

**UW Colleges  
Operational Plan  
2012-2017**

11/6/2012

**Goal 1 Clarify and communicate the UW Colleges' position within the Wisconsin higher education market** by identifying our value position and by communicating our economic value to the State, our students, their families and our communities.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016		
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16
<i>How are we planning to achieve this goal?</i>	<i>Does this support the UW System Growth Agenda?</i>	<i>What actions will be taken to achieve the strategy?</i>	<i>Who?</i>	<i>How should we measure progress?</i>	<i>Current status?</i>																	
1.1 Establish a clear institutional identity and image which appropriately positions the UW Colleges.			MKTG UWC/ AVC SSEM																			
		1.1.1 Analyze, review and validate current market research on high school students.	MKTG UWC	Completed	Completed					X												
		1.1.2 Review and compare competitors brand promises and key messages.	MKTG UWC	Completion of analysis each year	In Progress					X												
		1.1.3 Conduct Stamats Branding Bootcamp to review brand, messages, brand promise and audiences	MKTG UWC	Completion of 2 day workshop, survey and analysis of results	Completed			X		X												
		1.1.4 Develop UW Colleges brand promise and key messages for all campuses including UW Colleges Online	MKTG UWC	New promise and messages	In Progress			X		X												
1.2 Develop institutional marketing plan.			MKTG UWC/ AVC SSEM	Institutional plan completed each year																		
		1.2.1 Review, evaluate and revise current (2011-12) UW Colleges marketing plan.	MKTG UWC	Reviewed by July 2012	Completed					X												
		1.2.2 Audit UW Colleges printed materials.	MKTG UWC	Audit complete	In Progress					X												
		1.2.3 Develop (2012-13) and implement institutional marketing plan incorporating: Enrollment Management strategies; brand promise, key messages, creative graphics; statewide campaign; roles, responsibilities and relationships between UW Colleges marketing, campuses, UW Colleges Online and continuing education	MKTG UWC	Plan revised by Fall 2012	In Progress					X												
		1.2.4 Define and establish a budget for each phase of the marketing plan. Overall budget.	MKTG UWC	Budget completed	In Progress	X		X		X												
		1.2.4.1 Advertising/Marketing support to campuses.	MKTG UWC	Marketing in use on campuses.	In Progress					X												
		1.2.4.2 Publications	MKTG UWC	Publications printed and distributed	In Progress					X												
		1.2.4.3 Direct Mail	MKTG UWC	Direct Mail schedule completed	In Progress					X												
		1.2.4.4 Suspect Mailing Lists	MKTG UWC	Mailing lists bought and distributed	In Progress					X												

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		1.2.4.5 Connect materials	MKTG UWC	Materials available for campus use	In Progress					X												
		1.2.5 Translate brand promise and key messages into new images/creative.	MKTG UWC	New images/creative vetted and completed	In Progress	X		X		X												
		1.2.6 Implement institutional marketing plan	MKTG UWC	Completed and distributed	In Progress	X		X		X												
		1.2.7 Analyze and evaluate effectiveness of each element of the marketing plan	MKTG UWC	Ongoing analysis of activities	In Progress					X												
		1.2.8 Continue to review, modify and implement institutional marketing plan	MKTG UWC	Ongoing analysis of activities	In Progress					X												
		1.2.9 Initiate market research and define opportunities to determine potential growth markets	MKTG UWC AVC EM	Schedule of research	In Progress	X		X		X												
1.3 Develop institutional communications plan.			UR UWCX/ MKTG UWC																			
		1.3.1 Establish the purpose and goal of the UW Colleges institutional communications plan.	UR UWCX/ MKTG UWC		In Progress					X												
		1.3.2 Identify the external and internal audiences of the communication plan.	UR UWCX/ MKTG UWC		In Progress					X												
		1.3.3 Establish the strategies and tactics to communicate to the identified audiences.	UR UWCX/ MKTG UWC		In Progress					X												
		1.3.4 Define roles and responsibilities of institutional communications to various audiences.	UR UWCX/ MKTG UWC		In Progress					X												
		1.3.5 Implement institutional communications plan	UR UWCX/ MKTG UWC		In Progress					X												
		1.3.6 Continue to explore new communication methods	UR UWCX/ MKTG UWC		In Progress					X												
1.4 Develop an institutional government relations plan.			GR																			
		1.4.1 Establish the purpose and goal of the institutional government relations plan.																				
		1.4.2 Identify the external and internal audiences of the government relations plan.																				
		1.4.3 Establish the strategies and tactics to communicate to the identified audiences.																				

