

UW-Parkside Strategic Plan 2014-2018

Executive Summary



Office of Institutional Effectiveness

Strategic Planning

The Office of Institutional Effectiveness brings together most of the budgeting, planning, and student and administrative data functions at Parkside. It is hoped that better coordination and communication among these functions will contribute to better, data driven decision-making and student success as we move into the future of Parkside.

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.

To fulfill this mission, the University of Wisconsin-Parkside will:

- Offer high-quality academic programs rooted in the tradition of a liberal education in the arts, sciences and professions, responsive to the occupational, civic and cultural needs of the region, and actively seek the continued input of all stakeholders.
- Generate, disseminate and apply knowledge through research, professional and creative activity that benefits communities throughout the region and the world.
- Attract and retain a diverse and multicultural population of students, faculty, and staff.
- Foster a teaching and learning community that provides opportunities for collaborative faculty, student, and staff interaction in support of excellence.
- Utilize technology creatively and effectively in courses, programs, and services.
- Prepare students to be successful in their professional, civic, and personal lives.
- Provide programs that meet the intellectual and cultural needs of people throughout their lives.
- Provide and share in cultural and intellectual activities in partnership with our local and regional communities

Vision

The University of Wisconsin-Parkside is a dynamic learning community grounded in academic excellence and focused on student success, diversity, inclusion 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 & Vibrant Campus Climate

Pillars of Excellence

Become a Premier Regional University that Transforms Lives:

Through offering high-quality, high-impact, career-relevant academic and co-curricular programs, and state-of-the-art facilities, deeply engage our learners and provide them a transformative learning experience that prepares individuals for the complexity of 21st Century life.

- Continuously strive to increase learner success, engagement and career readiness
- Broaden and intensify innovative teaching and learning pedagogies, environments, and high impact experiences
- Continuously improve the University's facilities in accordance with the Campus Master Plan

Team:

Provost's Leadership Group

- Interim Provost, Fred Ebeid
- Associate Provost, Gary Wood
- Associate Vice Chancellor for Institutional Effectiveness, Kim Kelley
- Associate Vice Chancellor for Enrollment Management, DeAnn Possehl
- Chief Information Officer, Ilya Yakovlev
- Dean, Dirk Baldwin
- Dean, Walt Jacobs
- Dean, Megan Mullen
- Dean, Emmanuel Otu
- Library Director, Jo Cates
- Interim Director of the Center for Community Partnerships, Debra Karp
- University Committee Chair, Daphne Pham

Achieve Sustainable Growth

Achieve institutional sustainability through evidence-based approaches that support the University's students, prioritize programs, and maximize human resource potential.

- Foster a diverse and inclusive environment with a positive work environment
- Prioritize programs
- Extend Strategic Enrollment Plan to the college and unit level
- Encourage and invest in innovation to expand our fiscal base

Team:

Chancellor's Extended Cabinet

- Chancellor, Deborah Ford
- Interim Provost, Fred Ebeid
- Vice Chancellor for Finance and Administration, Melvin Klinkner
- Dean of Students, Tammy McGuckin
- Associate Provost, Gary Wood
- Assistant Vice Chancellor for Institutional Effectiveness, Kim Kelley
- Associate Vice Chancellor for Enrollment Management, DeAnn Possehl
- Assistant Chancellor for University Relations, John Jaraczewski
- Chief Information Officer, Ilya Yakovlev
- Director of Business Services/Controller, Scott Menke
- Assistant to Chancellor, Diane Donnelly
- Dean CAH, Megan Mullen
- Dean CBEC, Dirk Baldwin
- Dean CNHS, Emmanuel Otu
- Dean CSSPS, Walt Jacobs
- Associate Dean of Students, Steve Wallner
- Library Director, Jo Cates
- Athletic Director, Tami Falk-Day
- Interim Director of the Center for Community Partnerships, Debra Karp
- Diversity and Inclusion office, Heather Kind-Keppel

Advance Economic Growth Through Community Engagement and Partnerships:

Pursue initiatives that address current and future educational needs in Southeastern Wisconsin and continually build high-quality and sustainable partnerships that support excellent learning experiences.

