



UNIVERSITY *of* WISCONSIN

GREEN BAY

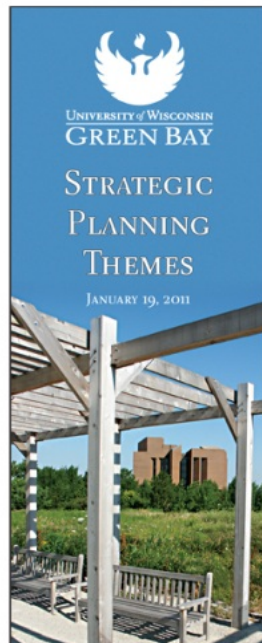
Strategic Plan

Spring 2012

Planning Process

Spring/Summer 2010

17 Listening Sessions/Open Forums
with Campus & Community



Jan. 2011


7 Strategic Planning Themes



Planning Process

Spring/Fall 2011 Administrative Unit Strategic Plan Development

- Academic Affairs
- Advancement
- Athletics & Kress Events Center
- Business & Finance
- Sustainability
- Weidner Center



UNIVERSITY of WISCONSIN
GREEN BAY

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
• 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.							

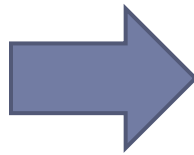
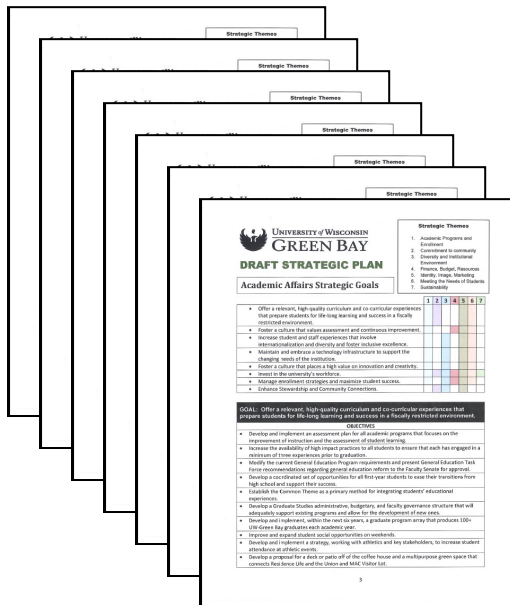
GOAL: Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for life-long learning and success in a fiscally restricted environment.

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.

Planning Process

Late Fall 2011 Campus-wide Strategic Plan



Measurement /
Tracking Tool

One Plan

- Organized around strategic themes
- Method to track progress on objectives
- Accessible

Tool: Balanced Scorecard

- ▶ Strategic planning & management framework used extensively in business, industry, government and non-profit organizations worldwide
 - ▶ Aligns activities to the vision and strategy of the organization
 - ▶ Improves internal and external communications
 - ▶ Monitors organization performance against strategic goals

