

Strategic Plan Retreat February 5, 2014

*Kimberly B. Kelley and
Jordania Leon-Jordan*
Office of Institutional Effectiveness (OIE)

Chancellor Ford

Welcome

“A vision without a plan is just a dream.

A plan without a vision is just drudgery.

But a vision with a plan can change the world.”

Old Proverb

The Strategic Plan Retreat

- Review the mission, vision, core values
- Review definitions
- Review the themes
- Develop revised Strategic Directions
- Finalize implementation plan approach

Outcomes for Today's Session

- A common understanding of the process
- A finalized set of Strategic Directions for campus review
- An implementation plan process with actors and responsibilities identified

Our Mission

- The University of Wisconsin-Parkside is committed to high-quality educational programs, creative and scholarly activities, and services responsive to its diverse student population, and its local, national and global communities.

Our Vision

- *The University of Wisconsin-Parkside is a dynamic learning community grounded in academic excellence and focused on student success, diversity, inclusiveness and community engagement. The campus will be a premier comprehensive public institution and a destination of choice, serving as a focal point of local, regional and global progress.*

Core Values

- Academic Excellence
- Student Success
- Diversity and Inclusiveness
- Community Engagement
- A Healthy and Vibrant Campus Climate

Strategic Planning: Definitions

- Strategic Direction
- Goal
- Tactic

Definition: Strategic Direction

- Visionary
- A defined course of action
- Leads to achievement of a set of goals
- Intended to support the realization of key vision, mission, and core values for the time period covered
- Responsive to the stakeholders we serve

Definition: Goal

- Specific objectives to achieve the Strategic Direction
- Define the thrust of the strategic direction focus
- SMART: Specific, measureable, attainable, realistic, timely

Definition: Tactic

- An action to achieve a short-term outcome
- Supports achievement of a goal
- Might be a planned action, procedure, or a task to achieve the goal

Intent of Strategic Plan

- **Purpose:** Develop meaningful strategic directions that are aspirational, compatible with our mission, vision, and core values, and relevant to our external constituents
- **Process:** Engage stakeholders both internally and externally
- **Outcomes:**
 - Listening session feedback/report,
 - identification of themes,
 - Incorporation of themes into revised aspirational strategic directions
 - Implementation Plan
- **Intent:**
 - Provide an overarching set of strategic directions that resonate with internal and external stakeholders and are meaningful and inspirational
 - Provide a set of strategic directions for university units to use to develop their goals

The Current 10 Draft Strategic Directions:

1. Enrollment
2. Students
3. Employer of Choice
4. Financial Sustainability
5. Brand
6. New Programs
7. Clear Pathways to a degree
8. Academic Planning
9. Community
10. Technology

Emerging Themes

- What Is Unique About UW-Parkside?
 - Students
 - Location
 - Academic Programs
 - Faculty and staff

Emerging Themes (2)

- What Should UW-Parkside Do More of?
 - Academic Programs: add in-demand undergraduate and graduate programs
 - Focus on marketing and public relations
 - Enrollment – increase out-of-state and local targeted recruitment
 - Student Support – greater support for commuter, non-traditional, adults, veterans

Emerging Themes (3)

- What Should We do Less of?
 - Low performing programs – analyze, discontinue
 - Fewer strategic goals
 - Decrease employee turnover
 - Decrease D/F/W rates

Emerging Themes (4)

- What Should UW-Parkside Do More of?
 - Targeted academic programs for non-traditional student populations
 - Enrollment
 - Student Support
 - Pursue relationships with alumni, prospects, high schools, and community organizations
 - Market -led academic programs
 - Promote urban focus

Emerging Themes (5)

- What Opportunities Should UW-Parkside Pursue?
 - Partnerships
 - Student Services Support and Increased Opportunities for students (e.g., internships; scholarships)
 - Keep up with technology changes
 - Sustainability

Emerging Themes (6)

- What Distinguishes UW-Parkside from the competition?
 - Cost
 - Programs – IPED, Pre-Med, Theatre, Business, Division II athletics
 - Location
 - Faculty/staff – student/faculty ratio, personalization

Themes (7)

- Reaction to Goals?
 - Top priority: Enrollment and student focus
 - Top priority: Financial stability
 - Top priority: Brand
 - Top priority: Engagement with community and business partners

What Should We Add/Delete?

- Add focus on academic mission/academic excellence
- Add partnerships/community
- Add environmental sustainability
- Add diversity
- Delete clear pathways
- Delete employer of choice
- Delete brand

Strategic Direction Revision: #1

- Themes from the Listening Sessions...
 - Students, students, students
- Revised Strategic Direction...

*Become a Premier Regional
University That Transforms
Lives*

Themes addressed could include:

- Student Success
- Achieve enrollment goals
- Achieve name/brand recognition
- High-quality, relevant degree programs
- Outstanding opportunities for students (internships, scholarships, etc.)
- Maintain commitment to inclusive excellence
- Offer excellent value

Strategic Direction Revision: #2

- Themes...
 - Financial sustainability
 - Enrollment sustainability
 - Human resources sustainability
 - Sustainability of natural resources
 - Sustainability-related academic programs

*Achieve Sustainable
Growth*

Themes Addressed Would Include:

- Enrollment sustainability
- Economic sustainability
- Leadership in sustainability programs
- Faculty and staff retention and morale

Strategic Direction #3

- Themes...
 - Economic partnerships
 - Community engagement
 - Partnerships for student success

*Advance Economic Growth
Through Community
Engagement and
Partnerships*

Themes Addressed Would Include:

- Business/university alliances
- School/university alliances
- Community projects
- Articulation agreements

Re-Cap: Revised Strategic Directions:

- *Become a Premier Regional University that Transforms Lives*
- *Achieve Sustainable Growth*
- *Advance Economic Growth Through Community Engagement and Partnerships*

Timeline - Strategic Plan 2014-18 Development

Milestone	Date
Held visioning sessions	May 2013
Plan listening session	Summer 2013
Held listening sessions to collect internal and external stakeholders feedback on First Draft Strategic Directions	Fall 2013
Administer Qualtrics survey to collect internal and external stakeholders feedback on First Draft Strategic Directions	Fall 2013
Held Extended Cabinet session to refine Second Draft Strategic Directions	February 2014
Collect internal and external stakeholders feedback on Second Draft Strategic Directions through open forums	February – March 2014
Administer Qualtrics survey to collect internal and external stakeholders feedback on Second Draft Strategic Directions	February – March 2014
Revise Final Strategic Directions - Extended Cabinet	March 2014
Adopt and Communicate Final Strategic Directions	March – April 2014
Develop Implementation Plan	April – May 2014
Develop Communication Plan	Summer 2014
Kick-off Strategic Plan 2014-2018	September 2014