



# 2019–24 Strategic Plan



Baraboo Sauk County | Platteville | Richland

# CONTENTS

4	Letter from the Chancellor
6	Introduction
8	Creating the Plan
10	Goal 1: Foster Transformative Education
12	Goal 2: Increase Access
13	Goal 3: Invest in Our Future
14	A Plan by and for Our University



# LETTER FROM

# THE CHANCELLOR

It is my pleasure to present the University of Wisconsin-Platteville's 2019-24 Strategic Plan. This document is the culmination of significant input from the university community and the dedicated work of the faculty, staff, and students who served on the planning committees. Your service to the university is deeply appreciated.

In crafting a clear direction for the institution, we strove to think holistically about how we serve our students, employees, and region. The collaborative integration of UW-Platteville with the Baraboo Sauk County campus and the Richland campus presents us with fresh opportunities to think strategically about how we serve the variety of educational needs an individual might have throughout their life. It also presents opportunities to expand the ways in which we collaborate with K-12 and corporate partners as we seek to meet the needs of the region and create more opportunities for our graduates.

This plan will provide us with a common sense of purpose and direction with which to navigate the opportunities and challenges that lie ahead of us. I ask that all members of the university community keep the plan at the forefront of your decision-making to align our time, energy, and direction with the strategy laid out here. The strategic plan connects our day-to-day work with the promise we make in our mission—to promote excellence by using a personal, hands-on approach to empower each student. We will accomplish this by focusing our efforts and making strategic investments where they can have the greatest impact. It will be a living, breathing document and I am committed to ensuring that we revisit it regularly to monitor our progress and make strategic adjustments as needed.

The 2019-24 Strategic Plan is a dynamic plan that will respond to the changing needs of the university and the region. I invite you to join with us in empowering and improving the lives of our students, faculty, staff, and the members of our many communities in Southwest Wisconsin, and beyond.

A handwritten signature in black ink that reads "Dennis J. Shields". The signature is written in a cursive, flowing style.

Dennis J. Shields  
Chancellor



# INTRODUCTION

For over 150 years, the University of Wisconsin-Platteville has served as an educational leader and economic stimulus for Southwest Wisconsin and the surrounding counties in Iowa and Illinois. The strength of the university is built on the history and traditions of our three campuses. The Platteville campus began in 1866 as the first state teacher preparation institution in Wisconsin, merging with the Wisconsin Mining Trade School in 1959 to form what would become known as UW-Platteville. The UW-Platteville campuses located in Baraboo Sauk County and Richland Center have historic ties to the region, both having been part of their respective communities for over 50 years.

As a science, technology, engineering, and mathematics leader with a strong commitment to the liberal arts, we continue to develop new understandings of our shared identity and the important ways we serve our region. Our mission and vision statements guide us in this work.

## Mission Statement

The University of Wisconsin-Platteville provides associate, baccalaureate, and master's degree programs in a broad spectrum of disciplines including: science, technology, engineering, and mathematics; criminal justice; education; business; agriculture; and the liberal arts. We promote excellence by using a personal, hands-on approach to empower each student to become broader in perspective, intellectually more astute, ethically more responsible, and to contribute wisely as an accomplished professional and knowledgeable citizen in a diverse global community.

## Vision Statement

UW-Platteville will be recognized as the leading student-focused university for its success in achieving excellence, creating opportunities, and empowering each individual.





The 2019–24 Strategic Plan has its foundation in our commitment to serve as active, collaborative stewards of place. To do this, the university must serve as an integral member of its communities and leverage Southwest Wisconsin’s unique characteristics to:

- Foster transformative education
- Increase access
- Invest in our future

The strategic plan sets overarching goals for the university and relies on everyone—students, faculty, staff, alumni, and community partners—to contribute to its success. We are all responsible for ensuring that the strategic plan is integrated into planning and decision-making throughout the university and that colleges, divisions, and departments are empowered to develop their own paths to contribute to this vision.

