



Five Year Strategic Plan

2012-2017

Draft: February 1, 2012

UW Colleges Mission Statement

The University of Wisconsin-Waukesha is a campus of the University of Wisconsin Colleges, and therefore shares its mission:

The University of Wisconsin Colleges is a multi-campus institution committed to high quality educational programs, preparing students for success at the baccalaureate level of education, providing the first two years of a liberal arts general education that is accessible and affordable, providing a single baccalaureate degree that meets local and individual needs, and advancing the Wisconsin Idea by bringing the resources of the University to the people of the state and the communities that provide and support its campuses.

UW-Waukesha Vision Statement

The University of Wisconsin-Waukesha will be widely recognized throughout the Waukesha County area as an innovative provider of an excellent University of Wisconsin education.

Campus and Community Profile

The University of Wisconsin-Waukesha occupies 86 acres on the western edge of the city of Waukesha (population 72,000) about one mile south of Interstate 94 and less than 20 miles west of downtown Milwaukee.

The city of Waukesha is the county seat and largest city in Waukesha County, which is the state's third most populous. The county has the 52nd highest median household income in the United States and the highest in Wisconsin.

The campus includes a library, science labs, computer center, study center, greenhouse, 337-seat theater and art gallery, on-site child care, gymnasium and fitness center, soccer fields, tennis courts, student lounge, dining area and bookstore.

Owned by the UW Regents but managed and operated by UW-Waukesha, a 98-acre field station is located about ten miles west of the campus. The university is working to re-create the diverse pattern of natural communities in pre-settlement Wisconsin for maximum teaching value. Planned ecological communities include prairie, oak openings, oak forest, pine forest and open meadow. A greenhouse on the site is used for propagating wild plants, which are later transplanted to their appropriate plant communities.

The field station harbors the UW System's only large wood-fired kiln. A smaller kiln is also on-site. In 2001, a 3,000-square-foot classroom building, known as the Gertrude Sherman Building, was constructed. It includes one general classroom and one devoted to art. Additionally, the Wildlife in Need Center opened its doors on the field station site on July 7, 2011.

Academic Programs

UW-Waukesha awards an Associate of Arts and Science degree (60 credits). A guaranteed transfer program assures graduates that all of their general education credits will be accepted by any UW System institution. It is not uncommon for students to transfer to other UW institutions before completing their AAS degree. UW Colleges students who transfer as upper classmen have a remarkable record of academic success: 75 percent receive their bachelor's degree within six years.

Students can earn an AAS degree with emphasis in twenty-five academic areas, indicating that they have taken nine to twenty-four credits in that subject.

UW-Waukesha partners with UW four-year campuses to offer students the opportunity to earn a bachelor's degree on, or mostly on, the UW-Waukesha campus through collaborative agreements. Collaborative degrees include the UW-Milwaukee Connection (six bachelor's degrees and a Masters in Business Administration), a bachelor's degree in engineering through UW-Platteville, and a bachelor's degree in leadership development through UW-Oshkosh. Plans are being developed for a new Bachelor of Applied Arts and Sciences degree that UW-Waukesha has been authorized to offer beginning in the 2013 fall semester.

Student Profile

UW-Waukesha enrolled a record 2,233 students (headcount) in traditional college-credit courses in fall 2010, up 7 percent from 2,087 in 2009. More than 52 percent of students are male, 28 percent are nontraditional (22 and older) and 44 percent are enrolled part-time. Seventy-three percent of these students live in Waukesha County. Forty-nine percent of the new freshmen are first-generation college attendees. Freshmen accounted for 69 percent of all credit hours in fall 2010. Eight percent are students of color, with African Americans and Hispanics each accounting for about 2.5 percent of the total student body. Forty percent of students received financial aid in 2008-09. The average aid amount was \$5,698, including grants, scholarships, loans, and student employment.

During 2010-2011, 9,279 students were enrolled in credit and non-credit courses. Of these students, Continuing Education served 1,342 in credit courses and 4,246 in non-credit courses.

