

AGENDA

UW-GREEN BAY FACULTY SENATE MEETING NO. 3

Wednesday, November 16, 2011

Alumni Room, University Union 3:00 p.m.

Presiding Officer: Derek Jeffreys, Speaker

Parliamentarian: Clifford Abbott

1. CALL TO ORDER

2. APPROVAL OF MINUTES OF FACULTY SENATE MEETING NO. 2 October 12, 2011 [page 2]

3. NEW BUSINESS

- a. Resolution on Granting of Degrees [page 5]
- b. UW-Green Bay Policy on Post-Retirement Employment (first reading) [page 6]
Presented by Provost Wallace
- c. Requests for future business

4. PROVOST'S REPORT

5. OTHER REPORTS

- a. University Committee Report - Presented by Michael Draney
- b. Faculty Rep Report - Presented by David Dolan
- c. Academic Staff Report - Presented by Kelly Kramp
- d. Student Government Report - Presented by Heba Mohammad

6. OPEN FORUM on Strategic Planning - Presented by Provost Wallace

The same strategic plan is attached in two formats:

Strategic Themes and Goals [page 7]

Strategic Goals and Objectives [page 18]

7. ADJOURNMENT

MINUTES 2011-2012
UW-GREEN BAY FACULTY SENATE MEETING NO. 2

Wednesday, October 12, 2011

Alumni Rooms, University Union

Presiding Officer: Derek Jeffreys, Speaker of the Senate

Parliamentarian: Clifford Abbott, Secretary of the Faculty and Academic Staff

PRESENT: Lucy Arendt (BUA), Andrew Austin (DJS), Kimberly Baker (HUB), Forrest Baulieu (ICS alternate), Franklin Chen (NAS), David Dolan (NAS-UC), Michael Draney (NAS-UC), Victoria Goff (ICS), Doreen Higgins (SOWORK), Ray Hutchison (URS-UC), Derek Jeffreys (HUS-UC), Tim Kaufman (EDU-UC), Karen Lieuallen (EDUC), Kaoime Malloy (AVD), Christopher Martin (HUS), Ryan Martin (HUD), Jennifer Mokren (AVD), Amanda Nelson (HUB), Adam Parillo (URS), Janet Reilly (NURS), Courtney Sherman (AVD), Christine Smith (HUD), John Stoll (PEA), Julia Wallace (Provost, *ex officio*),

REPRESENTATIVES: Heba Mohammad (student government)

NOT PRESENT: Jorge Estevez (NAS), Thomas Harden (Chancellor, *ex officio*), Mark Kiehn (EDUC), Cristina Ortiz (HUS), Alma Rodriguez Estrada (NAS), Heidi Sherman (HUS), Mussie Teclezion (BUA), Bryan Vescio (HUS-UC),

GUESTS: Derryl Block, Scott Furlong, Tim Sewall, Brenda Tyczkowski, Sue Mattison, Paula Ganyard, Andrew Kersten, Steve Vandenvond, Linda Parins, Peter Breznay, Uwe Pott

1. Call to Order. Speaker Jeffreys gaveled the meeting to order just after 3:00 p.m.

2. Approval of Minutes of UW-Green Bay Faculty Senate Meeting No. 1, September 14, 2011 Speaker Jeffreys asked for any corrections and, hearing none, accepted the minutes.

3. Chancellor's Report Since the Chancellor was away, his remarks are in the Provost's Report.

4. Old business

a. Code Change on Defining Interdisciplinarity (second reading). UC Chair Draney presented this item by explaining that it did not have the support of the University Committee and if no senator were willing to make a motion to approve it, the proposal would die. The Speaker called for a motion and the senators, taking the hint, kept their silence and the **proposal died**.

b. Joint Committee on Workload and Compensation (second reading). UC Chair Draney introduced this resolution by noting two changes from the first reading - the addition of the Director of Institutional Research (Deb Furlong) as an *ex officio* non-voting member and the requirement that only tenured faculty members could serve. **Senator Draney (Senator Baulieu, second) moved adoption of the proposal**. The only discussion was the noting of the irony that we deal with workload by adding a committee and thereby increase workload. Duly appreciating the irony, **the Senate unanimously voted it approval (22-0-0)**.

c. B.S. in Health Information Management and Technology (second reading). Speaker Jeffreys introduced this proposal noting a page of minor changes in the proposal since its first reading at the previous meeting. **Senator Malloy (Senator Arendt, second) moved adoption**. Senator

