



UNIVERSITY *of* WISCONSIN  
**GREEN BAY**

## STRATEGIC THEMES & GOALS

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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](mailto:casel@uwgb.edu).

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

Tom Harden  
Chancellor

## Strategic Goals Arranged by Theme

Strategic Theme: Academic Programs and Enrollment	
The University continues to develop high quality, relevant undergraduate and graduate programs to meet increasing student and societal needs. This requires adding traditional and innovative programs, improving existing programs, and further developing uses of technology to enhance teaching and learning. We value interdisciplinarity, problem-focused education, innovation and sustainability across the curriculum. UW-Green Bay plans for appropriate growth including increasing undergraduate enrollment and increasing the array of graduate programs.	
Academic Affairs	Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.
	Foster a culture that values assessment and continuous improvement.
	Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence.
	Maintain and embrace a technology infrastructure to support the changing needs of the institution.
	Foster a culture that places a high value on innovation and creativity.
	Invest in the university's workforce.
	Manage enrollment strategies and maximize student success.
Advancement	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.
	Sharpen the focus on news/features raising UW-Green Bay's academic profile.
Business & Finance	Provide appropriate facilities necessary to support the strategic enrollment plan and changes in instructional course delivery methods.
	Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs.
Intercollegiate Athletics	Student-Athlete Excellence: Develop and maintain an atmosphere within our programs that promotes a positive culture of student-athlete success academically, athletically, and socially.
	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.
	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.
	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.
	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.
Sustainability	Support faculty efforts to embed sustainability concepts and teaching across the curriculum.
Weidner Center	Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin. Serve the academic Mission of UW – Green Bay, serving both the arts and other disciplines, working with admissions and marketing to maximize recruitment opportunities.

## Strategic Theme: Commitment to Community

As an institution committed to its broader community, UW-Green Bay seeks to engage the community. By doing so we address the University's missions and responsibilities, create civic-minded students, and promote economic well-being which will help strengthen the northeast Wisconsin community. We encourage and support relevant, deliberate faculty and staff interaction and involvement with the Greater Green Bay community, the New North regions, the state of Wisconsin, and beyond. We recognize that improving our community strengthens our institution. .

Academic Affairs	Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.
	Invest in the university's workforce.
	Enhance stewardship and community connections.
Advancement	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.
	Strengthen connections with the community and enhance stewardship of donors.
	Improve alumni relations, expand alumni involvement in university events, strengthen the alumni association board and leadership, and increase alumni support of UW-Green Bay.
Business & Finance	Ensure a safe and secure campus environment.
	Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs.
	Ensure that employees are fairly compensated.
Intercollegiate Athletics	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.
	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.
	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.
Intercollegiate Athletics	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.
Kress Events Center Operations	Provide a comprehensive and well-rounded campus intramural and recreation program.
	Provide a well-rounded Fitness/Wellness Program for students, the campus community and community members.
	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.
Sustainability	Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs.
	Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects.
	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions
	Enhance sustainability communication efforts to promote and build value within all stakeholder groups.
	Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders.
Weidner Center	Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin.
	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
	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.

## Strategic Theme: Diversity and Institutional Environment

The University strives for diversity that is broadly inclusive, warmly welcoming, and equitable in its treatment of all members of the University community. UW-Green Bay is an institution committed to diversity of thought and practice which seeks to move beyond labels and categories that put up barriers and tend to fragment populations. The University is committed to hiring and retaining a more diverse faculty and staff as we continue to recruit a more diverse student body. The University invests in its people and strives to create a work environment that supports personal and professional growth, collegiality and a healthy quality of life. The University strives to provide competitive compensation and benefits.

Academic Affairs	Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence.
	Maintain and embrace a technology infrastructure to support the changing needs of the institution.
	Foster a culture that places a high value on innovation and creativity.

	Invest in the university's workforce.
	Manage enrollment strategies and maximize student success.
Academic Affairs	Enhance stewardship and community connections.
Advancement	Fully implement University of Wisconsin - Green Bay Foundation, Inc.
	Identify UW-Green Bay's distinct brand and position in the marketplace.
	Improve internal advancement practices, procedures, policies, and professionalism.
Business & Finance	Strengthen ability to react and strategically adapt to rapidly evolving short-term and long-term operating budget changes with increased transparency.
	Support campus diversity and institutional environment initiatives.
Intercollegiate Athletics	Student-Athlete Excellence: Develop and maintain an atmosphere within our programs that promotes a positive culture of student-athlete success academically, athletically, and socially.
	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.
Kress Events Center Operations	Provide a comprehensive and well-rounded campus intramural and recreation program.
	Provide a well-rounded Fitness/Wellness Program for students, the campus community and community members.
	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.
Sustainability	Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs.
	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions
	Enhance sustainability communication efforts to promote and build value within all stakeholder groups.
Weidner Center	Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin.
	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

## Strategic Theme: Finance, Budget, Resources

The University will increase its ability to acquire, develop, use and manage resources. In order to enhance student success, deliver an appropriate mix of academic programs, and recruit and retain outstanding faculty and staff, additional funding, facilities and technology are critical. Finances will greatly determine the extent we are able to address our mission responsibilities. For growth, quality improvement and maintenance, it is important that the University acquire additional funding, budget effectively, create greater efficiencies, and commit resources to in-demand programs and services.