- Improve our ability to serve adults returning to college, active members of the military and their families, veterans, international students and graduate students by designing new programs, in areas of growing opportunity that include clear paths to degree completion, a high level of flexibility, and innovative use of technology.
- Identify and respond to the current and future demands for professions and occupations in the region through credit based programs and non-credit professional development.
- Enhance understanding of the university's contribution to economic growth through continuing to tell our story.
- Support small business development and entrepreneurship activity through Small Business Development Center and other partnerships.

Team:

Talent and Economic Development Team

- Chancellor, Deborah Ford
- Interim Provost, Fred Ebeid
- Assistant Chancellor for University Relations, John Jaraczewski
- Dean CAH, Megan Mullen
- Dean CBEC, Dirk Baldwin
- Dean CNHS, Emmanuel Otu
- Dean CSSPS, Walt Jacobs
- Interim Director of the Center for Community Partnerships, Debra Karp
- Director of Small Business Development Center, James McPhaul
- Director of Solutions for Economic Growth Center, Tim Knautz
- Director of Corporate Engagement & Regional Development, Carmel Ruffalo
- Director of Advising and Career Center, Gwen Jones
- Special Assistant to Chancellor for International Relations, Abey Kuruvilla
- Diversity and Inclusion office, Heather Kind-Keppel
- Employer Relations Associate, Oliver Johnson

Pillar of Excellence 1 – Become a Premier University that Transforms Lives.

Planning Goals and Tactics

Goal 1. Continuously strive to increase learner success, engagement and career readiness

Current Reality	First Year	Metrics
Retention 73%	Increase retention to 74%	Retention
Graduation rate 11% (Fall 2009)		Graduation Rate 4 & 6 year
1-2 year retention, 74%	Increase 1-2 years retention to 75% (2019 goal) (transfers)	Transfer graduation rate & retention
Old 4 year plans	Complete academic maps	ETS Proficiency Profile
One semester schedules	Year around course schedule	

Current Reality	First Year Tactics	Metrics
Graduation rate	Increase retention in all 4 colleges sophomore-junior	Maintenance of fresh-sophomore, sophomore - junior
Uneven knowledge of career opportunities: Have job fair Internship	<ul style="list-style-type: none"> • More intrusive advising • Increase Declare major • Decrease earlier undeclared • Expansion of job fair to broaden awareness 	<ul style="list-style-type: none"> • Increase employment rate • Increase grad school acceptance

Current Reality	First Year Tactics	Metrics
Limited number of internships	Increase the number of internships	10% (will vary)
Limited engagement (faculty & students)	<ul style="list-style-type: none"> • Increase paid internships • Increase collaboration with Advising and Career Service to increase internships 	<ul style="list-style-type: none"> • Reapply for the Great Lakes Grant • Number of collaborations with Advising and Career Service
Ill-defined job pipeline	<ul style="list-style-type: none"> • Lumina grant application • Increase connection with businesses • Faculty recruitment visits 	<ul style="list-style-type: none"> • Get the grant • Increase number of sponsorships with business • Creation of faculty recruitment program with facilitation guidelines

Goal 2. Broaden and intensify innovative teaching and learning pedagogies, environments, and high impact experiences

Current Reality	First Year Tactics	Metrics
Online course development/Flex	More instructor training	<ul style="list-style-type: none"> • Increase involvement in CBL, internships, research, project base • Increase participation in online course development workshop
Faculty/Staff development	<ul style="list-style-type: none"> • Increase awareness & visibility of Teaching and Learning Center (TLC) • Make experiential learning more regular & systematic 	Increase participation in Office of Professional & Instructional Development (OPID) & TLC activities

Current Reality	First Year Tactics	Metrics
Online	<ul style="list-style-type: none"> • Survey alumni • OIE prepares data 	<ul style="list-style-type: none"> • Alumni feedback • Preparedness for career • Success in the next class
Hybrid	<ul style="list-style-type: none"> • More technology • User friendly • More support for classroom • Plan for flipped classroom 	More classes with new technology

Current Reality	First Year Tactics	Metrics
High impact practices exist (all 4 colleges) but faculty fear they can't continue to do them	Maintain current level of HIPs – Increase in the future	Student success & learning outcomes achieved
Not enough inter-disciplinary collaboration	Create AA degrees	An AA Degree
Limited/unclear pathways for adult/non-traditional students	Maps & Increased advising	Increased enrollments