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		1.4.4 Define roles and responsibilities of institutional government relations plan to various audiences.																					
		1.4.5 Communicate the plan to internal audiences.																					
		1.4.6 Strengthen electronic media capacity (web, facebook, Twitter, email).		#2 Priority		X	\$30K	New Staff															
		1.4.7 Build relationships with key elected officials to consistently communicate our economic value to the State.		#1 Priority			Staff time																
		1.4.8 Build capacity for communications with deans, department heads, faculty governance, and academic staff to develop strategy and communicate with state and federal legislators on a regular basis.		#3 Priority			Staff time																
		1.4.9 Help institutional leaders identify new external partners for budget advocacy.		#4 Priority			Staff time																
1.5 Clarify the roles and responsibilities of the campus and central office marketing and communications teams.			MKTG UWC	New structure defined and implemented	In Progress																		
		1.5.1 Survey end users of UW Colleges marketing services to identify priorities.	MKTG UWC	Ongoing analysis of activities	In Progress					X													
		1.5.2 Establish campus University Relations Advisory Group in alignment with Assistant Dean Student Services and Assistant Dean Administrative Services.	MKTG UWC	Advisory group convened	Completed						X												
		1.5.3 Evaluate various service models to define the relationship between the campuses and UW Colleges Marketing	MKTG UWC	Models vetted with University Relations and one model defined	In Progress					X													
		1.5.4 Realign resources within UW Colleges marketing office to support institutional strategic priorities.	MKTG UWC	Defined and then part of the overall plan	In Progress	X		X		X													
		1.5.5 Develop and implement parameters of UW Colleges Marketing and communications relationship with campuses.	MKTG UWC	Defined and then part of the overall plan	In Progress					X													

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		1.5.6 Provide program support to campus UR and Marketing offices including professional development, monthly teleconferences and yearly meetings	MKTG UWC	Scheduling and completion of support.	In Progress																							
1.6 Develop and conduct an internal government relations training program.			GR																									
		1.6.1 Establish purpose and goals of training program.																										
		1.6.2 Identify audiences of training program.																										
		1.6.3 Develop training program including an interactive training exercise.																										
		1.6.4 Develop eight government relations training video segments to be used in training program and online.																										
		1.6.5 Conduct four to six government relations training programs around the state, including: a political simulation (a web-based application), case studies, role-playing, and best practices for communicating with legislators.				#2 Priority		X	\$475																			
		1.6.6 Evaluate effectiveness of government relations training program.																										
1.7 Create various venues for UW Colleges leadership, faculty, and staff to communicate UWC's value position and economic value to legislative and community partners.			GR																									
		1.7.1 Hold an annual legislative breakfast at the State Capitol.																										
		1.7.2 Participate in annual Posters in the Rotunda.																										
		1.7.3 Convene four to six issue based briefings for state legislators at the Capitol.																										
		1.7.4 Collaborate with Cooperative Extension to conduct three to six Legislative Dialogues annually throughout the state.																										
1.8 Create marketing and communication plans to support UW Colleges position within the higher education market on new and ongoing initiatives			MKTG UWC	Completed and implemented for each initiative	In Progress																							

