Deans		
		2. Increase grant procurement.	AVC Graduate Studies	Fall 2022 Evaluate Spring 2024	Fall 2025
		3. Increase scholarships for students.	AVC Enrollment Services Campus CEOs	Spring 2022	Finish Fall 2024
		4. Increase and sustain regular information exchange with University Advancement.	Provost	Ongoing	

GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
5: Increase our visibility and leadership in sustainability and environmental work	1. Increase the amount of environmental partnerships and research	1. Build a collaboration with academic programs and our environmental centers and resources.	CSET Dean	2022-2023	2024-2025
		2. Establish a digital collection repository for documents pertaining to UW-Green Bay's natural environs and to house other environmental research done by the university.	Library Director	Fall 2023	Spring 2025
		3. Continue and increase sustainability and environmental projects with local business partners.	CSET Dean	2022-2023	2024-2025
		4. Work with schools to develop and enhance environmental science work in partnership with local businesses and organizations.	CSET Dean	2022-2023	2024-2025
		5. Continue supporting student learning and application around sustainability through the General Education curriculum.	Provost	Spring 2022	Fall 2024
	2. Achieve gold standard from the Association for the Advancement of Sustainability in Higher Education (AASHE)	1. Increase the visibility and role of our environmentally focused centers and institutes through curricular offerings at all locations.	CSET Dean	2022	2025
		2. Create a free, publicly available, and sustainably funded open access institutional repository that hosts scholarly works by employees, including appropriate support and policies for including materials in the repository.	Library Director	Fall 2022	Fall 2024
	3. Receive designation as a National Estuarine Research Reserve System (NERR)	1. Increase community outreach and education on the NERR.	CSB Dean CSET Dean	2022	2025
		2. Engage K-12 partners in planning related to water education and teacher involvement.	CHESW Dean CSB Dean CSET Dean	2022	2025
	6: Focus on holistic	1. Strengthen the culture of continuous improvement	1. Provide modern training for grant-seekers and faculty, to prepare them for writing and submitting to extramural sources.	AVC Graduate Studies	Fall 2022



GOAL	OBJECTIVE	ACTIONS	CHAMPION(S)	TIMELINE	
				Start	Finish
development for faculty and staff		2. Support financial professional development initiatives for all staff/faculty.	Provost	Fall 2022	
		3. Identify and sustain more regular, meaningful funding for professional development.	Provost	Fall 2022	
		4. Build grant teams for larger grant projects.	AVC Graduate Studies	Spring 2023	Fall 2024
		5. Increase education reimbursement to retain talent.	Provost	2024	2025
	2. Create training & leadership opportunities for faculty & staff	1. Create a formal university-wide onboarding program for new faculty, including ad hoc instructors.	Associate Provost		
		2. Develop training for new chairs.	Associate Provost	Spring 2022	Fall 2022
		3. Develop and deliver specific training for graduate faculty/mentors.	AVC Graduate Studies	Spring 2022	Spring 2025
		4. Identify areas where leadership growth is necessary to ensure succession planning when possible.	Provost Associate Provost	Spring 2022	Spring 2023