Goal 3. Continuously improve the University's facilities in accordance with the Campus Master Plan

Current Reality	First Year Tactics	Metrics
Labs & classrooms including technology & furniture are sad.	Clear plan for systematic upgrade, including cost (CTS)	Set priorities
Outdoor space-now seen as outdoor lab	Plan for outdoor lab development	More finances to support outdoor labs
Lack of funding	Seek alternative sources	Donations!
RITA underutilized		Financial viability – More events

Current Reality	First Year Tactics	Metrics
Many traditional classrooms	Plan for flipped classrooms	Have a plan

Current Reality	First Year Tactics	Metrics
Fine arts students and RITA	Continue to use the RITA to support regional Arts & Humanities	Vibrant performing arts community
Tallent Hall is used for a wide range of programs & services but does not always meet community needs	Continuous discussions of maintaining current use of the facility	Ongoing discussions regarding the master plan

Pillar of Excellence 2 – Achieve Sustainable Growth

Planning Goals and Tactics

Goal 1: Foster a diverse and inclusive environment with a positive work environment

Current Reality	First Year Tactics	Metrics
A common understanding of diversity and inclusion is missing	Convene Inclusive Excellence Committee and January Retreat	<ul style="list-style-type: none"> • Convened, retreat held • Inclusive Excellence reconvene
We have the highest attrition rate in the University of Wisconsin System	Identify specific strategies to recognize and reward employees (survey stakeholders, create a merit pool, reassign time, base salary, benchmark salary to UW System).	<ul style="list-style-type: none"> •
Climate studies show employees do not feel supported and valued	Provide people with growth opportunities (not create a system that limits)	
	<ul style="list-style-type: none"> • Honest Communication • Ensure HR system is more nimble (UPS) 	<ul style="list-style-type: none"> • Launch UPS system by July 1st. • Number of faculty/staff trained by HR in new UPS system.

Goal 2: Prioritize programs

Current Reality	First Year Tactics	Metrics
All programs equal	Identify metrics by which each college determines what makes them distinctive: number of graduates, placement, research HIPs, SCH, market demand, learning	Tool created
	Evaluate each program against metrics	Programs are assessed with tool
	Each college selects at least one signature program and communicates about it	Signature program has been communicated

Goal 3: Extend strategic enrollment plan to the college and unit level

Current Reality	First Year Tactics	Metrics
Not all divisions/units are in strategic planning process	Identify areas that do not have strategic plan	
	All units develop strategic plans (as represented on Chancellor's cabinet)	All major units/divisions have strategic plans by June 30, 2015
	Establish timelines for all planning	
	Ensure that plans align w/SEP, Academic and Master Plan	

Goal 4: Encourage and invest in innovation to expand our fiscal base

Current Reality	First Year Tactics	Metrics
No database for assets or partnerships	Create an asset/partner map through the Talent Economic Development Team	Database
	Research grant opportunities to support innovation	List developed – Weekly grants opportunities
	Recruit/engage faculty/staff in applying	At least 5 new grants applied for by June 30, 3=2015
	Develop a fundraising plan for capital campaign	
	Created college budget model for that supports innovation	

Pillar of Excellence 3 – Advance Economic Growth through Community Engagement and Partnerships

Planning Goals and Tactics

Goal 1. Improve our ability to serve adults returning to college, active members of the military and their families, veterans, international students and graduate students by designing new programs, in areas of growing opportunity that include clear paths to degree completion, a high level of flexibility, and innovative use of technology.