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		1.8.1 Support Higher Learning Commission accreditation including report and appendices, advertising, communication materials for campuses	MKTG UWC	Completed in timely manner	In Progress	X				X												
		1.8.2 Support Adult Student recruitment including research, marketing plan, creative images, social media	MKTG UWC	Completed in timely manner	In Progress	X		X		X												
		1.8.3 Support of campus recruitment for approved initiatives	MKTG UWC	Completed in timely manner	In Progress	X				X												
		1.8.4 Support Office of International Education office including marketing plan, publications, advertising, social media, website	MKTG UWC	Completed in timely manner	In Progress	X				X												
		1.8.5 Support Concurrent/Dual Enrollment including marketing plan, publications, advertising, website	MKTG UWC	Completed in timely manner	In Progress	X																
		1.8.6 Support Bachelor of Applied Arts and Sciences degree program including marketing plan, publications, advertising, website	MKTG UWC	Completed in timely manner	In Progress	X																
1.9 Create new innovative websites to communicate the UW Colleges position within the higher education market			MKTG UWC	Ongoing	In Progress																	
		1.9.1 Establishment and operation of Web team in UWC Marketing office	MKTG UWC	Ongoing	In Progress			X														
		1.9.2 Positions reviewed, hired and sustained: Web Project Manager - 3 year project position, Web developer, graphic designer	MKTG UWC	Ongoing	In Progress	X		X														
		1.9.3 Yearly review of positons and projects within department to support the maintenance and development of 14 websites	MKTG UWC	Ongoing	In Progress	X				X												
		1.9.4 Student positions termed and hired for content population and maintenance	MKTG UWC	Ongoing	In Progress			X														
		1.9.5 UWC.edu - development and implementation of new design, content, navigation in Drupal for uwc.edu	MKTG UWC	Website completed	In Progress																	
		1.9.6 Campus sites - Development and implementation of new design, content, navigation in Drupal for 13 campus sites	MKTG UWC	Campus sites completed	In Progress																	
		1.9.7 Development and implementation of widgets and modules for campus websites	MKTG UWC	Development ongoing	In Progress																	
		1.9.8 Usability studies conducted for uwc.edu and campus websites	MKTG UWC	Usability ongoing	In Progress			X														
		1.9.9 Analytics program set-up and monitored for uwc.edu and campus sites	MKTG UWC	Analytics ongoing	In Progress																	

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**UW Colleges  
Operational Plan  
2012-2017**

10/29/2012

**Goal 2 Enhance the student experience** by extending high-quality University of Wisconsin education to learners throughout the state and assuring student success and degree completion.

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2.1 Increase the emphasis on and strength of student support services.			AVC SSEM																			
		2.1.1 Improve access to, and awareness of student advising.	AVC SSEM/ADDS	Survey						X												
		2.1.2 Identify and implement high impact practices across campuses from within UWC.	AVC SSEM	Y/N																		
		2.1.3 Develop and implement professional development program.	AVC SSEM	Y/N		X																
		2.1.4 Improve efficiencies through digital and mobile applications.	AVC SSEM	Y/N		X																
		2.1.5 Establish institutional standards of academic support services including tutoring and career counseling.	AVC SSEM/ADSS	Y/N						X												
2.2 Expand the "Engaging Students in the First Year" (ESFY) program.	<b>Y</b>		AVC AA																			
		2.2.1 Expand the number of LEC 100 sections (First-year Seminars to 50% of Freshman class).		One half of FY students in ESFY	Serving 30%	X	86,880															
		2.2.2 Implement permanent ESFY advisory group.		Group formed	No group formed.					X												
		2.2.3 Report, communicate and assess progress toward "Foundations of Excellence" action steps.		Annual progress report to provost by permanent ESFY advisory group	No group formed.					X												
		2.2.4 Increase emphasis on the "non-academic" portions of the ESFY program.		Student Services offices, campus assessment coordinators, campus ESF coordinators report increased emphasis	UWC ESFY Coordinator, AVC AA, & AVC SEM in discussion					X												
		2.2.5 Reconfigure UWC Service Learning Coordinator position into the UWC High Impact Practices Coordinator position.		UWC HIPs Coordinator position formed	Position not formed					X												
		2.2.6 Increase ESFY funding to allow the HIPs Coordinator one course release per semester and to offer more professional development.		Funding in place for one course release per semester, more p.d. funding	Position not formed				X	\$4,899												

