



UNIVERSITY of WISCONSIN
GREEN BAY

STRATEGIC GOALS & OBJECTIVES

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Introduction

This UW – Green Bay Strategic Plan draft is the result of almost two years of work and effort. Starting in April 2010 the University held 17 focus groups and listening sessions both on campus and in the community. These sessions helped to ultimately identify seven strategic themes that became the building block for this strategic plan.

As a reminder, the seven strategic themes include:

- Academic Programs and Enrollment
- Commitment to Community
- Diversity and Institutional Environment
- Finance, Budget, Resources
- Identity, Image, Marketing
- Meeting the Needs of Students
- Sustainability

Since last spring, Cabinet members have been meeting with their respective areas to develop a set of goals, measurable objectives, and specific action steps. In the attached document, you see the strategic goals, how each goal maps to the seven strategic themes, and the supporting objectives for that goal. Additionally, action steps have been developed for each objective. These are not included in this draft to make review more expedient.

As all of you are well aware, we continue to deal with ongoing budgetary challenges which will potentially impact the implementation of certain goals and objectives in the Strategic Plan. Therefore, this plan is a living document that will be updated regularly as goals are achieved, new goals are developed, and adjustments made as required. If you have any concerns or suggestions regarding the plan, please send them to Laurie Case, casel@uwgb.edu.

I am hopeful that you will find this draft Strategic Plan to be helpful and informative.

Tom Harden
Chancellor



DRAFT STRATEGIC PLAN

Academic Affairs Strategic Goals

Strategic Themes

1. Academic Programs and Enrollment
2. Commitment to community
3. Diversity and Institutional Environment
4. Finance, Budget, Resources
5. Identity, Image, Marketing
6. Meeting the Needs of Students
7. Sustainability

	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment. 							
<ul style="list-style-type: none"> Foster a culture that values assessment and continuous improvement. 							
<ul style="list-style-type: none"> Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence. 							
<ul style="list-style-type: none"> Maintain and embrace a technology infrastructure to support the changing needs of the institution. 							
<ul style="list-style-type: none"> Foster a culture that places a high value on innovation and creativity. 							
<ul style="list-style-type: none"> Invest in the university's workforce. 							
<ul style="list-style-type: none"> Manage enrollment strategies and maximize student success. 							
<ul style="list-style-type: none"> Enhance Stewardship and Community Connections. 							

GOAL: Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.

OBJECTIVES

- Develop and implement an assessment plan for all academic programs that focuses on the improvement of instruction and the assessment of student learning.
- Increase the availability of high impact practices to all students to ensure that each has engaged in a minimum of three experiences prior to graduation.
- Modify the current General Education Program requirements and present General Education Task Force recommendations regarding general education reform to the Faculty Senate for approval.
- Develop a coordinated set of opportunities for all first-year students to ease their transitions from high school and support their success.
- Establish the Common Theme as a primary method for integrating students' educational experiences.
- Develop a Graduate Studies administrative, budgetary, and faculty governance structure that will adequately support existing programs and allow for the development of new ones.
- Develop and implement, within the next six years, a graduate program array that produces 100+ UW-Green Bay graduates each academic year.
- Improve and expand student social opportunities on weekends.
- Develop and implement a strategy, working with athletics and key stakeholders, to increase student attendance at athletic events.
- Develop a proposal for a deck or patio off of the coffee house and a multipurpose green space that connects Residence Life and the Union and MAC Visitor Lot.

GOAL: Foster a culture that values assessment and continuous improvement.

OBJECTIVES

- Develop a comprehensive, institution-wide assessment plan.
- Assess annually, in coordination with the preparation of the Operating Plan/Budget Request, the quality and sustainability of each division's current programs and makes changes as appropriate.
- Develop specific plans for assessing teaching/learning in the general education program, international education programs, interdisciplinarity and problem-focused education practices.
- Successfully obtain accreditation/reaccreditation for selected academic programs.
- Infuse the DOE Program Integrity guidelines into the institution's comprehensive Assessment Plan.
- Develop an organizational structure for transitioning to the Higher Learning Commission "Open Pathway" model for continued accreditation.

GOAL: Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence.