Faculty and Staff Profile

UW-Waukesha has 39 full-time equivalent (FTE) faculty members, of whom 42 percent are female and 16 percent are minority. Eighty-seven percent of faculty members have a doctorate or terminal degree in their field. They are joined by 30.04 (FTE) instructional academic staff, 40 percent female. The campus student-to-instructor ratio is 20:1 and the average class size in 2009 was 25.6. UW-Waukesha employs 71 non-teaching staff and administrators (59.35 FTE).

Campus Life

Students may get involved in more than 40 campus clubs and organizations reflecting a wide diversity of cultures and interests, including: The African-American Union, Campus Crusade for Christ, Chess Club, College Democrats, College Republicans, Collegiate Association for Women, Criminology Club, Duetsche Klub, Diversity Club, Ecology Club, Engineering Club, Film Club, Future Business Leaders, Future Educators, History Club, LGBTQS Pride Alliance, Literary Club, Math Club, Movimiento Estudiantil Chicano Aztlan, Muslim Student Association, Organization of Latin American Leaders, Phi Theta Kappa honor society, Philosophy Council, Pre-Health Sciences, Student Government Association, Student Veterans Association, Visual and Performing Arts Club and *The Observer* campus newspaper.

UW-Waukesha is a member of the Wisconsin Athletic Conference and the Cougars compete against other UW Colleges teams in basketball, golf, soccer, tennis and volleyball. There are sports for both men and women.

Budget

The budget for general expenditures is \$12,358,819 in the current fiscal year. There are 139.15 FTE employees. The campus has an insured value of \$40,161,922 and is owned by Waukesha County under an agreement with the University of Wisconsin System.

UW-Waukesha Foundation

The UW-Waukesha Foundation's mission is to partner with the university to promote its programs, support its students and advance the development of the campus. The foundation funds annual scholarships for UW-Waukesha students based on academic potential, motivation to succeed, school/community involvement and demonstrated leadership and service. The foundation also helps support faculty and staff development, as well as the arts.

Trends and Changes

In the next five years Waukesha County is projected to continue its growth as the fastest growing county in Wisconsin. It is important to note that the fastest growing segment of Waukesha County is the Hispanic population.

Although it is being projected that the state of Wisconsin will experience a decline in the numbers of high school graduates during the next five years, Southeast Wisconsin is projected to experience an increase.

It is projected that the unemployment rate will remain relatively the same nationally during the next five years, but it is being projected to decrease in Southeast Wisconsin.

Although the economy is projected to improve slowly, budget lapses will still be a reality in Wisconsin.

It is projected that during the next five years employment opportunities will grow in health care and other knowledge, service sectors requiring additional higher education, particularly bachelor degrees.

The economy will continue to require the general population to hold onto the jobs they have, which will force institutions of higher education to provide alternative options for course delivery. Offering instruction via educational technology will continue to be a primary focus of colleges and universities as will providing nontraditional scheduling of face-to-face classes.

Continuing Education will take on added importance as professional certifications and mandatory professional development requirements are projected to increase just to maintain employment.

Financial assistance will continue to play an important role for students seeking higher education access and identifying alternative funding sources will be incumbent upon institutions of higher education as state and federal financial resources dry up.

Plan Focus

In the next five years:

- UW-Waukesha will create an accessible learning environment that promotes student success.
- UW-Waukesha will identify and secure the resources necessary to support the delivery of educational programs and services.
- UW-Waukesha will provide curriculum to cultivate students' skills in communication, critical thinking, and global awareness for the 21st century.
- UW-Waukesha will provide a welcoming, respectful, safe and accessible campus and learning environment for all students, faculty, staff and community members.
- UW-Waukesha will demonstrate its value to the citizens of Southeast Wisconsin by increasing awareness of the multitude of campus opportunities that enrich their quality of life.