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2.3 Expand opportunities for engaged learning.			Provost																			
		2.3.1 Increase the number of students engaged in service learning activities on the campus and in the community.																				
		2.3.2 Increase the number of students participating in student research on each campus.																				
2.4 Integrate "inclusive excellence" into the learning experience, the environment, and into the UW Colleges culture.			DOI																			
		2.4.1 Work with student groups and others to generate a greater peer culture of expectations around inclusion, respect, and civility.		Increase the number of "inclusivity" workshops and seminars that involve students and student leaders																		
		2.4.2 Develop rubrics to assess outcomes associated with inclusivity.																				
		2.4.3 Incorporate new intercultural skills/global competencies into cycle of institutional assessment of learning outcomes.																				
		2.4.4 Establish campus IE leaders and advisory groups.																				
		2.4.5 Increase and enhance professional development opportunities for faculty and staff.																				
		2.4.6 Launch annual IE Summit																				
2.5 Build a stronger connection between a liberal arts education and the work place.			Provost																			
		2.5.1 Create meaningful student internship experiences that link the world of work with the liberal arts.																				
		2.5.2 Develop and grow relationships with businesses and organizations within the campus communities.																				



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		2.5.3 Create student internship experiences on each campus and within the central office.																				
2.6 Increase the internationalization of the student experience.			DCE																			
		2.6.1 Expand the global/international content in the curriculum.	Provost																			
		2.6.2 Increase opportunities for the "student abroad" experience.																				
		2.6.3 Establish a uniform standard of policies, practices and procedures for study abroad programs, including risk management, marketing and promotion, program development, instructor training, student orientation and program evaluation.																				
		2.6.4 Increase the number of international students enrolled in the UW Colleges.																				
		2.6.5 Increase the number of campuses hosting international students.																				
		2.6.6 Increase the number of partnerships with overseas colleges, universities and organizations to provide pathways for recruiting international students.																				
		2.6.7 Solicit and secure denial lists of international applicants to UW institutions requiring higher TOEFL scores.																				
		2.6.8 Create infrastructure to support international enrollment and programming as it grows.																				

**Goal 2 Enhance the student experience** by extending high-quality University of Wisconsin education to learners throughout the state and assuring student success and degree completion.

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2.7 Improve student satisfaction with the UW Colleges experience.			IR																			
		2.7.1 Create and implement a UW Colleges Student Satisfaction Survey that can be used annually, which is similar to CCSSE survey used every three years.																				
		2.7.2 Communicate campus challenges from the annual Student Satisfaction Survey to the UWC leadership and identify strategies for improving annually.																				
2.8 Incorporate more high impact learning experiences into the curriculum and into the classroom.			Provost																			
		2.8.1 Define, communicate and facilitate implementation of High Impact Practices through regular professional development activities.																				
		2.8.2 Create institutional standards of High Impact Practices in the classroom.																				
		2.8.3 Increase support for and the visibility of the Virtual Teaching and Learning Center (VTLC) as the institutional resource base for HIPs.																				
2.9 Increase the use of technology throughout the student learning experience.			Provost/CIO																			
		2.9.1 Increase the number of blended courses and the use of technology to enrich the learning experience.			0			X														
		2.9.2 Increase the funding for and time allocated to the professional development of faculty and staff in the use of technology in the classroom.																				
		2.9.3 Implement the use of PeopleSoft web/mobile apps for students.			N	X																
		2.9.4 Implement PeopleSoft's online graduation application to improve graduation tracking and reporting.			N	X																

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		2.9.5 Create a custom advising page in PRISM for students and faculty to track courses advised.			N	X																				
		2.9.6 Collaborate with other institutions on technology projects of mutual interest.			O					X																
		2.9.7 Create a mechanism to encourage and fund technology innovation within the UW Colleges.			S	X																				
		2.9.8 Streamline and focus the administrative portion of information technology.			N	X																				
2.10 Pilot a learning styles approach to pedagogy.																										
		2.10.1 Research and adopt an online-learning style diagnostic program to identify primary learning styles.																								
		2.10.2 Pilot the offering of core course sections oriented toward specific learning styles.																								
		2.10.3 Provide instructors with professional development.																								
		2.10.4 Pilot a "personalized learning" experiment with a few common courses within UW Colleges.																								
2.11 Develop new ways of bundling courses (e.g., certificates) that would be useful and appealing to students and market them to targeted audiences.			Provost																							
		??move to Goal 5???																								