Dolan then distributed a handout examining the contrasting prerequisite courses in the proposed program and in our current curriculum. Senator Baulieu, who also serves as chair of the computer science program, offered several concerns from that program: a concern over the credibility of on-line degrees in general; a concern over the rigor and quality of the courses; a concern over the process that had minimal consultation with computer science faculty; a concern over titling of courses that hid their narrower focus (e.g. calling a course Database Structures instead of Healthcare Database Structures); a concern that the proposal allows other campuses to expand their computer science offerings at a time when UWGB's program is being asked to contract; and a concern of transferability of the courses involved. Dean Mattison, several senators, and Brenda Tyczkowski offered responses arguing for the credibility of the program, quality and rigor of the courses, appropriateness of the prerequisite structure, legitimacy of the approval process, appropriate safeguards on transferability of courses, and fairness of the collaborative allocation of courses among the several campuses involved. Several allowed that the retitling of course should happen. The UC Chair reported that the UC had met with the chair of the Academic Affairs Council and he reported the AAC had no comments, to which a senator who served on the AAC reported that the AAC had several meetings over the proposal and their questions had been answered. During the discussion one senator managed to work in the plea that proposals for new programs should consider the impact on library resources, especially database costs that depend on FTE counts. The Provost eventually weighed in with the observation that the vote should not be a referendum on the process of creating the proposal but on the merits of the proposal. With that, the Speaker called for a vote and the **Senate approved the proposal (13-5-5)**.

5. New business

a. Memorial Resolution for Charles Matter. Cliff Abbott read the resolution and it will be entered in the collection of memorial resolutions kept in the SOFAS Office.

b. Resolution in support of a UW "Nine over Twelve" benefit payment plan for faculty. Senator Dolan presented this proposal generated from discussions among the faculty reps and modeled after resolutions passed on other UW campuses. **Senator Stoll (Senator Austin, second) moved adoption**. Discussion revolved around two questions - was the intention to spread a nine month salary over twelve months or to spread just the payroll deductions over twelve months; and was the intention that faculty would have options or was this a requirement for all. This resolution was not amended to clarify and it was noted the resolution simply called for UW-System to develop an implementation mechanism. The Senate, mostly either resigned or eager to live in ambiguity, voted **adoption of the resolution (21-0-1)**.

c. Request for future business. The Speaker, with a very slight deviation from the order of business, asked for future business and received a request to consider the format of on-line course evaluations and their relations to other formats, such as the CCQ.

6. Provost's Report The Provost offered two items passed on from the Chancellor. First, that he was meeting with Representative Nass of the state legislature on the issue of rehiring annuitants, and second, that most of the concealed carry signs had been put up on entrances to campus in time for the Regents' meeting on campus. If anyone notices unsigned entrances, it would be appropriate to let the administration know. One senator asked for guidance on how faculty

should respond if a violation occurs (should faculty confront the person with the weapon?) and the Provost promised to seek advice on that concern.

The Provost then continued with two other issues. One was general thanks to all those involved in the recent hosting of the Board of Regents, with particular shout-outs to Professor Bob Howe and Regent Judy Crain.

The other was an alert that the University's accrediting body, the Higher Learning Commission (HLC), is changing their rules and procedures. Tim Sewall was invited to explain. He reported that past practice was that once a decade the institution would create a several hundred page self-study document that addressed HLC criteria and then an HLC team would review it as part of a site visit. In the future there will be new criteria and instead of a self-study document there will be a web-based tool to collect evidence on an on-going and dynamic basis. UW-Green Bay had been scheduled for a review in 2017-18 but will now be required to start populating the web-based depository in 2012-13. In addition the institution is required to identify a "quality initiative," some significant issue around which the institution can showcase its proactive pursuit of quality, e.g. general education reform, student retention, advising. This initiative will need to be identified by next summer or fall (2012).