INITIATIVE 1:

UW-Waukesha will create an accessible learning environment that promotes student success

Strategy 1: Develop innovative spaces that meet 21st century teaching and learning needs

1. Provide relevant and appropriate information technologies in all campus classrooms and other instructional spaces.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Instructional Technology, Information and Instructional Technology Committee*
 - c. Completion Date: August 1, 2015
2. Create new comfortable, multi-functional spaces around campus for students, faculty and staff to engage and interact.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Building, Grounds, and Safety Committee, Student Government Association, Assistant Campus Dean for Administrative Services*
 - c. Completion Date: August 1, 2015

Strategy 2: Remove barriers that impede enrollment and retention of students

1. Increase percentage of students applying for financial aid by 1% annually.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Student Services*
 - c. Completion Date: August 30, 2012. Review and set new target annually through 2017.
2. Assess need and explore options for offering classes and services to area populations without access to campus. *See initiative 3.2.1 & 3.2.3 for related strategies.*
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Administrative Council*
 - c. Completion Date: July 1, 2013
3. Increase the staffing levels of academic advisors, at a minimum, to meet established NACADA advisor-to-student benchmarks for peer institutions.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Associate Director of Student Services, Study Center Director, Campus TRIO Program Associate Director*
 - c. Completion Date: July 1, 2014
4. Conduct needs assessment for on/near-campus student housing, including a benchmark study of UW Colleges campuses with residential options.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Student Government Association, Associate Dean, Retention & Academic Success Committee*
 - c. Completion Date: June 15, 2013
5. Work with area K-12 schools to assess and identify barriers to a smooth transition from high school to college in English and mathematics courses.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Student Services, Associate Dean, Retention & Academic Success Committee*
 - c. Completion Date: November 1, 2013
6. Research and improve website layout and search/retrieval capabilities to enable prospective and current students to find necessary information.
 - a. Responsibility: **Marketing and Communications Director**
 - b. Implementation: *Administrative Council, Student Government Association, Central Marketing*
 - c. Completion Date: August 1, 2013
7. Develop an “application life cycle” system utilizing social media and Hobsons in order to track and follow up with perspective students.

- a. Responsibility: **Assistant Campus Dean for Student Services, Marketing & Communication Director**
- b. Implementation: *Student Services, Recruitment & Outreach, Retention & Academic Success Committee, Marketing & Communication*
- c. Completion Date: March 1, 2013

Strategy 3: Develop and expand programming that promotes student success

1. Enhance all components of campus honors program and increase participation by 3% annually.
 - a. Responsibility: **Honors Program Coordinator**
 - b. Implementation: *Associate Dean, Retention & Academic Success Committee, Student Services*
 - c. Completion Date: August 30, 2013. Review and set new target annually through 2017.
2. Increase student awareness of and participation in internships with area businesses and organizations.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Associate Director of Student Services, Internship coordinator, student services staff, marketing & communications staff*
 - c. Completion Date: November 1, 2013
3. Increase participation in student clubs by increasing the level of faculty/staff participation in club advising. May include a review of advisor stipends.
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Student Life staff, Student Government Association*
 - c. Completion Date: October 1, 2013
4. Conduct needs assessment for career counseling services.
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Campus Advising Staff*
 - c. Completion Date: March 1, 2013
5. Develop programs and services that respond to recommendations from the career counseling services needs assessment
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Campus Advising Staff*
 - c. Completion Date: August 1, 2014
6. Develop early alert system that easily integrates with existing student systems – e.g. Prism, D2L, etc.
 - a. Responsibility: **Associate Director for Student Services**
 - b. Implementation: *Retention and Academic Success Committee, UW Colleges Enrollment Management, Central IT*
 - c. Completion Date: January 15, 2013
7. Implement a mandatory First-Year Seminar (LEC100) with common curriculum and standards.
 - a. Responsibility: **ESFY Coordinator & Associate Dean**
 - b. Implementation: *Associate Dean, Retention & Academic Success Committee*
 - c. Completion Date: September 1, 2013
8. Expand offerings of support courses and increase number of students participating in these courses by the annual increase in enrollment.
 - a. Responsibility: **Study Center Director**
 - b. Implementation: *Retention & Academic Success Committee, Campus Advising Staff, English and Math Department Associate Chairs*
 - c. Completion Date: September 1, 2013. Review and set new target annually through 2017.
9. Conduct community-wide needs assessment for campus ESL Program.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Student Services, Study Center, Associate Dean*
 - c. Completion Date: May 15, 2013
10. Increase success rates of students on academic probation by 2% annually.
 - a. Responsibility: **Associate Dean**