OBJECTIVES

- Increase the number of students involved in international travel or other experiences such that 80% of students have some type of "international" experience by the time they graduate.
- Review the results of the climate study conducted during spring of 2011 and develop a set of recommendations to address problems and concerns.
- Develop, and annually assess, a University-wide plan for providing students, faculty and staff with opportunities to become engaged University and global citizens.
- Develop and implement assessment methods to ensure that all UWGB graduates have had opportunities to learn about all major aspects of diversity and inclusive excellence.

GOAL: Maintain and embrace a technology infrastructure to support the changing needs of the institution.

OBJECTIVES

- Develop and implement a plan for the coordinated delivery of services provided by the CATL, LTC and Division of Outreach and Adult Access to support faculty experimentation with instructional technology inside and outside the classroom environment.
- Redesign and remodel the concourse level of the Instructional Services building to bring together the staff resources needed to support instructional design and general faculty professional development.
- Increase the use of technology to support Student Affairs operations and direct services to students and thereby improve efficiencies, achieve long term personnel savings, and improve access to timely and actionable information.
- Ensure that 100% of all instructional spaces have full technology installations including wireless.
- Expand information literacy initiative in collaboration with faculty and academic leaders.

GOAL: Foster a culture that places a high value on innovation and creativity.

OBJECTIVES

- Develop programs that can be used by faculty and to support the development of innovative and creative programs and services to fulfill the University's mission.
- Develop mechanisms for enhancing the university community's awareness of issues and challenges facing higher education in this decade.

GOAL: Invest in the university's workforce.

OBJECTIVES

- Work with Joint Committee on Workload & Compensation to complete a comparative analysis of university's workforce in regard to salary and workload.
- Enhance support for faculty scholarship and research.
- Conduct an analysis of diversity in key University areas and establish goals for future achievement.
- Work toward creating a more "family-friendly" and healthy campus environment including investigating childcare center options.

GOAL: Manage enrollment strategies and maximize student success.

OBJECTIVES

- Conduct research and identify new student markets.
- Develop new high school programs, an honors program, accelerated programs, and opportunities for undergraduate research in order to attract additional high quality students.
- Create a strategic plan that eventually increases graduate student population size to 4% of student enrollment.
- Expand representation of non-traditional undergraduates in the enrollment mix from 17% to 24%.
- Develop formal plans allowing students to complete selected majors on a part-time basis.
- Increase transfer enrollments 5% each year by improving the transfer experience.
- Increase first to second year retention rates by 5%.
- Increase the number of online bachelors and master's degree programs.
- Complete the Progress Report and the development and implementation of the University's "Growth Agenda."

GOAL: Enhance stewardship and community connections.

OBJECTIVES

- Document and encourage faculty and academic staff (academic, professional development, and community learning programs) to become involved in community initiatives. Recognize these contributions in the annual personnel review process.
- Recognize and celebrate community support for UW-Green Bay.
- Determine and promote how UW-Green Bay contributes to the public good.



DRAFT STRATEGIC PLAN

Strategic Themes

1. Academic Programs and Enrollment
2. Commitment to community
3. Diversity and Institutional Environment
4. Finance, Budget, Resources
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6. Meeting the Needs of Students
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Advancement Strategic Goals

	1	2	3	4	5	6	7
• Double university-wide annual private support to \$3.5 million in five years.							
• Fully implement University of Wisconsin - Green Bay Foundation, Inc.							
• Identify UW-Green Bay's distinct brand and position in the marketplace.							
• Focus additional PR, news and creative content on facilitating University fundraising.							
• Coordinate fundraising efforts and collaborate with academic departments, Outreach and Adult Access, the Weidner Center and athletics to establish and attain university-wide fundraising goals.							
• Strengthen connections with the community and enhance stewardship of donors.							
• Sharpen the focus on news/features raising UW-Green Bay's academic profile.							
• Incorporate prospect research into Advancement, recording prospects' research data in Raiser's Edge, and using the data effectively in fundraising efforts.							
• Improve internal advancement practices, procedures, policies, and professionalism.							
• Improve alumni relations, expand alumni involvement in university events, strengthen the alumni association board and leadership, and increase alumni support of UW-Green Bay.							

GOAL: Double university-wide annual private support to \$3.5 million in five years.