## Strategic Plan Goals

- **Goal 1: Foster Transformative Education.** Foster transformative education by creating a community that values and supports all members in their pursuit of lifelong learning.
- **Goal 2: Increase Access.** Increase the accessibility and affordability of a UW-Platteville education through recruitment and financial strategies that support students’ pursuit of their goals.
- **Goal 3: Invest in Our Future.** Deliver operational excellence through innovative investments and strategic use of resources.

# CREATING THE PLAN

The Strategic Planning Steering Committee guided the development and direction of the strategic plan while six councils engaged in more detailed discussions about each of the key thematic areas. The six councils included:

- Academic Experience Council
- Student Success-Recruitment Council
- Student Success-Retention Council
- Campus Climate Council
- Fiscal Planning Council
- Community and Corporate Partnerships Council

The strategic plan was developed during the 2018-19 academic year. The planning process progressed through four phases to develop, refine, and finalize the strategic plan.

## Community Engagement

The Steering Committee achieved **significant engagement** from across the university community during February, March, and April. Efforts were made to involve the campus community as much as possible through in-person events, an online survey, and a web-based feedback form.

- Over 15 in-person engagement sessions were held on the three campuses with approximately **250 individuals** in attendance.
  - Approximately 73% of those in attendance were not affiliated with a planning council or steering committee

### In-Person Attendance



- Approximately **320 individuals** provided feedback through an online survey or through the feedback form.
  - **58% of these responses were from students**

All feedback was reviewed by the planning councils and steering committee and was taken into consideration as the plan was refined and finalized.





## Preparation

Phase  
**01**  
(Sept.-Jan.)

Identified goals

Completed data-informed  
situation analysis



## Strategy Brainstorming

Phase  
**02**  
(Jan.-Feb.)

Brainstormed  
potential strategies

Solicited input from  
campus community



## Strategy Prioritization

Phase  
**03**  
(March-May)

Vetted strategies using  
consistent campus process

Identified top-level strategies  
for inclusion in strategic plan



## Finalizing Plan

Phase  
**04**  
(June-July)

Developed  
performance targets

Identified structure and  
resources needed  
for implementation

# GOAL 1:

# FOSTER TRANSFORMATIVE EDUCATION

Foster transformative education by creating a community that values and supports all members in their pursuit of lifelong learning.

## Objective 1.1: Build curricular strengths.

Shape our program array and curricula to build on our programmatic strengths.

### Strategies:

- 1.1.a. Invest in curricular strengths and support innovative programs.
- 1.1.b. **Develop new** associate, bachelor's, and master's **degree programs.**
- 1.1.c. Build community engagement by enhancing connections with **K-12 partners.**
- 1.1.d. Seek community partnerships that **connect curricula** and experiential learning opportunities to **industry and regional strengths.**

## Objective 1.2: Promote academic and career success.

Create curricular and co-curricular experiences that promote students' academic and career success.

### Strategies

- 1.2.a. Research the implementation of **meta-majors** to highlight and connect core programmatic strengths with student interests.
- 1.2.b. Expand delivery of **educational programs through multiple modalities**, such as hybrid and streaming courses, and 100% online and collaborative programs.
- 1.2.c. Augment educational **experiences that develop essential skills**, such as critical thinking, communication, and problem solving.
- 1.2.d. Provide more opportunities for **career development and exploration** outside of the classroom.
- 1.2.e. Develop robust, well-supported processes for **gathering data about alumni's career pathways.**



### Objective 1.3: Create an inclusive educational experience.

Enhance students' diversity, equity, and inclusion competencies through curricular and co-curricular experiences.

#### Strategies

- 1.3.a. Infuse diversity, equity, and inclusion competencies into the curricula.
- 1.3.b. Create a comprehensive **diversity, equity, and inclusion training model** to increase outreach and accessibility.
- 1.3.c. Embed **diversity, equity, and inclusion competencies** into employee orientation, professional development, and evaluation.
- 1.3.d. Enhance collection and dissemination of **campus climate data** and foster initiatives to address areas of need.

### Objective 1.4: Enhance student support.

Provide equitable, high-quality services and programs that enhance the academic experience and promote student success.