- b. Implementation: *Retention & Academic Success Committee, Study Center Director, Campus TRIO Program Associate Director*
 - c. Completion Date: July 1, 2013. Review and set new target annually through 2017.
- 11. Create an integrated counseling model that develops an individualized education plan for every degree-seeking student that identifies life, career, and academic goals.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Associate Director of Student Services, Study Center Director, campus advising staff*
 - c. Completion Date: August 15, 2012

INITIATIVE 2:

UW-Waukesha will identify and secure the resources necessary to support the delivery of educational programs and services.

Strategy 1: Engage in a campus master planning process to assess current utilization and needs and develop a plan for future investment in facilities and infrastructure

1. Identify resources to fund the creation of a master plan.
 - a. Responsibility: **Campus Dean & Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Assistant Campus Dean for Academic Services, Administrative Council, Foundation*
 - c. Completion Date: July 15, 2012
2. Choose a respected firm with a history of working on master plans for colleges and universities.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Committee to be determined*
 - c. Completion Date: July 15, 2013
3. Complete the master planning process.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Campus Dean, master planning firm, campus participation*
 - c. Completion Date: August 1, 2015
4. Using the master plan, identify additional action items to be completed prior to the end of this strategic planning cycle.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Campus Dean, strategic planning committee*
 - c. Completion Date: December 1, 2015

Strategy 2: Utilize the scheduling process to ensure all campus programs have the ability to utilize all campus resources (rooms, equipment, etc.) to support any authorized campus activity.

1. Examine current curricular array specific to class times and classroom usage and identify procedures needing improvement. Consider an overlay of the current academic schedule in terms of three general time blocks. Ensure courses are offered during these time blocks that will support earning the AAS degree.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Instructional Academic Staff, Facilities Reservation Manager*
 - c. Completion Date: December 1, 2012
2. Examine current usage specific to UW-Waukesha Continuing Education activities in comparison to previous action item.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Continuing Education Director, Facilities Reservation Manager*
 - c. Completion Date: February 15, 2013
3. Examine current usage specific to extracurricular events on the campus including use by groups or individuals extant of the campus in comparison to prior two action items.
 - a. Further analysis of our reservation system to examine which rooms on campus are in greatest or least use. This examination should render what rooms are available and when for curricular or extracurricular usage.
 - b. Responsibility: **Associate Dean**
 - c. Implementation: *Associate Dean, Associate Director of Student Services, Athletic Director, Facilities Reservation Manager*
 - d. Completion Date: April 15, 2013

Strategy 3: Ensure campus program equipment needs are met.

1. Review campus program equipment needs. Consult with academic department representatives regarding equipment needs for each department. Identify needs for IT in consultation with the campus IT department.
 - a. Responsibility: **Associate Dean & Computer Center Director**
 - b. Implementation: *Associate Dean, Computer Center staff, department representatives*
 - c. Completion Date: December 1, 2012
2. Review each department representative's equipment needs plan and identify programmatic gaps or overlaps.
 - a. Responsibility: **Associate Dean & Computer Center Director**
 - b. Implementation: *Associate Dean, Computer Center staff, department representatives*
 - c. Completion Date: July 1, 2013
3. Review security issues related to equipment in each department.
 - a. Responsibility: **Associate Dean & Computer Center Director**
 - b. Implementation: *Associate Dean, Computer Center staff, department representatives, Assistant Campus Dean for Administrative Services*
 - c. Completion Date: March 1, 2013. *Reference initiative 1.1.1 for work to be done after completion.*

Strategy 4: Develop funding mechanisms for needed campus resources.