OBJECTIVES

- Increase alumni giving each year (12% for 2011-12, 13% for 2012-13...) and increase number of alumni donors by 5% per year.
- Increase community giving (12% for 2011-12, 13% for 2012-13...) each year and increase number of community donors by 5% per year.
- Increase the donations received from newly identified major prospects by 10% each year.
- Launch and sustain three additional major innovative fundraising efforts.
- Achieve 35% per year increase in dollars from local, state, regional and national Foundations from 2012 – 2018.
- Increase the number of endowed funds for scholarships by 5 per year.
- Develop and implement a formal planned giving program by 2015.

GOAL: Fully implement University of Wisconsin - Green Bay Foundation, Inc.

OBJECTIVES

- Create and modify documents, websites and public materials to promote the new University of Wisconsin-Green Bay Foundation, Inc.
- Work with Chancellor and Chancellor's Council of Trustees to select prominent leaders to serve on the UWGB Foundation Board.

GOAL: Identify UW-Green Bay's distinct brand and position in the marketplace.

OBJECTIVES

- Support and successfully complete all components of Stamats contract.
- Review and implement selected recommendations of Stamats branding initiative.
- Measure and track results of Stamats branding initiatives through regular implementation of research and statistical analysis of outcomes.
- Inform key stakeholders (faculty, staff, Alumni Board, Founder's Board, Foundation Board, student government, etc.) on brand positioning.
- Integrate Strategic Planning Themes and priorities in institutional communications.
- Identify and fully implement best practices in editorial/graphics quality control on key institutional communications.
- Communicate expectations with regard to University standards, Stamats branding, Strategic Themes.

GOAL: Focus additional PR, news and creative content on facilitating University fundraising.

OBJECTIVES

- Educate advancement staff on messaging for donor activities and fundraising.
- Enhance existing communication vehicles to promote and support fundraising efforts by increasing impressions in each existing channel by 25% over three years.

GOAL: Coordinate fundraising efforts and collaborate with academic departments, adult and outreach, athletics, Weidner Center, Phuture Phoenix, Theater First Nighters and other programs to establish and attain university-wide fundraising goals.

OBJECTIVES

- Establish Resource Development Council to identify university-wide fundraising goals and priorities based on the university's strategic plans, to recommend and work together to develop funding strategies and proposals, and to work collaboratively to seek funding for those priorities.

GOAL: Strengthen connections with the community and enhance stewardship of donors.

OBJECTIVES

- Establish a minimum of two new programs to connect community friends with the university.
- Evaluate effectiveness of existing programs and identify needed improvements to enhance success.

GOAL: Sharpen and focus news/features, raising UW-Green Bay's academic profile.

OBJECTIVES

- Spotlight faculty and/or research through quarterly stories using existing communication vehicles.
- Annually feature a minimum of 20 student academic success stories through print and electronic media.
- Introduce selected new media, social media, Web 2.0 options.
- Create new vehicles or revise existing publications to better highlight the exceptional teaching and research of UW-Green Bay faculty.

GOAL: Incorporate prospect research into Advancement, recording prospects research data in Raiser's Edge, and using the data effectively in fundraising efforts.

OBJECTIVES

- Establish criteria and benchmarks for helping to identify and categorize 'prospects'.
- Establish a prospect research program and practices.

GOAL: Improve internal advancement practices, procedures, policies, and professionalism.

OBJECTIVES

- With Advancement staff, identify and implement 5 best internal practices and procedures to improve efficiency, and effectiveness.
- Evaluate effectiveness of newly implemented policies and procedures.
- Educate staff on professionalism practices and encourage staff participation in programs for professional development.

GOAL: Improve alumni relations, expand alumni involvement in university events, strengthen the alumni association board and leadership, and increase alumni support of UW-Green Bay.

OBJECTIVES

- Explore the feasibility of establishing alumni chapters, launch two pilot chapters, evaluate effectiveness, and if more chapters should be established.
- Host alumni receptions in Wisconsin cities with high concentration of UWGB graduates biannually (Milwaukee, Madison, etc.).
- Host alumni receptions at surrounding businesses – two in the fall and two in the spring (Schreiber Foods, Humana, Ameriprise, Georgia-Pacific, Associated Bank, etc.).

