

Academic Affairs Strategic Goals and Priorities

Approved by the Provost's
Administrative Council

8/30/2017

Last Update

9/9/2017

GOALS:

In support of the University's [Urban-serving Strategic Vision](#), and in alignment with the [University's Select Mission](#), Academic Affairs pledges to:

1. make **student success** our highest priority;
2. increase **student access** in order to meet the needs of the region;
3. offer **distinctive programs** at both the undergraduate and graduate levels;
4. demonstrate the benefits of **interdisciplinary thinking and learning**
5. develop a **diverse university** that reflects the community;
6. develop **community relationships**; and
7. enable **professional growth** of our faculty and staff in order to foster creativity, innovation, and scholarship.

Priorities and Objectives

Academic Affairs will focus on the following priorities and objectives.

1. **Student Success** – Success of our students, whether it be through educational attainment, academic achievement, student retention and advancement, or holistic development, is of the highest priority at UWGB.
 - Improve achievement in terms of retention, graduation, and time to degree.
 - Expand Gateways to Phoenix Success (GPS) program
 - Increase High-impact Practices (HIPs)
 - Improve student engagement and satisfaction.
 - Develop sophomore experience/engagement program (e.g. learning communities)
 - Develop transfer student experience/engagement programs
 - Employ the Center for the Advancement of teaching and Learning (CATL) to identify and implement opportunities for enhancing student engagement through enhanced pedagogical approaches
 - Improve graduate employability and career advancement
 - Implement first-destination skills program
 - Implement career planning courses
 - Increase number of student internships
 - Provide systematic career planning advising program
 - Encourage engaged citizenship
 - Increase service-learning opportunities
 - Encourage community engagement through co-curricular activities
 - Implement Civic Engagement Plan

- Review curricular array to identify opportunities to enhance recruitment, retention, and engagement of citizens.
2. **Student Access** – UWGB’s student FTE is able to meet the needs of the region for talent and workforce development, making UWGB the first choice for local, regional, out-of-state, and international students.
- Increase access and accessibility
 - Expand GPS program
 - Implement Turbocharge program strategies
 - Expand CCIHS
 - Implement Project Lead the Way Partnership
 - Refine holistic admissions process.
 - Focus on recruiting and retaining high-quality new freshmen, transfer, graduate, and online students.
 - Target recruitment of students from the Greater Green Bay area.
 - Expand Phuture Phoenix Program.
3. **Distinctive Programs** – Offer an array of high-quality, diverse, and transformative educational programs that reflect the present and future needs of the NEW North region, Wisconsin, and beyond.

Grow Undergraduate Science & Technology Programs

- Create the leading Cybersecurity program among the UW regional campuses.
 - Attain the National Security Agency (NSA) and Department of Homeland Security (DHS) Centers of Academic Excellence in Cyber Defense Education (CAE-CDE) and Information Assurance Education (CAE-IAE) designations with research designations to follow.
 - Extend informatics program using the combined resources of business, health, statistics, and computer science.
- Strengthen and expand partnerships with local technical colleges.
- Establish the School of Engineering:
 - Earn Accreditation Board for Engineering and Technology (ABET) accreditation in engineering technology (mechanical, electrical, and environment).
 - Establish and expand Mechanical Engineering program and seek ABET accreditation.
 - Establish Electrical Engineering program.
- Expanded programs/emphases in Human Biology
 - Develop emphasis in Applied Public Health
 - Grow undergraduate Nutrition/Dietetics programs
 - Build state-of-the-art cadaver laboratory
 - Build state-of-the-art teaching kitchen in the STEM Innovation Center
- In cooperation with community businesses, establish the STEM Innovation Center and raise funds for additional space for science and technology programs.