1. Identify funding/revenue streams at the campus, state, regional and federal levels.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Campus Dean, Foundation Executive Director, Development Committee to be appointed*
 - c. Completion Date: October 15, 2012
2. Develop a campus fund-raising plan.
 - a. Responsibility: **Campus Dean & Foundation Executive Director**
 - b. Implementation: *Campus Dean, Foundation Executive Director, Foundation board members, Assistant Campus Dean for Administrative Services, Development Committee*
 - c. Completion Date: June 15, 2013

Strategy 5: Ensure the campus physical infrastructure is maintained appropriately.

1. Identify building and grounds maintenance needs.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff*
 - c. Completion Date: July 15, 2012
2. Complete a facilities benchmark analysis to include the square foot costs for maintenance, housekeeping, utilities and capital expenditures for regional educational facilities.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff*
 - c. Completion Date: October 15, 2012
3. Identify a staffing model for the UW-Waukesha maintenance.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff*
 - c. Completion Date: December 15, 2012
4. Develop a plan for infrastructure improvements to support UW-Waukesha's mission.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff*
 - c. Completion Date: August 1, 2015. *Done in conjunction with initiative 2.1.*
5. Develop a quality assurance process that evaluates all infrastructure improvements to ensure sustainable measures are incorporated into the design or replacement whenever feasible.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff*

- c. Completion Date: February 1, 2014.
6. Prepare budget justifications for the State of Wisconsin and Waukesha County based on review of state/county responsibilities.
 - a. Responsibility : **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff, Campus Dean*
 - c. Completion Date: January 1, 2016.

Strategy 6: Evaluate alternative energy resources for applicability to existing UW-Waukesha plant and facilities.

1. Implement the ESCO agreement with Honeywell.
 - a. Responsibility: **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Waukesha County Facilities Planner*
 - c. Completion Date: August 1, 2012
2. Complete benchmark analysis of all existing facilities using the AASHE standards.
 - a. Responsibility: **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff, INT 290 students*
 - c. Completion Date: May 15, 2013
3. Consult with The Association for the Advancement of Sustainability in Higher Education for ideas about making UW Waukesha a more sustainable and useful campus. See the AASHE digest: www.aashe.org/documents/highlights/AASHEdigest2006.pdf
 - a. Responsibility: **Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Building Superintendent, Maintenance Staff, INT 290 students*
 - c. Completion Date: December 1, 2013

INITIATIVE 3:

UW-Waukesha will provide curriculum to enhance students' skills in communications, critical thinking, and global awareness for the 21st Century.

Strategy 1: Package courses in blocks and tracks to efficiently deliver the AAS degree in two years and the BAAS degree in four years for full-time students attending in day or night sessions.

1. Package sequences of courses into tracks which will satisfy the AAS and the BAAS requirements and assure these tracks are offered at least in two-year rotations in either or both day classes and night classes.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Associate Dean's Assistant, department representatives*
 - c. Completion Date: January 1, 2014
2. Advise and educate first-year students using developed AAS and BAAS tracks and develop an individualized education plan for each student/
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Campus advisors*
 - c. Completion Date: October 1, 2014
3. Ensure degree plans are easily accessible in print and online.
 - a. Responsibility: **Marketing & Communication Director**
 - b. Implementation: *Marketing Office, campus advisors*
 - c. Completion Date: June 1, 2014

Strategy 2: Use flexible schedules and modes of delivery to accommodate the evolving needs of area students, both traditional and non-traditional.

