



University of Wisconsin
Whitewater

Strategic Plan and Budget Committee Agenda September 23, 2024

- Opportunities
- Strategic Plan Update
- Budget Update
- Future of Higher Education: AI

Whitewater Opportunity Areas

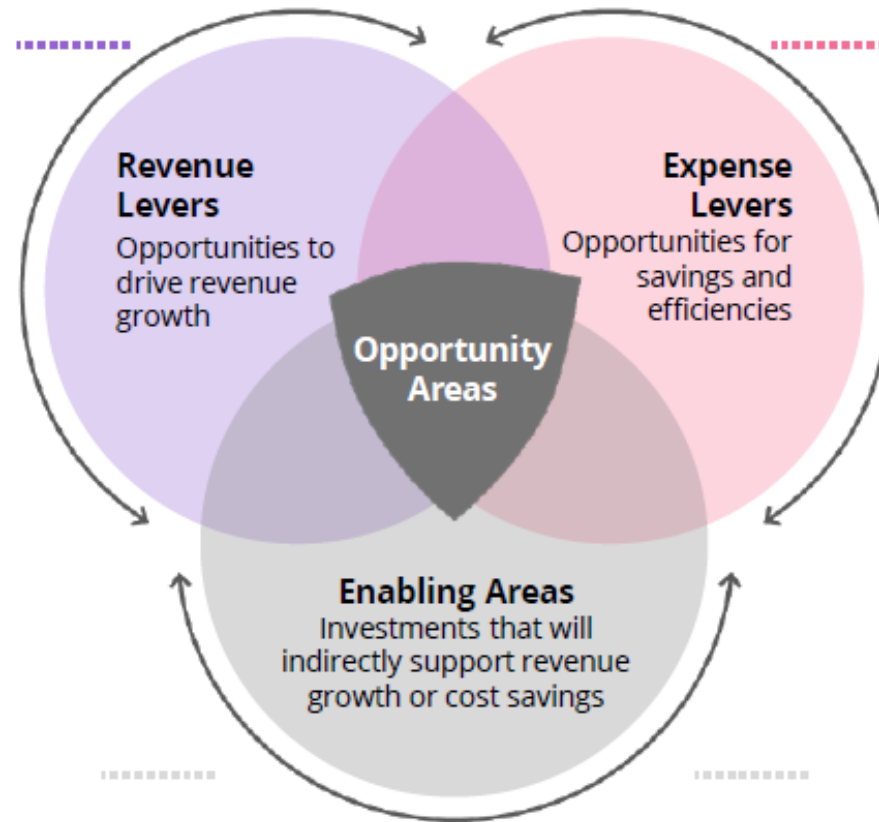
Through a review of the qualitative information and insights gathered through interviews and analysis of the quantitative data provided by both UW-Whitewater and the Universities of Wisconsin, the following five opportunities were identified.

#1 Improve Retention by Enhancing the Student Journey

As retention has declined in 4 of the last 5 years by a total of nearly 5% for first-year full-time freshmen, Whitewater should build on its strategic actions targeted at student success. By aligning specific strategies to target student market segments, Whitewater has an opportunity to strengthen revenues.

#2 Diversify Enrollment Strategy

With more people questioning the value of higher education, declining high school graduates, and shifting segments within the target student market, Whitewater should continue to diversify its enrollment strategy to serve *All Wisconsinites*; however, the university cannot serve all segments fully, so strategic choices and tradeoffs will be necessary.



#3 Develop a Policy-Based Approach to Academic Portfolio

To serve students' evolving needs while ensuring financial sustainability, Whitewater should evaluate program demand and cost-effectiveness in its academic portfolio. Developing a nimble, policy-based approach with greater accountability allows for investment in priority and growth areas.

#4 Leverage Rock County to Achieve WTW's Strategic Vision

There is an opportunity to shift thinking around the role of Rock County *to become a more integral part of Whitewater* that can be leveraged to further the mission and strategic plan.

#5 Create a Culture of Urgency and Accountability

Enabling success of the change initiatives and opportunities to narrow Whitewater's structural deficit requires a culture of urgency and leadership accountability. This includes leveraging data-informed decision making and rigorous performance management.

Academic Plan

- Faculty driven by college and university program array review committees
- Completed and approved in 2022
- Five year plan
- Recognizes that ongoing review takes place through our program review processes (formerly known as audit and review) and curricular review

Key Areas Referenced

- Interdisciplinary, technical and emerging professional fields, specialized education, certificates and micro-credentials, innovative programs, online
- Data-driven
- Resource implications
- Undergrad and Grad

Ideas to implementation

- Completed: 18
 - Shifted: 12
 - In progress: 18
-
- Anticipate need for updates in 2026-2027

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Academic Program Management

- Program Review
 - Formal Peer Review with self study
 - Every 7 years
- Market Analysis reports
- UW Sys 102 Academic Degree Monitoring

#4 Leverage Rock County to Achieve WTW's Strategic Vision



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College of Integrated Studies

Deloitte: The Opportunity

There is an opportunity to shift thinking around the role of Rock County *to become a more integral part of Whitewater* that can be leveraged to further the mission and strategic plan.



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College of Integrated Studies

Three opportunity areas

**Academic
Integration**

**New
partnerships
and pathways**

**Administrative
integration**



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Academic Integration

Instructional

- Sharing across campuses
- Offering remote sections from Whitewater to Rock and vice versa.

Current Curricular

- BAAS uses Whitewater classes for emphases

New Programs

- Ongoing work with BAAS and AAS emphases



Programs and Partnerships

Med science with MercyHealth

Janesville Business Hub

Coordination regarding Engineering

BAAS for teacher education

Developing more dual enrollment pathways



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Administrative

- **UHCS**
- **Career Services**
- **Admissions**
- **Financial Aid**
- **Registrar**
- **ITS**
- **Human Resources**



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2023-2028 UWW Strategic Plan

SP Themes

- Enhance the value of a UWW education
- Create an inclusive environment for student success
- Advance co-curricular experiences
- Deepen a culture of collaboration

We will realize progress through a series of intentional actions to be implemented as early as possible.


The [Strategic Planning and Budget Committee](#) is responsible for implementing, reviewing and revising the plans as necessary. Additional action items will likely be developed as we move through the plan.

SP action teams


- 15 Action Items
- All co-leads have been identified
- Co-leads have built teams
- All teams are utilizing a common progress tracker
 - Meeting notes
 - Goals
 - Metrics

SP1: Chancellor's Committee on Student Success and Student Success Council

- Co-leads: Kristin Fillhouer and John Chenoweth
 - Monthly meetings

 - UWW Student Success Framework
 - Relationship-Rich Education
 - Establishment of Student Success Council
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SP2: Establish a one-stop shop for students

- Co-leads: Jackie Briggs and Katie Patterson
 - One Stop has opened
 - Serving students
 - Gathering data
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SP7: Identify clear transfer pathways for students

- Co-leads: Dave Hahn and Sarah Harvey
- Engagement in NASH
- Implement improvement science related to transfer recruitment/processing
- Improve Knowledge of Transfer Processes and Resources for Campus Partners
- Establish clear transfer path that fully recognizes training of military service members
- Improve communication, recruitment, and processing of transfer students
- Create mechanism to better track transfer and re-entry students through the admission process by adding a tile to the registration process for transfer students
- Create a transfer center

Budget and Finance

Future of Higher Education: AI