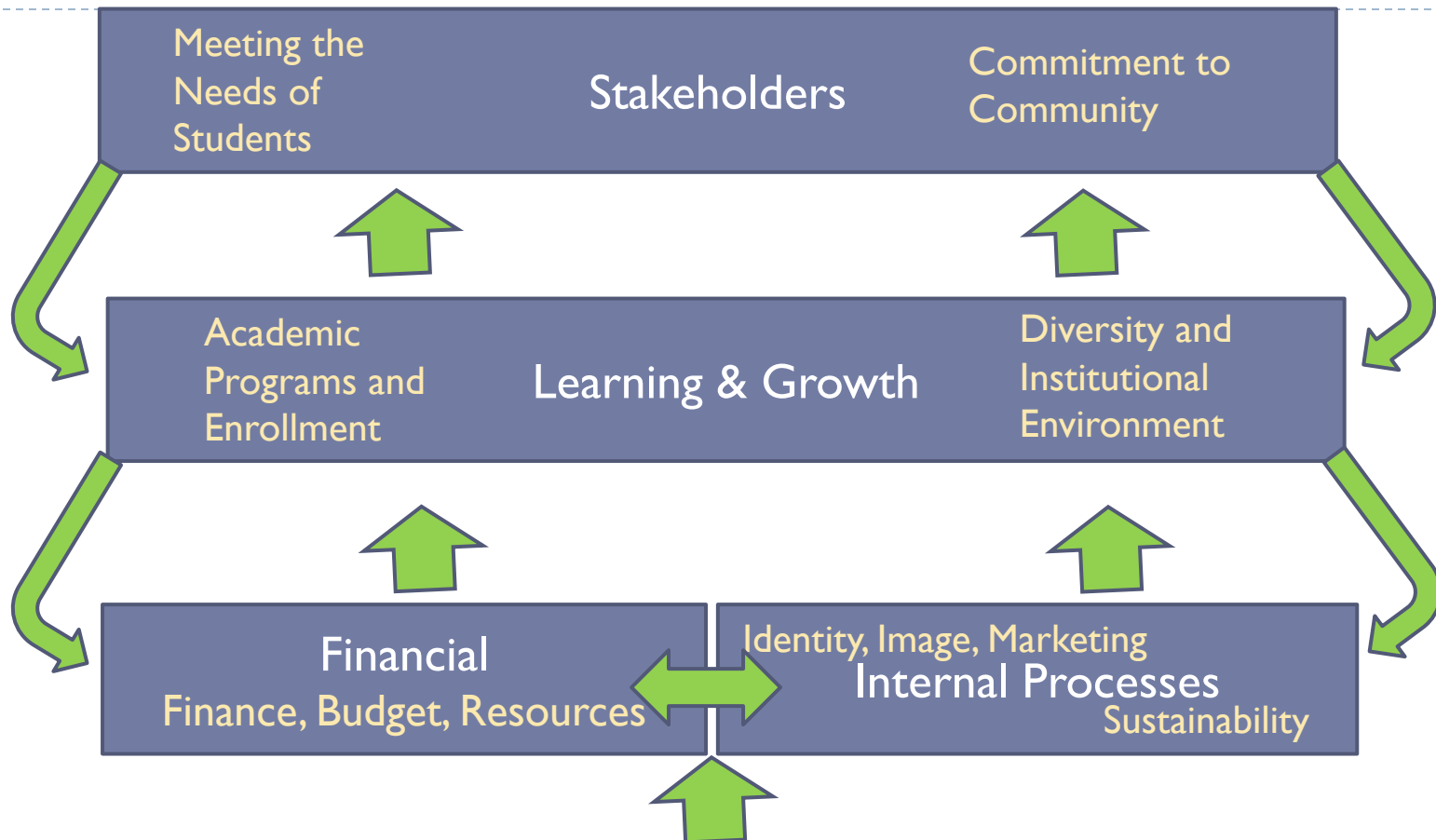


Tool: Balanced Scorecard

- ▶ Organizes and presents large amounts of complex, interrelated data for an overview of an organization
- ▶ Four organizational perspectives
 - ▶ Financial
 - ▶ Internal Processes
 - ▶ Learning & Growth
 - ▶ Customer/Stakeholder
- ▶ All the measures in the perspectives are aligned with the organization's vision & strategic objectives



Strategy Map



Mission: The University of Wisconsin-Green Bay provides an interdisciplinary, problem-focused educational experience that prepares students to think critically and address complex issues in a multicultural and evolving world. The University enriches the quality of life for students and the community by embracing the educational value of diversity, promoting environmental sustainability, encouraging engaged citizenship, and serving as an intellectual, cultural and economic resource.

Balanced Scorecard & Strategic Themes

- ▶ Mapped the 7 Strategic Themes to the 4 Balanced Scorecard perspectives
- ▶ Financial
 - ▶ Finance, Budget, Resources
- ▶ Internal Processes
 - ▶ Identity, Image, Marketing
 - ▶ Sustainability
- ▶ Learning & Growth
 - ▶ Academic Programs and Enrollment
 - ▶ Diversity and Institutional Environment
- ▶ Stakeholders
 - ▶ Meeting the Needs of Students
 - ▶ Commitment to the Community



Example: Financial Perspective

- ▶ Balanced Scorecard “**Financial**” Perspective
 - ▶ Finance, Budget, Resources **Strategic Theme**
 - ▶ **Increase ability to acquire, develop, use and manage resources.**
 - ▶ **Budget effectively, create greater efficiencies and commit available resources appropriately.**



Example: Financial Perspective

- ▶ Increase ability to acquire, develop, use and manage resources.

Goal Statements	Responsible Unit	Objectives to Achieve
Fully implement University of Wisconsin – Green Bay Foundation, Inc.	Advancement	2
Double university-wide annual private support to \$3.5M in 5 years	Advancement	7
Focus additional PR, news and creative content on facilitating University fundraising.	Advancement	2
Incorporate prospect research into Advancement processes, recording prospects' research data in Raiser's Edge and using the data effectively in fundraising efforts.	Advancement	
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.	Advancement	1
Develop a campus master plan that supports the University mission and provides for future campus infrastructure needs.	Business & Finance	2
Identify and pursue financing/funding opportunities for sustainability and/or 'green' projects	Sustainability	3
Work aggressively to create an annual fund and attain corporate and foundation support both for core operations and programming	Weidner Center	3

The Scorecard

	A	B	C	D	E	F	G
1	STRATEGIC PLANNING SCORECARD: STAKEHOLDERS						
2	Seek to engage the community.						
3	Goal Statement Athletics 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.						
4	Responsible Unit	Objective	Reporting Period (Semester/Yr)	Achievement Date	Status (R, Y, G)	Comments: Issues, delays to achieving objective.	Contact
5	Athletics	Offer a minimum of five events per year that build relationships, outreach to the community and recognize donors and friends of Green Bay Athletics.	Feb. 2012	Annually		Will be completed this Spring	Jeanne Stangel
6	Athletics	Require staff to participate in a minimum of one community event, local service or volunteer organization activity to broaden staff outreach into the community.	Feb. 2012	2013 - on-going		Addressed at all -staff	Director of Athletics
7	Athletics	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.	Feb. 2012	Annually		Completed	Director of Marketing
8	Athletics	Meet a minimum of once a year with each local sports media outlet.	Feb. 2012	Annually		Completed	
9	Goal Statement Provide a well-rounded Fitness/Wellness Program for students, the campus community and community members.						
10	Responsible Unit	Objective	Reporting Period (Semester/Yr)	Achievement Date	Status (R, Y, G)	Comments: Issues, delays to achieving objective.	Contact
11	Athletics/Kress Events Center	Continue to demonstrate growth in the student fitness and wellness program through increasing class offering and participation rates against a 3- year rolling average.	Feb-12	2012 - on-going		Fall 2011 group exercise participation = 5,476 (highest ever), 44 Spring 2012 Group Exercise Class Offerings, etc.	Fitness Coordinator

Ongoing: Tracking Progress

- ▶ Progress on goals/objectives tracked each semester using Scorecard
 - ▶ Red/Yellow/Green status
 - ▶ Comment section
- ▶ All Scorecards are posted on the Chancellor's website
- ▶ Ongoing Cabinet review of progress