**UW Colleges  
Operational Plan  
2012-2017**

9/24/2012

**Goal 3 Strengthen our stewardship** by effectively using the university's faculty and staff time and expertise, its educational and financial assets, and campus and online environments and infrastructure.

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3.1 Increase the capabilities, competency and diversity of all staff.																						
		3.1.1 Provide training for all department chairs and search committees to improve the UW Colleges ability to recruit a diverse faculty and staff.	DHR/IE							X												
		3.1.2 Solicit professional development plans annually in academic departments and functional units.	HR/Provost							X												
		3.1.3 Increase funding for professional development.	Provost/VC Admin	% Increase				X	\$50K/yr													
		3.1.4 Identify and implement strategies to attract faculty and staff.	HR	Salary increases				X	\$50K/yr													
		3.1.5 Annually establish affirmative action targets for each department, each campus and the organization.	HR/DOI							X												
		3.1.6 Increase sabbatical funding and other support for faculty scholarly activity.	Provost																			
		3.1.7 Provide timely and appropriate manager and supervisor training.	HR			X	\$5K/yr															
		3.1.8 Identify and implement ways to improve faculty and staff retention.	HR/Provost	Review turnover data							X											
3.2 Devise and implement strategies to improve faculty and staff compensation.			VC AFS / VCP																			
		3.2.1 Increase starting faculty compensation.	AA/ AFS					X	\$40K/yr													
		3.2.2 Develop and implement faculty salary decompression strategies.	AA and AFS			X	\$1.2m	X	\$.3m													
		3.2.3 Increase tenured faculty compensation.	VC AFS/ VCP	Promotion steps		X	\$20K/yr															
		3.2.4 Initiate study of academic staff compensation levels and compression.	VC AFS/DHR			X	\$15K/1X															
		3.2.5 Develop process to administer the classified DMC (Discretionary Merit Compensation) program.	VC AFS/DHR					X	\$20K/yr													

**Goal 3 Strengthen our stewardship** by effectively using the university's faculty and staff time and expertise, its educational and financial assets, and campus and online environments and infrastructure.

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3.3 Analyze, review and improve the major administrative processes and functions.			VC AFS																								
		3.3.1 Identify processes or functions that should best be done centrally.	VC AFS		O						X																
		3.3.2 Identify processes or functions that are candidates for re-engineering.	AVC BP		O						X																
		3.3.3 Streamline the non-instructional hiring processes.	DHR		O						X																
		3.3.4 Review and update administrative policies and procedures to allow certain flexibilities with IEM.	VC AFS/AVC BP		O						X																
		3.3.5 Implement ACH for all employee and student payments.	AVC BP		S	X	\$20K/1x																				
		3.3.6 Fully implement the terms of the HR Service Level Agreement.	DHR		O							X															
		3.3.7 Continue efforts to review and revise workflow process in the Office of Human Resources.	DHR		O	X	\$75K/1x																				
3.4 Analyze, review and improve major academic processes and functions.			Provost																								
		3.4.1 Streamline the faculty position allocation and hiring process.																									
		3.4.2 Use academic analytics to identify opportunities to strengthen curricular effectiveness.																									
		3.4.3 Review and update academic policies and procedures to allow certain flexibilities with IEM.																									
		3.4.4 Identify processes or functions that are candidates for re-engineering.																									
3.5 Develop and publish dashboard performance indicators.			VCP / VC AFS																								
		3.5.1 Identify the key indicators that will most effectively reflect progress toward the strategic goals.																									
		3.5.2 Provide the Institutional Research Office with the necessary tools to regularly generate this information.																									