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| <ul style="list-style-type: none">• Strengthen the scope, influence, and leadership of the Alumni Association Board of Directors. |
| <ul style="list-style-type: none">• Collaborate with Athletics to plan alumni activities coordinated with athletic events and functions. |

DRAFT STRATEGIC PLAN

Business and Finance Strategic Goals

Strategic Themes

1. Academic Programs and Enrollment
2. Commitment to community
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6. Meeting the Needs of Students
7. Sustainability

	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Provide appropriate facilities necessary to support the strategic enrollment plan and changes in instructional course delivery methods. 							
<ul style="list-style-type: none"> Strengthen ability to react and strategically adapt to rapidly evolving short-term and long-term operating budget changes with increased transparency. 							
<ul style="list-style-type: none"> Continually strive to provide more efficient and effective business processes. 							
<ul style="list-style-type: none"> Ensure a safe and secure campus environment. 							
<ul style="list-style-type: none"> Ensure that program revenue operations maintain fiscal viability and a high level of customer satisfaction. 							
<ul style="list-style-type: none"> Reduce campus carbon footprint. 							
<ul style="list-style-type: none"> Support campus diversity and institutional environment initiatives. 							
<ul style="list-style-type: none"> Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs. 							
<ul style="list-style-type: none"> Ensure that employees are fairly compensated. 							

GOAL: Provide appropriate facilities necessary to support the strategic enrollment plan and changes in instructional course delivery methods.

- Strengthen relationships and understanding between campus and UW-System capital budget planning staff through annual face-to-face meetings.
- Identify and effectively communicate the impact of the strategic enrollment plan on campus facilities through integrated planning discussions.

GOAL: Strengthen ability to react and strategically adapt to rapidly evolving short-term and long-term operating budget changes with increased transparency.

- Fully engage Planning and Budget Council in the annual operating budget planning process.
- Increase transparency via increased communication through open forums, e-mails, LOG announcement to fully inform the campus community in a timely manner.

GOAL: Continually strive to provide more efficient and effective business processes.

- In 2012, ensure minimal disruption and confusion for faculty, staff and students during HRS implementation.
- Streamline travel expense reimbursement process by implementing ACH payment when available through UW System.
- Participate in system-wide “lean process” initiatives.

GOAL: Ensure that program revenue operations maintain fiscal viability and a high level of customer satisfaction.

- ~~Re-evaluation of response resources.~~
- ~~Review performance of campus food service operation on a yearly basis.~~
- ~~Maintain and expand current campus safety and risk management efforts through conducting a minimum of one formal training session each semester, and encourage on-going networking to gain insight from campus student and staff groups.~~
- Stay in tune to customer concerns by annually reviewing and interpreting customer surveys and comment cards.
- By June 2012, research, review and report on any recommended changes to the Phoenix Bookstore business plan.

GOAL: Reduce campus carbon footprint.

- On an ongoing basis, help educate the campus community concerning the benefits of adopting alternative printing technologies to reduce the campus carbon footprint through a minimum of two annual training sessions and by providing online guidelines.
- By June 2012, expand re-use of campus surplus items and reduce the amount of surplus that goes to the landfill by developing a campus “office supply depot”.
- Reduce the use of energy campus-wide by developing a marketing plan to educate the campus community on energy saving actions to be taken.
- Add renewable energy capacity to the campus portfolio within next ten years.

GOAL: Support campus diversity and institutional environment initiatives.

GOAL: Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs.

- ~~Continue to provide training and educational opportunities for employees (e.g., harassment and discrimination prevention training).~~
- ~~Secure the services of planning consultants to assist in the development of a space use plan and campus master plan by end of 2012.~~
- Develop space use and campus master plans by end of 2013.

GOAL: Strive to ensure that employees are fairly compensated.

- Identify faculty/staff compensation inequities based on relevant and comparable data, e.g. CUPA.
- Inform and engage Planning and Budget Council and Joint Committee on Workload and Compensation to ensure increased transparency on compensation issues.
- Identify stable and long-term funding sources to reduce or eliminate identified compensation inequities.