#### Strategies

- 1.4.a. **Assess equity gaps** in academic benchmarks and ensure direct student services are provided to address disparities.
- 1.4.b. **Formalize an advising framework**, provide professional development, and articulate expectations for professional and faculty advisors.
- 1.4.c. Integrate and promote use of a **student success management system**.
- 1.4.d. Enhance **support services** to align with student needs.
- 1.4.e. Develop a **second year experience** to enhance student retention.

# GOAL 2:

## INCREASE ACCESS

Increase the accessibility and affordability of a UW-Platteville education through recruitment and financial strategies that support students' pursuit of their goals.

### Objective 2.1: Increase access.

Pursue strategies that support equitable access to a UW-Platteville education.

#### Strategies

- 2.1.a. Increase recruitment outreach to **under-represented populations**.
- 2.1.b. **Augment existing application options** to better meet the needs of future students.
- 2.1.c. Implement policies and processes that allow students **to enroll in multiple modalities**.

### Objective 2.2: Maintain affordability.

Maintain the affordability and exceptional value of our educational offerings while promoting students' financial wellness.

#### Strategies

- 2.2.a. Implement sustainable **financial aid strategies**, with an emphasis on need-based aid, that will attract new students and improve the retention of continuing students.
- 2.2.b. Enhance **financial literacy programs** and outreach.

### Objective 2.3: Expand recruitment outreach.

Expand recruitment outreach for all UW-Platteville locations and modalities.

#### Strategies

- 2.3.a. Develop a **Five-Year Marketing and Recruitment Plan** aimed at engaging future prospective students and parents.
- 2.3.b. Expand the top of the **university's recruitment funnel** to generate more applications from prospective students.

# GOAL 3:

## INVEST IN OUR FUTURE

Deliver operational excellence through innovative investments and strategic use of resources.

### Objective 3.1: Create a culture of sustainability.

Integrate financial, environmental, and social criteria into university curricula and decision-making.

#### Strategies

- 3.1.a. Integrate **sustainability knowledge** and experiential learning opportunities into curricula.
- 3.1.b. **Implement sustainable practices** throughout university operations.

### Objective 3.2: Invest in capacity-building opportunities.

Invest in our strengths to build the university's capacity to adapt and thrive.

#### Strategies

- 3.2.a. Invest in **innovative programs** and initiatives to connect with rural communities, K-12 schools, and industry.
- 3.2.b. Infuse targeted **marketing strategies** into university outreach, recruitment, and communications.
- 3.2.c. **Expand connections** with corporations and other stakeholders.

### Objective 3.3: Invest in faculty and staff.

Recruit and retain high-quality faculty and staff.

#### Strategies

- 3.3.a. Develop and implement a **strategic compensation plan** for faculty and staff to enhance recruitment and retention.
- 3.3.b. Attract and recruit candidates with a demonstrated **commitment to diversity, equity, and inclusion**.
- 3.3.c. Create an **inclusive and welcoming** workplace environment.
- 3.3.d. **Expand professional development** and educational opportunities for faculty and staff.



A PLAN BY AND

FOR OUR UNIVERSITY

The 2019–24 Strategic Plan would not exist without the involvement and dedication of faculty, staff, and students from all three campuses. Thank you to everyone who provided feedback by attending the in-person discussion sessions and submitting feedback online during the 2018–19 academic year.

A special thank you to those dedicated individuals who provided leadership by serving on the steering committee and planning councils. The university strategic planning process was led by Paige Smith, Vice Chancellor of Administrative Services, and Victoria Livingston, Director of Assessment and Strategic Initiatives.