**Goal 3 Strengthen our stewardship** by effectively using the university's faculty and staff time and expertise, its educational and financial assets, and campus and online environments and infrastructure.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016																								
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16																						
How are we planning to achieve this goal?	Does this support the UW System Growth Agenda?	What actions will be taken to achieve the strategy?	Who?	How should we measure progress?	Current status?																																							
		3.5.3 Regularly present dashboard indicators.	VCP / VC AFS		O																																							
		3.5.4 Adopt real-time enrollment management dashboards.	AVC/ SSEM																																									
		3.5.5 Adopt real-time financial dashboards.	VC AFS		O	X	\$100K																																					
3.6 Increase the use, effectiveness and support of technology.			CIO VC AFS/ VCP																																									
		3.6.1 Identify areas where more or better technology could significantly improve administrative operations.	VCP/VC AFS/CIO		N																																							
		3.6.2 Regularly evaluate new technology, software or applications that might be helpful to the institution.	VCP/VC AFS/CIO		O																																							
		3.6.3 Increase technology training and development for faculty, instructional academic staff, and UW Colleges Libraries staff.	VCP/CIO		O	X																																						
		3.6.4 Implement document imaging in the Office of Human Resources.	HR		N	X	\$75K/1	X																																				
		3.6.5 Adopt Business Intelligence (BI) tools and strategies to make better decisions.	VC AFS/CIO		S	X	\$60K																																					
		3.6.6 Implement recommendations of the UW Colleges Technology Infusion Task Force.	VCP/CIO		N	X	?																																					
		3.6.7 Review and strengthen UW Colleges Libraries electronic resources and librarian support for these resources.	VCP		N																																							
		3.6.8 Explore implementing an electronic portfolio-based assessment of student learning outcomes.	VCP		N	X																																						

**Goal 3 Strengthen our stewardship** by effectively using the university's faculty and staff time and expertise, its educational and financial assets, and campus and online environments and infrastructure.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016							
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16					
How are we planning to achieve this goal?	Does this support the UW System Growth Agenda?	What actions will be taken to achieve the strategy?	Who?	How should we measure progress?	Current status?																						
3.7 Expand extramural support.			Chanc.																								
		3.7.1 Create an institutional development plan.																									
		3.7.2 Re-establish a Grants Office or Office of Sponsored Programs.																									
		3.7.3 Provide technology and administrative expertise in support of campus foundations.																									
		3.7.4 Provide technology and administrative expertise in support of corporate relationships.																									
		3.7.5 Establish a UW Colleges Alumni database and outreach program.																									
3.8 Establish financial management process that supports strategic plan and goals.			AVC AFS																								
		3.8.1 Review and revise academic departmental budget algorithm.	AVC BP	Updated departmental resource model	S						X																
		3.8.2 Review and revise "colleges-wide" (Division 95) budget allocation process.	AVC BP	Clearly defined allocation process	S						X																
		3.8.3 Review and revise administrative institutional (Division 01) budget allocation process.	AVC BP	Clearly defined allocation process	S						X																
		3.8.4. Develop and implement a strong strategic enrollment management plan.	AVC SSEM																								
		3.8.5 Explore per credit tuition structure.	AVC BP	Recommendation	S						X																

**UW Colleges  
Operational Plan  
2012-2017**

9/19/2012

**Goal 4 Enrich our communities and the State** through outreach, engagement, entrepreneurship, innovation and inclusion.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016		
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16
<i>How are we planning to achieve this goal?</i>	<i>Does this support the UW System Growth Agenda?</i>	<i>What actions will be taken to achieve the strategy?</i>	<i>Who?</i>	<i>How should we measure progress?</i>	<i>Current status?</i>																	
4.1 Promote and reward community engagement of faculty and students.			Provost																			
		4.1.1 Develop and implement a campus-based community engagement award.																				
		4.1.2 Establish mini-grants to support the development of community based curricular and co-curricular activities.																				
4.2 Expand involvement in community and economic development partnerships.			Chanc. / Deans																			
		4.2.1 Define community organizational strategies and assignments.																				
		4.2.2 Connect each campus to regional and/or local economic development corporation.																				
		4.2.3 Create internship opportunities with area community organizations.																				
4.3 Build relationships and partnerships with the businesses in our communities.			Chanc. / Deans																			
		4.3.1 Conduct needs analysis of area businesses.																				
		4.3.2 Establish a systematic schedule of visits to area businesses.																				
		4.3.3 Create internship opportunities with area businesses.																				
4.4 Expand regional cultural economic development programs to promote arts and culture as part of an economic growth strategy.			Chanc. / Deans																			
		4.4.1 Build relationships with local and regional cultural organizations.																				
		4.4.2 Create internship opportunities with local and regional cultural organizations.																				