Current Reality	First Year	Metrics
Limited amount of graduate programs	Build current graduate enrollments and expand recruitment beyond UWP	<ul style="list-style-type: none"> • 10% growth • 15% non-UWP
Limited on-line courses	Map an on-line degree	Approve map and secure agreements for language requirements
Working on veterans services/resources	Secure funding to build programs	Budget identified
Strong advising program model in CBEC	Follow CBEC advising model in each college	Draft an advising plan for each college
Growing articulation agreements with Two-year colleges	International articulation agreements	Measure results
Difficult in mapping because we offer only one semester at a time	Agree on need to schedule full academic year	Year round class schedule

Current Reality	First Year Tactics	Metrics
Flex	<ul style="list-style-type: none"> • Add additional flex courses/certificates • Research workforce demand for region and identify gaps in educational opportunities. 	Number of new offerings
Pathways from non-credit CE	Research/explore successful programs at other campuses	One non-credit to credit program developed
Small Business Development Center Center For Community Partnerships	Research workforce demand for region and identify gaps in education opportunities.	Research completed and analyzed, recommendations made
Career advising support	Educate specific advisors for flex	Training developed/delivered to number of advisors
Partnerships with other UW campuses and UW Extension	Research/explore successful programs at other campuses	Number of partnerships with other campuses

Articulation agreements	Promote articulation agreements	Number of transfers from articulation partners
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Goal 2. Identify and respond to the current and future demands for professions and occupations in the region through credit based programs and non-credit professional development.

Current Reality	First Year Tactics	Metrics
Program Realignment	Agreed program prioritization	
Model: mobile apps certificate	Market certificate	Increase by 20%
40% of incoming students identified themselves as CNHS students	College to advise each student this year	Two years – sustain at least 35% in CNHS
Model: CBEC programs accounting, marketing	New majors	Two per college
Applied health science good model Graphic design good model		
Advising board input and partnerships	Stewardship engagement metric (outcomes on annual basis)	Launch Jun 30 th

Current Reality	First Year Tactics	Metrics
Partnerships with local chambers/agencies, workforce development, economic development.	Create an asset map of campus/community relationships/advisory committees & beyond	Map created and shared
Some business partners	Develop a strategic approach to win-win relationships with businesses and other community partners	Written guidelines
Missing: Survey/focus group research of market	Conduct market research	Research done and shared
Missing: Increase business relationships	Develop a measurement tool	Tool completed and shared

Goal 3. Enhance understanding of the university's contribution to economic growth through continuing to tell our story

Current Reality	First Year Tactics	Metrics
Improve website	<ul style="list-style-type: none"> Create economic development "Portal" at our website (will include internships programs, partnerships, articulation agreements local and globally) Continuing Education Portal next 90 days plan 	Economic Development Portal site launch
Increase social media Integrated Marketing/Communications	Increase use of social channel to reach prospective students and increase community engagement and partnerships (hashtag: #uwp, survey non-traditional students using focus groups)	Google Analytics Report February, 2015
Four advisory boards Foundation boards	Engagement metric designed for economic development	By March 1
Kenosha Area Business Alliance (KABA), Racine Area Manufacturers and Commerce (RAMAC), Kenosha Area Chamber of Commerce, RCEDC	Metric for engagement	By Jan 30
Alumni not engaged	New model for alumni board	Alumni Engagement Model launch by January, 2015

Current Reality	First Year Tactics	Metrics
Annual Report not widely shared	Assess distribution and effectiveness of annual report & recruitment materials	Evaluation completed and recommendation made
New website	How well do they tell the story?	Increased number of good stories shared
Materials targeted to prospective students	Create incentives and clear process to share stories	Percent of department. sharing stories
Missing: Process to gather stories and greater inclusion/buy-in. Increase more ambassadors for UW-Parkside	Reach out to partners, alums, and advisory committees	Number of presentations/contacts made

Goal 4. Support small business development and entrepreneurship activity through Small Business Development Center and other partnerships

Current Reality	First Year Tactics	Metrics
Small Business Development Center	“Portal” to reach all units	Dec. 1 st
Center For Community Partnerships/Community Based Learning	Measure where the partners come from	Create reporting system – follow through
SEG center	Measure successful completion of original objective and referrals	

Current Reality	First Year Tactics	Metrics
Small Business Development Center SEG ITPC	Continue to grow	Number of clients & business starts
Successful partnerships with RCEDC/KABA, etc.	Maintain & build relationships with partners	Number of new partnership endeavors
Community Based Learning courses matched to small businesses	Add new partners such as CEDCO	Number of Community Based Learning courses matched to sm. Biz
Successful outreach into campus and regional community	Increase promotion of Community Based Learning opportunities to small businesses	