7. Other Reports

a. Academic Affairs Council. The Speaker acknowledged that the report in the agenda.

b. Faculty Rep Report. Faculty Rep Dolan reported some issues under discussion at the last reps' meeting. In addition to the Nine Over Twelve plan (see resolution in New Business), there was talk of creating a category for couples healthcare in addition to single and family coverage, term limits for faculty senators, and possibilities for a campus reallocation for a supplemental pay plan. Rep Dolan reported that five campuses are apparently pursuing this supplemental pay plan option, although it will still require legislative approval. The Provost announced that the possibility is under discussion on this campus as well. The trick is figuring out whether pursuing the option will threaten what the legislature will allow in tuition increases. It would require both the identification of funds and an astute reading of state politics.

c. Student Government Report. Heba Mohammad reported student government was pursuing appropriate use for its sustainability fund (gathered from segregated fees), an open forum on childcare issues, the new LGBTQ resource center, a request for a composter, and an open house for SGA. A senator asked if UWGB still had the highest seg fees in the UW System. The Provost reported yes, but UW-Superior may soon be in first place.

c. University Committee Report. UC Chair Draney asked for general interest in serving on the newly approved Committee on Workload and Compensation (if interested, contact him). He also reported work on other joint governance committees and an attempt to resurrect the Senate Committee on Planning and Budget. Also on their agenda is the search for a new Associate Provost for Academic Affairs (replacement for Tim Sewall) and an effort to clarify unit options for doing merit reviews.

8. Adjournment The meeting ended at 4:34.

RECOMMENDATION ON THE GRANTING OF DEGREES

Be it resolved that the Faculty Senate of the University of Wisconsin-Green Bay, on behalf of the Faculty, recommends to the Chancellor and the Vice Chancellor of the University that the students certified by the Registrar of the University as having completed the requirements of their respective programs be granted their degrees at the fall 2011 Commencement.

Faculty Senate New Business 3(a)

UW-Green Bay Policy on Post-Retirement Employment

This policy establishes the parameters for hiring retired university employees¹. All hires of retired university employees must also comply with the requirements of state law (ETF 10.08, Wisconsin Administrative Code).

1. The employment of retired university employees is intended to address short-term needs of the university and is not to be used as a substitute for hiring on-going employees. Consequently, the appointment period for a retired university employee generally should not exceed one year.
2. The hiring of a retired university employee is permitted only in specific circumstances. The Chancellor or Vice Chancellor for Academic Affairs or their designee must approve all appointments, in advance. Most of these circumstances are listed below.
 - The individual is needed on an interim basis while recruiting for a permanent employee or while decisions about the necessity of, or financial support for, the position are completed.
 - The individual's expertise and experience are needed for a specific project and/or position.
 - The individual is needed to teach classes when it is not possible to hire a faculty member.
 - Emeriti can be hired to fill teaching, research and other roles when other resources are not available, or the hire is due to the unique qualifications of the faculty member.
 - The individual is hired as an LTE for a specific event (e.g., a concert).
 - Other exceptional circumstances exist and can be documented.
3. Retired university employees may be hired into positions similar to those from which they retired without open recruitment. Hiring retired university employees into substantially different positions requires that university recruitment policies be followed. Retired university employees hired through a competitive civil service process are not subject to the one-year limitation.
4. Continuation beyond the initial appointment period requires the approval of the Chancellor or Vice Chancellor, in advance.

Contact the Office of Human Resources with questions about this policy.

¹

For purposes of this policy, "retired university employees" refers to those employees who are continuing their annuity during the period of reemployment. This policy does not apply to retirees who stop their annuity and return to WRS participation during the period of employment.

Faculty Senate New Business 3(b)



UNIVERSITY *of* WISCONSIN
GREEN BAY

DRAFT

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.

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	
<p>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.</p>	
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	
<p>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.</p>	
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.
	Provide a well-rounded Fitness/Wellness Program for students, the campus community and community members.

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	
<p>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.</p>	
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.
	Fully implement University of Wisconsin - Green Bay Foundation, Inc.
	Identify UW-Green Bay's distinct brand and position in the marketplace.
	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.
Business & Finance	Provide appropriate facilities necessary to support the strategic enrollment plan and changes in instructional course delivery methods.
	Continually strive to provide more efficient and effective business processes.
	Ensure a safe and secure campus environment.
	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.
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.
	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.
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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.
	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.
	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.