**Goal 4**

**Enrich our communities and the State** through outreach, engagement, entrepreneurship, innovation and inclusion.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016							
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16					
How are we planning to achieve this goal?	Does this support the UW System Growth Agenda?	What actions will be taken to achieve the strategy?	Who?	How should we measure progress?	Current status?																						
4.5 Increase collaboration and partnership activities with area technical and tribal colleges.			Provost/ Deans																								
		4.5.1 Establish "faculty to faculty" conversations and relationships.																									
		4.5.2 Increase curricular and co-curricular activities with area technical and tribal colleges.																									
		4.5.3 Increase shared facility, equipment, and services between UW Colleges and the technical and tribal colleges.																									
4.6 Engage alumni in community outreach activities.			Deans																								
		4.6.1 Identify and communicate with alumni in the region.																									
		4.6.2 Create community activities that engage alumni.																									

**UW Colleges  
Operational Plan  
2012-2017**

11/6/2012

**Goal 5 Increase our programs, the number of degrees granted, and our service to communities** through a range of programs, creative delivery systems, and effective assessment.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016		
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16
<i>How are we planning to achieve this goal?</i>	<i>Does this support the UW System Growth Agenda?</i>	<i>What actions will be taken to achieve the strategy?</i>	<i>Who?</i>	<i>How should we measure progress?</i>	<i>Current status?</i>																	
5.1 Increase the number of associate degrees awarded.	<b>Y</b>		Provost																			
		5.1.1 Tie the individual campus attainment goals to the integrated enrollment management plans for each campus.																				
		5.1.2 Explore and set targets for AAS degrees and transfer to four-year degree granting institutions.																				
		5.1.3 Complete Project Win Win.																				
		5.1.4 Increase institutional financial support for Compass Project to improve success in algebra and composition.																				
5.2 Strengthen transferability of AAS with emphases.			AVC SSEM																			
		5.2.1 Develop awareness of UWC emphases within UW System institutions.	AVC SSEM/Registrar	Y/N						X												
		5.2.2 Work with UW System institutions to provide emphases recognition	AVC SSEM/Registrar	Y/N						X												
5.3 Improve retention rates between freshmen fall semester and sophomore fall semester.	<b>Y</b>		Provost																			
		5.3.1 Increase supplemental support for students in math and English courses.																				
		5.3.2 Strengthen academic early alert systems.																				
5.4 Complete the implementation of the BAAS on all six campuses.	<b>Y</b>		Provost																			
		5.4.1 Implement recommendations of BAAS Advisory Board.																				

**Goal 5 Increase our programs, the number of degrees granted, and our service to communities** through a range of programs, creative delivery systems, and effective assessment.

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						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16
<i>How are we planning to achieve this goal?</i>	<i>Does this support the UW System Growth Agenda?</i>	<i>What actions will be taken to achieve the strategy?</i>	<i>Who?</i>	<i>How should we measure progress?</i>	<i>Current status?</i>																	
		5.4.2 Determine need for and identify structural home for BAAS interdisciplinary courses.																				
		5.4.3 Complete the HLC accreditation process.																				
5.5 Explore onsite BAAS delivery at WTCS.	<b>Y</b>		Provost																			
		5.5.1 Initiate dialogue with UWC faculty and staff about BAAS																				
		5.5.2 Initiate dialogue with WTCS System about BAAS delivery.																				
5.6 Expand on-line programs, coursework and support systems.	<b>Y</b>		Provost																			
		5.6.1 Increase online enrollments 15% annually.																				
		5.6.2 Establish a curriculum program planning committee for curriculum expansion and development.																				
		5.6.3 Expand online staffing to accommodate enrollment increases and student demands.																				
		5.6.4 Make online courses accessible to mobile learners.																				
		5.6.5 Develop and implement learning analytics to monitor student academic progress and proactively identify students needing assistance.																				
		5.6.6 Develop and implement a robust student orientation to online instruction.																				
		5.6.7 Strengthen existing collaborations with partnering institutions and identify new prospects for collaborations.																				
		5.6.8 Develop a series of modules, workshops, and online resources to improve student study skills.																				
		5.6.9 Increase AAS online degree completion by X%.																				
5.7 Improve time to degree completion and graduation rates.	<b>Y</b>		Provost																			
		5.7.1 Strengthen advising for AAS degree attainment.																				