Strengthen and Grow Business Programs

- Seek and achieve Association to Advance Collegiate Schools of Business (AACSB) accreditation

- Expand international business programs
- Create the Institute for Innovation and Entrepreneurship

Expand Array of Undergraduate Healthcare Programs

- Develop new health-related programs aligned with needs of the healthcare industry in the region
- Develop a health-related programs for graduates from health-related programs in the Technical College system
- Develop a state-of-the-art skills learning lab for student learning of communication and counseling skills and professional practice behaviors

Address Needs in the Region for Teacher Preparation (Undergraduate Education)

- Partner with other UW campuses to offer teacher licensing in special education
- Grow enrollment in existing ESL Bilingual program
- Strengthen Education and Humanities collaboration on TESL program
- Submit a NSF Noyce STEM education grant proposal to develop more STEM teachers
- Develop course offerings for secondary education teachers seeking College Credit in High School certification

Grow and Evolve Arts, Humanities, & Social Science programs

- Grow the music program's enrollment, and add an emphasis in music technology
- Establish BFA in Writing and Applied Arts
- Integrate the UWGB Teaching Press into Humanities and other Interdisciplinary curricula
- Develop BFA in Technical Theatre
- Grow Design Arts program through connections with other programs on campus
- Continue development of high-impact History program
- Grow Modern Language majors/minors, especially Spanish
- Establish an emphasis in Pre-Music Therapy
- Expand marketing and recruitment for the Psychology/Human Development programs
- Expand marketing for Democracy and Justice Studies and explore a Criminal Justice major
- Begin partnership with Moraine Park TC to develop our Digital and Public Humanities track
- Grow Digital and Public Humanities track in the Humanities

Diversify Modes of Course Delivery and Student Engagement

- Develop competency-based admission to select programs
- Develop competency-based programs and certificates
- Develop accelerated-format courses and programs, such as 3-year degree programs
- Significantly expand High-Impact Practices
- Continue to invest in First-Year Seminar and GPS programs
- Increase number of online degrees
 - Grow online Human Development/Psychology program
 - Develop a General Humanities online degree or certificate
 - Implement an online or alternative delivery Public and Environmental Affairs degree
 - Explore offering a Creative Writing degree/emphasis entirely online
- Provide access to education through alternative modes of delivery, including

- evening and weekend classes.
 - online classes.
- Employ CATL to develop successful, sustainable, and pedagogically sound courses and programs.

Increase Graduate Offerings and Enrollment to serve the regional community

- Increase graduate student population to 10% (~1000 students) of total student population by 2022.
- Develop a graduate program portfolio representative of the diverse strengths and specialties of all four colleges
 - Develop a suite of professional and traditional graduate programs
 - Adopting both sole-campus and collaborative program offerings
 - Develop a diverse set of non-degree certificate or non-credit graduate level offerings through collaboration with Office of Continuing Education and Community Engagement.
 - Develop a suite of curricular delivery formats at the graduate level (e.g. online, hybrid, face-to-face)
 - Increase recruitment of and support of international graduate students
- Key Degree Initiatives:
 - Successfully launch Ed.D in First Nations Education
 - Successfully launch MS in Athletic Training
 - Expand of Master's of Social Work program
 - Develop enrollment plans for MS Applied Leadership in Teaching and Learning, MS in Environmental Science & Policy, MS in Management
 - Establish and expand IMPACT MBA
 - Establish and expand MS in Nutrition
 - Establish and expand MA in Arts & Cultural Management
 - Identify key graduate offering for the Psychology or Human Development programs (e.g. MS in Sports Psychology and/or School Psychology)
 - Explore an MS in Cybersecurity
 - Explore creation of a 4+1 or 3+2 BFA/MFA in "Editing and Publishing"
 - Explore an MS in in Public Administration or Master's in Public Policy program
 - Explore an MS in Engineering or Engineering Management

Academic Program Review, Development, and Discontinuation

- Review, evaluate, and revise current Academic Program Review process
- Conduct Comprehensive Program Review Exercise (CPRE)

Expand Continuing Education and Community Engagement Credit and Non-Credit Courses, Certificate Programs, Credentialing, and Outreach Services.