DRAFT STRATEGIC PLAN

Intercollegiate Athletics Kress Events Center Operations Strategic Goals

- Strategic Themes
1. Academic Programs and Enrollment
 2. Commitment to community
 3. Diversity and Institutional Environment
 4. Finance, Budget, Resources
 5. Identity, Image, Marketing
 6. Meeting the Needs of Students
 7. Sustainability

	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Student-Athlete Excellence: Develop and maintain an atmosphere within our programs that promotes a positive culture of student-athlete success academically, athletically, and socially. 							
<ul style="list-style-type: none"> Community Appreciation: We will deepen our appreciation for the relationships we have with our on- and off-campus communities and continue to look for ways to expand communication with all constituents. 							
<ul style="list-style-type: none"> Competitive Excellence: Recognizing that competitive excellence can be defined differently, each athletic program at UW – Green Bay will be expected to deliver competitive excellence based on their national, regional, and local interests. Goals will be set by the Director of Athletics and the sport program supervisors. 							
<ul style="list-style-type: none"> Branding/Image: Provide increased national, regional and local exposure for the University and create a Green Bay Athletics brand that people respect, admire and generously support. All decisions will be communicated in a manner to create, project and enhance this strong intercollegiate athletic brand. 							
<ul style="list-style-type: none"> Financial Stability: All financial resources will be allocated to provide a balanced budget that meets the requirements of sustaining a reputable, vibrant, and compliant NCAA Division 1 program that supports scholarships, quality academic support services, competitive operating budgets and comprehensive facilities. 							
<ul style="list-style-type: none"> Compliance: Instill a culture that respects and understands the importance of NCAA Compliance throughout the Department of Intercollegiate Athletics. Educate and communicate the importance of this priority throughout the UW-Green Bay campus community and with all constituents of Green Bay Athletics. 							
<ul style="list-style-type: none"> Leadership: Provide a culture and environment that is conducive to recruiting and retaining professional staff and coaches and supports the department’s diversity and equity initiatives. 							
<ul style="list-style-type: none"> Kress Events Center Operations: Provide a comprehensive and well-rounded campus intramural and recreation program. 							
<ul style="list-style-type: none"> Kress Events Center Operations: Provide a well-rounded Fitness/Wellness Program for students, the campus community and community members. 							
<ul style="list-style-type: none"> Kress Events Center Operations: Coordinate with campus units (i.e. Athletics, Student Life, Union, Counseling & Health Services, and Residence 							

Life) to improve campus life while continuing to build and maintain external community relationships.							
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GOAL: Student-Athlete Excellence — Develop and maintain an atmosphere within our programs that promotes a positive culture of student-athlete success academically, athletically, and socially.

OBJECTIVES
<ul style="list-style-type: none"> • Provide a minimum of three seminars/opportunities annually that help prepare student-athletes socially and help develop life skills.
<ul style="list-style-type: none"> • Achieve 10% of student-athlete population be from a diverse background.
<ul style="list-style-type: none"> • Have a graduation rate higher than the previous year’s general student population at UW – Green Bay
<ul style="list-style-type: none"> • Achieve a 3.0 Grade Point Average or higher overall for all our student-athletes.
<ul style="list-style-type: none"> • Have each sport program continue to achieve higher than the NCAA minimum Academic Progress Rate.
<ul style="list-style-type: none"> • Improve student life on campus by communicating student life activities to student-athletes on a monthly basis.
<ul style="list-style-type: none"> • Provide a sports program array that meets the gender equity commitment of our University and Title IX.

GOAL: Community Appreciation — We will develop a deep appreciation for the relationships we have with our on- and off-campus communities and continue to look for ways to expand communication with all constituents.

OBJECTIVES
<ul style="list-style-type: none"> • Offer a minimum of five events per year that build relationships, outreach to the community and recognize donors and friends of Green Bay Athletics.
<ul style="list-style-type: none"> • Require staff to participate in a minimum of one community event, local service or volunteer organization activity to broaden staff outreach into the community.
<ul style="list-style-type: none"> • Initiate a minimum of three new promotional ideas to better market athletic events to the campus community to grow student participations and attendance by 5% year- over- year.
<ul style="list-style-type: none"> • Meet a minimum of once a year with each local sports media outlet.

GOAL: Competitive Excellence — Recognizing that competitive excellence can be defined differently, each program at UW – Green Bay will be expected to provide competitive excellence based on their national, regional, and local interests. Meeting their competitive excellence will be determined by administrators and coaches on these interests and allocated budgets.