**Goal 5 Increase our programs, the number of degrees granted, and our service to communities** through a range of programs, creative delivery systems, and effective assessment.

Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016		
						New Monies	\$	Reallocation	\$	No new funding	SU12	FL12	SP13	SU13	FL13	SP14	SU14	FL14	SP15	SU15	FL15	SP16
How are we planning to achieve this goal?	Does this support the UW System Growth Agenda?	What actions will be taken to achieve the strategy?	Who?	How should we measure progress?	Current status?																	
		5.7.2 Effectively use Institutional Research reports on step-out students, transfer analysis and success data.																				
		5.7.3 Implement portfolio-based credit for prior learning.																				
5.8 Develop a strong concurrent enrollment program with high schools throughout Wisconsin.	<b>Y</b>		Provost																			
		5.8.1 Implement recommendations of UWC Concurrent Enrollment Task Force.		Task Force recommendation implemented	Implement. Committee Report due 1.31.2013																	
5.9 Collaborate with Wisconsin universities in urban areas to better serve potential students.	<b>Y</b>		Chanc./ Provost																			
		5.9.1 Establish relationships with community organizations to recruit and support underserved students.																				
		5.9.2. Establish scholarships/funding for underserved populations.																				
		5.9.3. Proceed with Milwaukee Project.																				
5.10 Collaborate with technical colleges to improve transferability between the institutions.	<b>Y</b>		Provost/A VC SSEM																			
		5.10.1 Name chancellor's commission on transfer.																				
		5.10.2 Act on recommendations of chancellor's commission on transfer.																				
5.11 Develop and implement an enrollment management plan.			AVC SSEM																			
		5.11.1 Beta Year FY13 - 4 strategies providing initial support built in reasonable data focusing on our largest populations by incorporating Connect as a core component.	AVC SSEM/ DM UWC	Y/N	Beta year underway, campuses implementing plans					X												
		5.11.2 FY14 - Additional and comprehensive strategies including evaluation, revision and underserved populations.	AVC SSEM/ DM UWC	Y/N	Planning for FY14 beginning					X												
		5.11.3 FY15 - Addition of friends, and alumni, specifically targeted populations, and revisions to ensure simplicity.	AVC SSEM/ DM UWC	Y/N	Will need analytics	X																

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Strategy	System	Tasks	Resp	Metric	Status	Budget					FY 2013			FY 2014			FY 2015			FY 2016		
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<i>How are we planning to achieve this goal?</i>	<i>Does this support the UW System Growth Agenda?</i>	<i>What actions will be taken to achieve the strategy?</i>	<i>Who?</i>	<i>How should we measure progress?</i>	<i>Current status?</i>																	
5.12 Increase the number of international students enrolled in UW Colleges by X%.			DCE																			
		5.12.1 Create infrastructure to support international enrollment and programming as it grows.																				
		5.12.2 Increase the number of campuses hosting international																				
		5.12.3 Increase the number of partnerships with overseas colleges, universities and organizations to provide pathways for recruiting international students.																				
		5.12.4 Establish an international version of the UW Connections program with UW-Madison that allows UW Colleges to enroll qualified international students that UW-Madison cannot accommodate due to enrollment caps.																				
5.13 Adapt programs and delivery systems to better serve rural and low population communities.			Provost																			
		5.13.1 Use technology to partner with area technical colleges and K-12 schools.																				
		5.13.2 Pilot creative delivery systems for enrollment challenged campuses.																				
5.14 Complete the HLC AAS degree reaccreditation process.			Provost																			