### Steering Committee

Amy Nemmetz, LAE  
 Cathy Riedl-Farrey, AS  
 Debra Hagen, PO  
 Emily Stier, DI  
 Heidi Hawk, PS  
 Karen McLeer, ESS  
 Katie Kalish, LAE, RC  
 Kory Wein, LAE  
 Kristy Hephner, Student  
 Mark Redfearn, AS  
 Michelle Zasada, PS  
 Paige Smith, AS  
 Rose Smyrski, UR  
 Sherry Nevins, ESS  
 Staci Strobl, LAE  
 Susan Hansen, PO  
 Tricia Pothour, ESS  
**Victoria Livingston, ESS**

### Academic Experience Council

Amanda Tucker, LAE  
 Andy Pawl, EMS  
 Carrie Keller, PO  
 Chenoa Reucking, PS  
 Christa Byrnes, EMS, BSC  
 Dan Avenarius, PS  
 Dennis Carpenter, LAE, RC  
 Dong Isbister, LAE  
 George Krueger, BILSA  
 Jen Collins, LAE  
**Susan Hansen, PO**  
 Vettrival Ganeswaran, EMS  
 Yari Johnson, BILSA

### Student Success

#### Recruitment Council

Brenda Gomez Solis, DI  
 Donna Anderson, DI  
 Elizabeth Niehaus, ESS  
 Jason Schulte, BSC  
 Jeff Strange, LAE  
 Jennifer Schnurer, ESS  
 Jeremy Payne, DI  
 Jodi McDermott, BILSA  
 Karen Adams, PS  
 Lars Hay, Student  
 Mike Huser, ESS  
**Patricia Pothour, ESS**  
**Sherry Nevins, ESS**  
 Stacie Byers, ESS  
 Zachary Adams, Student

### Student Success

#### Retention Council

Aimee Belanger, ESS  
 Amy Foley, PS  
 Daniel Dombrowski, Student  
 Dave Kieckhafer, ESS  
 Jen Artz, ESS  
 Jenni Walsh, BSC  
 Jessica Fick, EMS  
**Karen McLeer, ESS**  
 Kathryn Weller, ESS  
 Katie Kalish, LAE, BSC  
 Laura Franklin, DI  
 Lisa Kratz, ESS  
 Mark Levenstein, BILSA  
 McKenna Farmer, Student  
 Taylor Hedrington, Student

### Campus Climate Council

**Emily Stier, DI**  
 Frank King, LAE  
 Jeremy Payne, DI  
 Larry Barnes, BILSA  
 Liz Kruse, DI  
 Melissa Stoner, ESS  
 Pip Gordon, LAE  
 Sharon Pink, DI  
 T.J. Aiyash, DI  
 Treasa Bane, BSC  
 Wendy Pothour-Miller, PS  
 Gerron Moss, Student  
 Grant Disch, Student

### Fiscal Planning Council

#### Cathy Riedl-Farrey, AS

Chuck Steiner, BILSA  
 Craig Wilson, PS  
 Debra Hagen, PO  
 Dominic Barraclough, LAE  
 Heidi Tuescher-Gille, ESS  
 John Fick, UR  
 Kathy Wagner, EMS  
 Matthew Nigh, Student  
 Michael Compton, BILSA  
 Pete Davis, AS  
 Sarah Vosberg, AS

### Community and Corporate Partnerships Council

Ashley McFadden, PS  
 Christopher Underwood, LAE  
 Chuck Steiner, BILSA  
 Collin Shurpit, Student  
 Ed Janairo, BSC  
 Eric Fleming, UR  
 Kari Hill, DI  
 Lisa Thomas, PS  
 Mark Albers, BILSA  
 Mark Miner, BILSA  
 Mazen Hussein, EMS  
**Rose Smyrski, UR**  
 Tammy Salmon-Stephens, EMS  
 Trapper Mitchell, ESS

#### Key

AS	Division of Administrative Services
BILSA	College of Business, Industry, Life Science and Agriculture
BSC	Baraboo Sauk County
DI	Division of Diversity and Inclusion
EMS	College of Engineering, Mathematics and Science
ESS	Division of Enrollment and Student Success
LAE	College of Liberal Arts and Education
PO	Provost's Office
PS	Division of Professional Studies
RC	Richland Center
UR	Division of University Relations

**Council chairs are indicated in bold**

Committee and council members are listed by affiliation as of the year the plan was created.



UNIVERSITY OF WISCONSIN  
PLATTEVILLE