OBJECTIVES

- Provide competitive funding and resources to our gated programs that positions them to finish in the top half of the league and position them to win a league championship.
- Provide resources to our non-gated sport programs that provide for positive students-athlete experiences and competitive results. Our student-athlete experiences will be measured by reviewing the results of our senior student-athlete exit interviews.

GOAL: Branding/Image — Provide increased national, regional and local exposure for the University and create a brand for Green Bay Athletics that people respect, admire and want to support. All decisions will be communicated in a manner to create, project and enhance this strong intercollegiate athletic brand.

OBJECTIVES

- Provide two training sessions for representatives to ensure that all promotional items, brochures and other materials support the athletic department branding initiatives.
- Provide two training programs to educate and enforce the Green Bay Phoenix brand in the Green Bay and campus communities.
- Creatively market athletics to all constituents and seek to increase innovative project revenue by 5%.

GOAL: Financial Stability — All financial resources will be allocated to provide a balanced budget that meets the requirements of sustaining a reputable, vibrant, and compliant NCAA Division 1 program that supports scholarships, quality academic support services, competitive operating budgets and comprehensive facilities.

OBJECTIVES

- Raise \$600,000 annually for the Phoenix Fund through various fundraising efforts by 2013.
- Increase overall fundraising for the Phoenix Fund to \$1,000,000 by 2015.
- Increase sponsorship revenues by 10%.
- Achieve an annual full-time student-athlete Grant-in-Aid equivalency of 125 in order to ensure maximum NCAA distribution.
- Increase merchandise commission revenue by 15% (PDI agreement).
- Increase men's basketball ticket sales by 15% annually from 2011-12 to 2015-16; Increase women's basketball ticket sales by 5% annually from 2011-12 to 2015-16.
- Research one new sport program that must fund itself in the short-term and generate enough revenue in the future to help financially support other sport programs.
- Review and adjust the outdoor facility plan to ensure it meets the needs of the soccer and softball programs as well as state requirements.

GOAL: Compliance — Instill a culture that respects and understands the importance of NCAA Compliance throughout the Department of Intercollegiate Athletics. Educate and communicate the importance of NCAA compliance throughout the UW-Green Bay campus community and all constituents of Green Bay Athletics.

OBJECTIVES

- Send out a campus-wide email at least once annually with a link to our Compliance Website to educate the University community regarding NCAA Rules Compliance and its importance.

<ul style="list-style-type: none"> • Provide article on NCAA Rules to be published in the LOG at least twice each semester.
<ul style="list-style-type: none"> • Increase attendance by coaches at monthly compliance meetings over the previous year.
<ul style="list-style-type: none"> • Provide a compliance and student-service program that is able to provide excellent assistance to our student-athletes.

GOAL: Leadership — Provide a culture and environment that is conducive to recruiting and retaining professional staff and coaches and supports the department diversity and equity recruitment/retention plans.

OBJECTIVES

- Support opportunities for professional growth by providing additional resources for sport programs that do not currently have available resources in their budget.
- Develop an award program for athletic department personnel which recognizes inclusive excellence.

GOAL: Kress Events Center Operations — Provide a comprehensive and well-rounded campus intramural and recreational program.

OBJECTIVES

- Beginning in Fall of 2012, expand intramural program offerings by adding four new recreational programs over a four year period.
- Beginning in Fall 2013, expand recreational offerings on Sunday evenings.
- Expand recreational offerings during Winterim period, beginning in 2014.
- Contingent on funding, meet demand for increased growth in Outdoor Intramural Recreation participation opportunities by adding a minimum of one additional lighted field to be available for use in 2015.
- Pending funding, by Summer 2016 develop an outdoor synthetic turf field to increase Spring/Fall seasonal availability for intramurals, club sports and informal recreation.
- Pending funding, provide an improved tennis recreation component for students and campus community members by 2015.
- Improve Open Recreation and Club Sport opportunities through better utilization of the EMS System.
- Increase climbing tower participation against a 3-year rolling average.
- Pending additional professional staff and funding, benchmark a minimum of two Outdoor Recreation programs at other similar size institutions in order to identify, establish and launch a well-rounded Outdoor Recreation program by July 2017.
- Follow Kress 10 year Operating Supplies & Equipment and Capital Items Improvement Plan to ensure quality recreation facilities and equipment to serve patrons needs.
- Pending funding, improve softball field facilities for student recreation and rental opportunities.
- Explore the possibility to work with the Student Life Office and SUFAC to transition the supervision of Campus Sport Clubs to the Kress Events Center by July 2013.