UNIVERSITY of WISCONSIN
GREEN BAY

DRAFT

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



UNIVERSITY of WISCONSIN

GREEN BAY

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

Academic Affairs Strategic Goals

	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

<ul style="list-style-type: none"> Develop and implement an assessment plan for all academic programs that focuses on the improvement of instruction and the assessment of student learning.
<ul style="list-style-type: none"> 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.
<ul style="list-style-type: none"> Modify the current General Education Program requirements and present General Education Task Force recommendations regarding general education reform to the Faculty Senate for approval.
<ul style="list-style-type: none"> Develop a coordinated set of opportunities for all first-year students to ease their transitions from high school and support their success.
<ul style="list-style-type: none"> Establish the Common Theme as a primary method for integrating students' educational experiences.
<ul style="list-style-type: none"> Develop a Graduate Studies administrative, budgetary, and faculty governance structure that will adequately support existing programs and allow for the development of new ones.
<ul style="list-style-type: none"> Develop and implement, within the next six years, a graduate program array that produces 100+ UW-Green Bay graduates each academic year.
<ul style="list-style-type: none"> Improve and expand student social opportunities on weekends.
<ul style="list-style-type: none"> Develop and implement a strategy, working with athletics and key stakeholders, to increase student attendance at athletic events.
<ul style="list-style-type: none"> 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.

- Strategic Themes
1. Academic Programs and Enrollment
 2. Commitment to community
 3. Diversity and Institutional Environment
 4. Finance, Budget, Resources
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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.).

- | |
|---|
| <ul style="list-style-type: none">• Host alumni receptions at surrounding businesses – two in the fall and two in the spring (Schreiber Foods, Humana, Ameriprise, Georgia-Pacific, Associated Bank, etc.). |
| <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. |



- Strategic Themes
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Business and Finance Strategic Goals

	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.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • In 2012, ensure minimal disruption and confusion for faculty, staff and students during HRS implementation.
<ul style="list-style-type: none"> • Streamline travel expense reimbursement process by implementing ACH payment when available through UW System.
<ul style="list-style-type: none"> • Participate in system-wide “lean process” initiatives.

GOAL: Ensure a safe and secure campus environment.
<ul style="list-style-type: none"> • Maintain a high level of emergency preparedness on campus through annual tabletop exercises and re-evaluation of response resources.
<ul style="list-style-type: none"> • 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.

GOAL: Ensure that program revenue operations maintain fiscal viability and a high level of customer satisfaction.
<ul style="list-style-type: none"> • Review performance of campus food service operation on a yearly basis.
<ul style="list-style-type: none"> • Stay in tune to customer concerns by annually reviewing and interpreting customer surveys and comment cards.
<ul style="list-style-type: none"> • By June 2012, research, review and report on any recommended changes to the Phoenix Bookstore business plan.

GOAL: Reduce campus carbon footprint.
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • 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”.
<ul style="list-style-type: none"> • Reduce the use of energy campus-wide by developing a marketing plan to educate the campus community on energy saving actions to be taken.
<ul style="list-style-type: none"> • Add renewable energy capacity to the campus portfolio within next ten years.

GOAL: Support campus diversity and institutional environment initiatives.

- Continue to monitor search processes and educate search chairs on methods to achieving a more diverse applicant pool.
- Continue to provide training and educational opportunities for employees (e.g., harassment and discrimination prevention training).

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

- 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.



UNIVERSITY of WISCONSIN

GREEN BAY

DRAFT STRATEGIC PLAN

- Strategic Themes
1. Academic Programs and Enrollment
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**Intercollegiate Athletics
Kress Events Center Operations
Strategic Goals**

	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. 							

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

- Provide a minimum of three seminars/opportunities annually that help prepare student-athletes socially and help develop life skills.
- Achieve 10% of student-athlete population be from a diverse background.
- Have a graduation rate higher than the previous year’s general student population at UW – Green Bay
- Achieve a 3.0 Grade Point Average or higher overall for all our student-athletes.
- Have each sport program continue to achieve higher than the NCAA minimum Academic Progress Rate.
- Improve student life on campus by communicating student life activities to student-athletes on a monthly basis.
- 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

- Offer a minimum of five events per year that build relationships, outreach to the community and recognize donors and friends of Green Bay 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.
- 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.
- 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.
- Provide article on NCAA Rules to be published in the LOG at least twice each semester.
- Increase attendance by coaches at monthly compliance meetings over the previous year.
- 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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 7. Sustainability

	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

- Work with faculty groups as a resource to help identify the essential learning outcomes(s) related to sustainability.
- 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.
- 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.
- Work with faculty to include high-impact practices in developing sustainability knowledge via both on-campus and off-campus opportunities.

- 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
• 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.							
• 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.							
• 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 (20 th 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.