1. Conduct a needs assessment for courses offered at non-traditional times (Friday afternoons and evenings, Saturday classes, etc.)
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Campus Assessment Coordinator*
 - c. Completion Date: June 1, 2013
2. Create an action plan to respond to the needs assessment, which will result in additional delegation of responsibility and completion timelines.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean*
 - c. Completion Date: August 15, 2013
3. Conduct a needs assessment for course offerings using alternative modes of delivery.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Campus Assessment Coordinator*
 - c. Completion Date: June 1, 2013
4. Create an action plan to respond to the needs assessment, which will result in additional delegation of responsibility and completion timelines.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean*
 - c. Completion Date: August 15, 2013
5. Implement ongoing assessments to determine the evolving needs of area students.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Campus Assessment Coordinator*
 - c. Completion Date: January 1, 2014

Strategy 3: Improve the quality of instruction through professional development opportunities.

1. Encourage and support faculty and instructor participation in Scholarship of Teaching and Learning and Virtual Teaching & Learning Center activities. Reach a 30% participation rate among instructional staff.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Campus Departments, VTLC Director*
 - c. Completion Date: September 1, 2014
2. Provide necessary funding and/or release time to support faculty research and professional development activities.
 - a. Responsibility: **Campus Dean, Foundation Executive Director**
 - b. Implementation: *Campus Dean, Foundation Board, campus development committee, department representatives*
 - c. Completion Date: September 1, 2014
3. Find new ways to provide meaningful feedback and evaluation to instructors on a regular basis.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, Evaluation Committee, Campus Dean*
 - c. Completion Date: September 1, 2014

Strategy 4: Increase the number of collaborations and cooperative programming with area partners

1. Work with partner institutions to meet area needs for education in STEM disciplines, business education, and the liberal arts.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Campus Dean, Associate Dean, Continuing Education Director, Honors Program Coordinator, Internship Coordinator*
 - c. Completion Date: September 1, 2014
2. Work with UW-Parkside to build the BAAS degrees so as to meet more of the educational needs of our area students and businesses.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean, appointed task force*
 - c. Completion Date: September 1, 2013
3. Collaborate with area businesses and community agencies to offer our students more internship and other co-curricular experiences.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Internship Coordinator, department representatives, Student Services staff*
 - c. Completion Date: September 1, 2013
4. Explore the feasibility of implementing the Odyssey Project at UW-Waukesha
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Ellyn Lem, James Boling, team to be determined*
 - c. Completion date: September 1, 2013

Strategy 5: Improve the transferability of our courses to UW System 4-year institutions and other common transfer institutions.

1. Create a quick response protocol and dedicate staff to investigate any and all complaints of transfer problems outside the expectations indicated in the TIS system.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Assistant Campus Dean for Student Services, campus advisors*
 - c. Completion Date: September 1, 2013
2. Produce and make available an online tutorial on using TIS, aimed at students, staff, and community members.
 - a. Responsibility: **Marketing & Communication Director**
 - b. Implementation: *Marketing staff, central marketing staff, campus advisors*
 - c. Completion Date: January 1, 2013

3. Increase student and community awareness of existing self-advising tools such as the online course equivalency guide and applicable degree transfer guides.
 - a. Responsibility: **Marketing & Communication Director, Associate Director of Student Services**
 - b. Implementation: *Marketing staff, campus advisors*
 - c. Completion Date: January 1, 2013

INITIATIVE 4:

UW-Waukesha will provide a welcoming, respectful, safe and accessible campus and learning environment for all students, faculty, staff and community members.

Strategy 1: Provide academic and professional growth opportunities for students, faculty and staff that encourage all types of diversity, inclusive excellence and positive core campus value in this area.