- Pursue grant funding for Adult Protective Services trainings throughout state.
- Expand credit and non-credit certificates in the areas of First Nations, Mini Master Public Administration, and Clinical Supervision.
- Develop assisted living regulated trainings through the Wisconsin Caregiver Academy Train-the-Trainer Program.
- Develop a Summer Scholars Program for high school students

- Pursue Department of Public Instruction funding for summer camp scholarships for underrepresented populations of youth.
 - Expand College Credit in High School offerings, enrollments, and high school partners.
 - Explore the development of an Institute for Executive Leadership in Government.
 - Pursue Cybersecurity grant funding for additional camps and targeted audiences.
 - Expand partnership and co-branding with Northeast Wisconsin Technical College for corporate training and professional development opportunities.
 - Explore the development of a Certified Nursing Assistant program.
 - Establish a Teacher Academy within school districts throughout the State.
4. **Interdisciplinary Thinking and Learning** – Offer an array of high-impact educational experiences for students, faculty, and staff that require perspectives from multiple disciplines and inter-disciplines. Such experiences encourage innovative scholarship, teaching and service and foster civic engagement, collaboration, critical thinking, and problem solving.
- Reignite interdisciplinarity as a core philosophy to achieve institutional goals; reevaluate institutional requirements and structure constructed around this philosophy.
 - Focus faculty career development to capitalize on our interdisciplinary philosophy and support interdisciplinarity in teaching, research, and service.
 - Identify resource allocations to support interdisciplinary initiatives and projects.
 - Build high-impact practices into our approach to interdisciplinarity
 - Increase interdisciplinary partnerships with other educational and community institutions
5. **Diverse University** - As a leading comprehensive university, we will recruit and retain a diverse student body, faculty, and staff that reflects the diversity of the Greater Green Bay Community.
- Increase student diversity
 - Increase the use and integration of diversity issues and examples in coursework.
 - Provide training, resources and support systems for faculty/staff to strengthen cultural diversity, sensitivity, and inclusionary practices.
 - Align ethnic demographics of our students, faculty, and staff with that of the region
6. **Community Relationships** – UWGB actively seeks out and builds strong and long-lasting relationships, partnerships, and collaborations with businesses, non-profit organizations, educational institutions, and individuals within Northeast Wisconsin and beyond.
- Implement the Civic Action Plan
 - Enhance the quality of life for citizens of Northeast Wisconsin through expanded community engagement, outreach services, and civic action programs in areas such as the Lifelong Learning Institute, Lecture Series, Camps and Conferences, Neighborhood Network Learning Centers, Academic Competition,
 - Strengthen and expand relationships with existing regional economic partners such as the Small Business Development Center, Northeast Wisconsin Technical College, Wisconsin Department of Health Services, Green Bay Area Public Schools, and the Green Bay Chamber of Commerce.
 - Capitalize on region's unique international brand and specific economic opportunities
 - Capitalize on the region's globally unique natural resources

7. **Professional Growth** – Create an environment that allows, encourages, and supports faculty and staff to grow both professionally and personally.
- Develop a culture that requires and supports continual learning and professional development
 - Revamp new faculty orientation program into new employee orientation program (Fall 2017)
 - Develop and implement comprehensive Professional Development Plan for UWGB
 - Emphasize co-created core institutional values
 - Integrate with University goals and initiatives
 - Focus on university-wide and constituency-specific groups and outcomes
 - Address changing professional development needs throughout an employee's career
 - Incorporate sound pedagogical approaches
 - Promote institutional structures (review, tenure, promotion) that support professional growth goals.
 - Support faculty and staff personal development and happiness
 - Support Scholarship and Creative Activities
 - Transform Office of Grants and Research to better promote and facilitate faculty, staff, and student scholarship and creative activities:
 - Increase Professional Development Offerings and Training Options
 - Build preliminary infrastructure for the promotion of Undergraduate Research Scholarly and Creative Activities (URSCA) activities
 - Increase effectiveness of university funds in promoting faculty scholarly and creative productivity (e.g. infrastructure development, workload distribution).
 - Transform Office of Grants and Research to expand extramural granting:
 - Clarify extra-mural Processes and Policies
 - Increase number of submissions, distribution of proposals among Colleges and Departments, and total requested/awarded dollars
 - Increase effectiveness of university funds in leveraging faculty and staff extramural funding (e.g. infrastructure development, workload distribution, matching funds).
 - Identify a mechanism for improved communication and dissemination of faculty, staff, and student scholarly and creative products Concept of lifecycle approach (concept to creation to completion to celebration)

The Academic Affairs Strategic Priorities statement is considered a living document and may be updated at any time.

The Academic Affairs Strategic Priorities statement will be reviewed at least semi-annually and revised and updated at least annually, by August of each year.