GOAL: Kress Events Center Operations — Provide a well-rounded Fitness / Wellness Program for students, the campus community and community members.

OBJECTIVES

- Continue to demonstrate growth in the student fitness and wellness program through increasing class offering and participation rates against a 3-year rolling average.
- Successfully develop and implement the Chancellor's initiative for a Faculty / Staff Fitness and Wellness Program for campus by spring of 2012.
- Provide targeted opportunities to meet community members' needs.
- Follow Kress Center's ten year Operating Supplies & Equipment and Capital Items Improvement Plan to ensure quality fitness, weight, exercise and aerobic equipment to serve patrons needs.

GOAL: Kress Events Center Operations — Coordinate with campus units (i.e. Athletics, Student Life, Union, Counseling & Health Services, and Residence Life) to improve campus life while continuing to build and maintain external community relationships.

OBJECTIVES

- Educate SUFAC and Student Government on the Kress Events Center Budget through regular annual meetings.
- Enhance Kress Events Center's key role in student recruitment and retention with annual training of student ambassadors/marketers on current and accurate Kress Center services.
- Provide support to Athletics to help them run a successful Division I program.
- Support athletics in achieving its outdoor facility plans that meet the needs of their soccer and softball programs.
- Increase collaborative opportunities with a minimum of two other campus programs/departments by 2013.
- Develop and maintain long-term facility rental relationships with community groups to capture outside revenue possibilities when in the Kress Center's best interests.
- Follow Kress Center's ten year Operating S & E and Capital Items Improvement Plan to ensure quality equipment is purchased and storage space is created to serve campus event and community rental needs.

DRAFT STRATEGIC PLAN

Sustainability Strategic Goals

Strategic Themes

1. Academic Programs and Enrollment
2. Commitment to community
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	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs. 							
<ul style="list-style-type: none"> Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects. 							
<ul style="list-style-type: none"> Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions. 							
<ul style="list-style-type: none"> Enhance sustainability communication efforts to promote and build value within all stakeholder groups. 							
<ul style="list-style-type: none"> Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders. 							
<ul style="list-style-type: none"> Support faculty efforts to embed sustainability concepts and teaching across the curriculum. 							

GOAL: Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs.

OBJECTIVES

- Submit greenhouse gas (GHG) inventory for FY10 to meet ACUPCC commitment by July 30, 2011.
- Submit data by September 30 with a goal of achieving a minimum "Bronze" accreditation under AASHE's Sustainability Tracking Assessment & Ratings System (STARS).
- Develop and submit Climate Action Plan using FY 2010 GHG inventory baseline to meet ACUPCC commitment (carbon neutral by 2050) by December 2011.

GOAL: Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects/programs.

OBJECTIVES

- Identify a minimum of 5 local, state and national grant/foundation funders for sustainability/green projects.
- Establish an Alumni Green Fund by Fall 2012 for donations specifically earmarked for green/sustainability efforts.
- Research feasibility of establishing a 'green revolving fund' for ongoing support of sustainability efforts.

GOAL: Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions.

OBJECTIVES

- Research and present best practices from higher education institutions regarding sustainability policy statements for review by the Investment Committee of the Foundation.
- Research, draft and present 3 -5 positive sustainability screening parameters for future Foundation investments in publicly held corporations.

GOAL: Enhance sustainability communication efforts to promote and build value within all stakeholder groups.

OBJECTIVES

- Redesign, enhance and update UWGB “sustainability” website.
- Develop, produce and promote suggested guidelines for incorporating green/sustainable concepts into meetings & events held at UWGB facilities (e.g. recycling bins at all events).
- Develop, produce and implement a sustainability informational program specific for Resident Advisors and staff in Residential Life.
- Develop, produce and implement a “sustainability primer” for new student orientation (traditional, transfer and non-traditional students).
- Produce an annual “State of Sustainability” report for UWGB in Spring 2012.
- Launch a faculty/staff discussion series on sustainability issues by Spring 2013, with one topic/month.
- Develop, produce and implement a sustainability on-boarding program for newly hired faculty/staff by Summer 2012.