1. Develop articulated campus values that include diversity and inclusive excellence, civility and respect for all, and then communicate those values widely to internal and external communities.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Administrative Council, Steering Committee, Campus Climate Committee, Collegium*
 - c. Completion Date: April 15, 2013
2. Develop a plan for inclusive excellence educational programs and support systems for faculty, staff and students.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Assistant Dean for Student Services, Associate Dean, Student Services Staff, Campus Climate Committee*
 - c. Completion Date: September 15, 2013

Strategy 2: Expand the scope and breadth of the UW-Waukesha Diversity Center

1. Design a needs assessment related to the space, function and mission of the Diversity Center.
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Associate Student Services Coordinator (Diversity Center Manager), Campus Climate Committee*
 - c. Completion Date: August 15, 2012
2. Conduct needs assessment related to the space, function and mission of the Diversity Center.
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Associate Student Services Coordinator (Diversity Center Manager), Campus Climate Committee*
 - c. Completion Date: November 1, 2012
3. Develop a plan to address identified Diversity Center needs in terms of space, programming, and budget necessary to provide services and support to our campus community.
 - a. Responsibility: **Associate Director of Student Services**
 - b. Implementation: *Associate Student Services Coordinator (Diversity Center Manager)*
 - c. Completion Date: December 15, 2012
4. Develop a budget for the Diversity Center that would allocate the resources needed to effectively staff the center to provide programming, support for students and staff.
 - a. Responsibility: **Associate Student Services Coordinator (Diversity Center Manager)**
 - b. Implementation: *Associate Student Services Coordinator (Diversity Center Manager), Diversity Center staff*
 - c. Completion Date: January 15, 2013
5. Develop and expand programs to educate campus community regarding diversity and to promote a campus culture of Inclusive Excellence.
 - a. Responsibility: **Associate Student Services Coordinator (Diversity Center Manager)**
 - b. Implementation: *Associate Student Services Coordinator's team(s), Campus Climate Committee*
 - c. Completion Date: September 1, 2013
6. Develop a plan for educational programs for UW-Waukesha's external community
 - a. Responsibility: **Associate Student Services Coordinator**
 - b. Implementation: *Associate Student Services Coordinator's team(s), Campus Climate Committee*
 - c. Completion Date: September 1, 2014

Strategy 3: Expand campus Accessibility Services and increase campus understanding of the needs of people with disabilities.

1. Engage an outside entity to conduct a campus accessibility audit. The results of the audit will be used to guide campus decisions about improvements to spaces, equipment and services.
 - a. Responsibility: **Assistant Campus Dean for Student Services & Assistant Campus Dean for Administrative Services**
 - b. Implementation: *Assistant Campus Dean for Student Services, Assistant Campus Dean for Administrative Services and Waukesha County Director of Facilities*
 - c. Completion Date: August 15, 2013
2. Expand the staffing to include a full-time Coordinator of Accessibility Services.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Assistant Campus Dean for Student Services*
 - c. Completion Date: July 1, 2013
3. Explore the possibility of becoming a site for a graduate student intern in Rehabilitation Psychology or related professional program to assist with direct service to students and campus programming.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean*
 - c. Completion Date: January 15, 2014
4. Expand programming to educate faculty and staff regarding disabilities and available adaptive technologies.
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Associate Dean's team(s) coordinate with UW Colleges Director of Student Accessibility Services*
 - c. Completion Date: January 1, 2013
5. Expand campus connections with local high schools and the Division of Vocational Rehabilitation to promote a smooth transition for students from high school to college.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Assistant Campus Dean for Student Services and Associate Student Services Coordinator*
 - c. Completion Date: October 15, 2012

Strategy 4: Strengthen existing community connections and develop a plan that identifies new ways to collaborate with community partners and the UWC Office of Inclusion.