Academic Affairs	Foster a culture that places a high value on innovation and creativity.
	Invest in the university's workforce.

	Manage enrollment strategies and maximize student success.
Advancement	Double university-wide annual private support to \$3.5 million in five years.
Advancement	Focus additional PR, news and creative content on facilitating University fundraising.
	Coordinate fundraising efforts and collaborate with academic departments, Advancement Outreach and Adult Access, the Weidner Center and athletics to establish and attain university-wide fundraising goals.
	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.
Business & Finance	Provide appropriate facilities necessary to support the strategic enrollment plan and changes in instructional course delivery methods.
	Strengthen ability to react and strategically adapt to rapidly evolving short-term and long-term operating budget changes with increased transparency.
	Continually strive to provide more efficient and effective business processes.
	Ensure that program revenue operations maintain fiscal viability and a high level of customer satisfaction.
	Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs.
	Ensure that employees are fairly compensated.
Intercollegiate Athletics	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.
	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.
Sustainability	Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects.
	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions.
	Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders.
Weidner Center	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.
	Work aggressively to create an annual fund and attain corporate and foundation support both for core operations and programming.

## Strategic Theme: Identity, Image, Marketing

UW-Green Bay is an outstanding university that advances knowledge, assists students in transforming their lives, and drives economic growth. We strive to create a clear and positive identity. Our marketing and public relations efforts position UW-Green Bay as a premier university in areas of teaching and learning, research and service. We strive for an identity as a university that students choose as their first choice as we face increasing competition from degree granting for-profit corporations and other colleges and universities.

Academic Affairs	Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.
	Foster a culture that values assessment and continuous improvement.
	Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence.
	Maintain and embrace a technology infrastructure to support the changing needs of the institution.
	Foster a culture that places a high value on innovation and creativity.
	Invest in the university's workforce.
	Manage enrollment strategies and maximize student success.
	Enhance Stewardship and Community Connections.
Advancement	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.
	Sharpen the focus on news/features raising UW-Green Bay's academic profile.
	Improve internal advancement practices, procedures, policies, and professionalism.
Intercollegiate Athletics	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.
	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.
	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.



Kress Events Center Operations	Provide a comprehensive and well-rounded campus intramural and recreation program.
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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.
Sustainability	Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs.
	Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects.
	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions.
	Enhance sustainability communication efforts to promote and build value within all stakeholder groups.
	Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders.
	Support faculty efforts to embed sustainability concepts and teaching across the curriculum.
Weidner Center	Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin.
	Serve the academic Mission of UW – Green Bay, serving both the arts and other disciplines, working with admissions and marketing to maximize recruitment opportunities.
	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.

## Strategic Theme: Meeting the Needs of Students

The success of our students is the highest priority of UW-Green Bay. The University provides students with excellent learning opportunities and necessary learning resources, connects learning to life through rigorous interdisciplinary academic programs, and enhances student progression toward graduation. UW-Green Bay supports the healthy growth and development of all students and provides a safe and active campus environment that encourages students to have an enjoyable and successful educational experience that allows them to explore and reach their goals. Students are encouraged to extend their learning experience beyond the classroom.

Academic Affairs	Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.
	Foster a culture that values assessment and continuous improvement.
	Increase student and staff experiences that involve internationalization and diversity and foster inclusive excellence.
	Maintain and embrace a technology infrastructure to support the changing needs of the institution.

	Foster a culture that places a high value on innovation and creativity.
	Invest in the university's workforce.
	Manage enrollment strategies and maximize student success.
	Enhance stewardship and community connections.
Advancement	Double university-wide annual private support to \$3.5 million in five years.
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	Continually strive to provide more efficient and effective business processes.
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	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions.

	Enhance sustainability communication efforts to promote and build value within all stakeholder groups.
	Leverage past and ongoing successes in environmental and sustainability efforts to build value and competitive edge with external stakeholders.
	Support faculty efforts to embed sustainability concepts and teaching across the curriculum.
Weidner Center	Establish and present programs designed to entertain, inspire and educate the diverse demographic groups of Northeast Wisconsin.
	Serve the academic Mission of UW – Green Bay, serving both the arts and other disciplines, working with admissions and marketing to maximize recruitment opportunities.

### Strategic Theme: Sustainability

We demonstrate leadership in our policies, programs and practices toward local and global ecological integrity. As stewards of knowledge, we continue to institutionalize appropriate environmental practices, policies and sustainability-related curriculum decisions. We seek to prepare a community of sustainable learners and ensure our students are being prepared for employment and citizenship in a world defined in part, by environmental and other challenges. We must ensure that the University promotes sustainability in all aspects of the University.	
Academic Affairs	Invest in the university's workforce.
Advancement	Fully implement University of Wisconsin - Green Bay Foundation, Inc.
	Identify UW-Green Bay's distinct brand and position in the marketplace.
Business & Finance	Reduce campus carbon footprint.
Sustainability	Meet content submission deadlines required for American College & University Presidents Climate Commitment (ACUPCC) and Association for Advancement of Sustainability in Higher Education (AASHE) programs.
	Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects.
	Encourage UW – Green Bay Foundation, Inc., Board of Directors to consider sustainability in its investment decisions.
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