GOAL: Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders.

OBJECTIVES

- In conjunction with Athletics, select an athletic event annually to promote sustainability on campus and at campus events.
- Continue annual participation in RecycleMania, changing to the competitive division starting in 2012 and improving year-to-year performance.
- Collaborate with EMBI and Business School to establish three additional internships in sustainability/ environmental management with NE Wisconsin businesses annually.
- Achieve placement of UWGB on national sustainability/green listings for higher education institutions such as Princeton Review and Sierra Club’s Cool Schools.
- Select an existing campus building(s) in cooperation with Facilities for potential LEED EBOM certification opportunity by 2013.

GOAL: Support faculty efforts to embed sustainability concepts and teaching across the curriculum.

OBJECTIVES
<ul style="list-style-type: none">• Work with faculty groups as a resource to help identify the essential learning outcomes(s) related to sustainability.
<ul style="list-style-type: none">• Work with Institutional Research Office to include sustainability literacy questions into existing student survey efforts to track change in awareness/understanding during tenure at UWGB.
<ul style="list-style-type: none">• Support academic initiatives to develop incentive/support programs to encourage and provide time for faculty to develop sustainability courses and/or sustainability-focused modules in their subject matter area.
<ul style="list-style-type: none">• Work with faculty to include high-impact practices in developing sustainability knowledge via both on-campus and off-campus opportunities.

DRAFT STRATEGIC PLAN

Strategic Themes

1. Academic Programs and Enrollment
2. Commitment to community
3. Diversity and Institutional Environment
4. Finance, Budget, Resources
5. Identity, Image, Marketing
6. Meeting the Needs of Students
7. Sustainability

Weidner Center Strategic Goals

	1	2	3	4	5	6	7
<ul style="list-style-type: none"> Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin. 							
<ul style="list-style-type: none"> Serve the academic Mission of UW – Green Bay, serving both the arts and other disciplines, working with admissions and marketing to maximize recruitment opportunities. 							
<ul style="list-style-type: none"> Become a center of excellence for performing arts in the greater Green Bay area, partnering with area cultural groups and presenters to increase access to the Weidner and develop collaborative work. 							
<ul style="list-style-type: none"> Re-brand the Weidner as “the place” where great arts events take place. Develop a robust online and media presence designed to engage the community, spread excitement and sell tickets. 							
<ul style="list-style-type: none"> Work aggressively to create an annual fund and attain corporate and foundation support both for core operations and programming. 							

GOAL: Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin.

OBJECTIVES

- Program an opening season (20th Anniversary) that contains world class performances, and new names serving multiple demographics.
- Become a leader in performing arts education.
- Create programming that inspires.

GOAL: Serve the academic Mission of UW – Green Bay, serving both the arts and other disciplines, working with admissions and marketing to maximize recruitment opportunities.

OBJECTIVES

- Set up a means of regular contact with department heads, academic leadership.
- Establish a strategy for selecting key admissions events at the Weidner, integrating marketing messaging, follow-up and results tracking.

GOAL: Become a center of excellence for performing arts in the greater Green Bay area, partnering with area cultural groups and presenters to increase access to the Weidner and develop collaborative work.

OBJECTIVES

- Host interested cultural agencies and performances at the Weidner Center.
- Development of a multi-disciplinary course of study rooted in Arts and Speakers and integrated within the academy.

GOAL: Re-brand the Weidner as “the place” where great arts events take place. Develop a robust online and media presence designed to engage the community, spread excitement and sell tickets.

OBJECTIVES

- Redesign and launch Weidner Center website.
- Engage key stakeholders and opinion leaders in the work and excitement of the Center.
- Engage students in Weidner performances.

GOAL: Work aggressively to create an annual fund and attain corporate and foundation support both for core operations and programming.

OBJECTIVES

- Establish and grow annual “membership campaign.”
- Develop a robust corporate sponsorship/partnership program.
- Engage with key stakeholders to support bridge funding and project specific support.