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

Strategic Themes

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

UNIVERSITY OF WISCONSIN GREEN BAY
DRAFT STRATEGIC PLAN

Academic Affairs Strategic Goals

- Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for lifelong learning and success in a globally connected 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 enhance a technology infrastructure to support the changing needs of the institution.
- Foster a culture that places high value on innovation and creativity.
- Invest in the university’s workforce.
- Manage enrollment strategically and maximize student success.
- Enhance Diversity and Community Connections.

GOALS
Offer a relevant, high-quality curriculum and co-curricular experiences that prepare students for lifelong learning and success in a globally connected 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 each has engaged in a minimum of these 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 co-curricular set of opportunities for all first-year students to view their transition from high school and support their success.
- Establish the Common Themes as a primary method for integrating students’ educational experiences.
- Develop a Graduate Studies administrative, budgetary, and faculty governance structure that will adaptively 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 500+ william and mary graduates each academic year.
- Improve and expand student social opportunities with weekends.
- Develop and implement a strategy, working with athletics and key stakeholders, to increase student attendance at athletic events.
- Develop a proposal for a dock or pier off the riverfront and a multipurpose green space that connects flood plains and the advances that sustain the future.
Planning Process

Late Fall 2011
Campus-wide Strategic Plan

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

Measurement / Tracking Tool
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
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.

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

<table>
<thead>
<tr>
<th>Responsible Unit</th>
<th>Objective</th>
<th>Reporting Period (Semester/Yr)</th>
<th>Achievement Date</th>
<th>Status (R, Y, G)</th>
<th>Comments: Issues, delays to achieving objective</th>
<th>Contact</th>
</tr>
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<tbody>
<tr>
<td>Athletics</td>
<td>Offer a minimum of five events per year that build relationships, outreach to the community and recognize donors and friends of Green Bay Athletics.</td>
<td>Feb. 2012</td>
<td>Annually</td>
<td>Green</td>
<td>Will be completed this Spring</td>
<td>Jeanne Stangel</td>
</tr>
<tr>
<td>Athletics</td>
<td>Require staff to participate in a minimum of one community event, local service or volunteer organization activity to broaden staff outreach into the community</td>
<td>Feb. 2012</td>
<td>2013 - on-going</td>
<td>Yellow</td>
<td>Addressed at all staff</td>
<td>Director of Athletics</td>
</tr>
<tr>
<td>Athletics</td>
<td>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.</td>
<td>Feb. 2012</td>
<td>Annually</td>
<td>Green</td>
<td>Completed</td>
<td>Director of Marketing</td>
</tr>
<tr>
<td>Athletics</td>
<td>Meet a minimum of once a year with each local sports media outlet</td>
<td>Feb. 2012</td>
<td>Annually</td>
<td>Green</td>
<td>Completed</td>
<td></td>
</tr>
</tbody>
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### Goal Statement

Seek to engage the community.

**Objective**: 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.

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<td>Athletics/Kress Events Center</td>
<td>Continue to demonstrate growth in the student fitness and wellness program through increasing class offering and participation rates against a 3-year rolling average.</td>
<td>Feb-12</td>
<td>2012 - on-going</td>
<td>Green</td>
<td>Fall 2011 group exercise participation = 5,476 (highest ever), 44 Spring 2012 Group Exercise Class Offerings, etc.</td>
<td>Fitness Coordinator</td>
</tr>
</tbody>
</table>
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