1. Expand connections with local feeder high schools, middle and elementary schools to promote diversity and inclusion.
 - a. Responsibility: **Assistant Campus Dean of Student Services**
 - b. Implementation: *Student Services, Pre College Program*
 - c. Completion Date: ongoing
2. Develop service learning or internship opportunities for UW-Waukesha students that focus on diversity and inclusion *See also: Initiative 3.4.3*
 - a. Responsibility: **Associate Dean**
 - b. Implementation: *Internship Coordinator, Associate Director of Student Services, Associate Student Services Coordinator (Diversity Center Manager)*
 - c. Completion Date: February 1, 2013
3. Continue the existing Pre College program and explore the possibility of expanding to additional middle or high schools.
 - a. Responsibility: **Assistant Campus Dean for Student Services**
 - b. Implementation: *Student Services staff, Associate Student Services Coordinator (Diversity Center Manager)*
 - c. Completion Date: July 1, 2014

4. Explore options for funding the core infrastructure of the Pre-College program through UW, UWC and/or campus resources instead of depending on the Department of Public Instruction “soft” funding and one-time grants.
 - a. Responsibility: ***Assistant Campus Dean for Student Services***
 - b. Implementation: ***Assistant Campus Dean for Student Services, Assistant Campus Dean for Administrative Services with UW-Waukesha Foundation Executive Director***
 - c. Completion Date: July 1, 2013
5. Continue the campus VISTA program.
 - a. Responsibility: ***Assistant Campus Dean of Student Services***
 - b. Implementation: *Associate Student Services Coordinator (Diversity Center Manager)*
 - c. Completion Date: Ongoing

Strategy 5: Provide a safe environment that fosters learning and growth.

1. Conduct annual safety audit of campus buildings and grounds in compliance with Waukesha County regulations as well as City of Waukesha zoning code and implement changes as needed.
 - a. Responsibility: ***Assistant Campus Dean for Administrative Services***
 - b. Implementation: *Building Superintendent and Waukesha County Department of Administration Division of Risk Management*
 - c. Date: Annual/Ongoing

INITIATIVE 5:

UW-Waukesha will demonstrate its value to the citizens of Southeast Wisconsin by increasing awareness of the multitude of campus opportunities that enrich the quality of life for area residents.

Strategy 1: Increase community awareness of recurring campus events.

1. Develop a comprehensive list of all recurring events and confirm a program/event lead contact.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff*
 - c. Completion Date: May 1, 2012
2. Review marketing and promotional strategies for each campus event in order to maximize current resources to increase exposure of recurring events and make recommendations to improve these strategies.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff, program lead*
 - c. Completion Date: September 15, 2012
3. Identify appropriate and necessary resources to increase exposure of recurring events (financial, material, space, and personnel) as part of the budget and planning request process.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff, program leads*
 - c. Completion Date: January 15, 2013
4. Develop and maintain a distribution list of community members for the purpose of advertising events.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff, student help, UW-Waukesha Foundation*
 - c. Completion Date: August 1, 2012
5. Review need for centralized campus event coordination and make recommendation to Campus Dean.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Marketing & Communications Director, Associate Director of Student Services, Facilities & Reservations Manager, Continuing Education*
 - c. Completion Date: August 1, 2012

Strategy 2: Improve event promotion techniques and increase community involvement.

1. Increase campus promotional support (both internally and externally) for student club and student centered events – Veterans events, Cru Spring concert, Pancake Study Day, etc.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff, student activities staff, student club representatives*
 - c. Completion Date: September 1, 2012
2. Enhance, maintain and encourage the use of a standardized campus event calendar.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff, campus support*
 - c. Completion Date: September 1, 2013
3. Establish an ongoing student PR internship in the marketing and communication office.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications Director*
 - c. Completion Date: August 1, 2012

4. Clarify at what point a new initiative or program becomes an ongoing campus event.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Marketing & Communications Director, Associate Director of Student Services, Facilities & Reservations Manager*
 - c. Completion date: July 15, 2012
5. Continue to include emerging technologies, such as social media, in marketing plans to communicate campus events to the community.
 - a. Responsibility: **Marketing & Communications Director**
 - b. Implementation: *Marketing & Communications staff*
 - c. Completion Date: August 1, 2012
6. Create a UW-Waukesha campus community relations team to develop relationships with business & community organizations.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Steering Committee, Foundation Board*
 - c. Completion Date: November 1, 2012

Strategy 3: Create opportunities for community members to visit the UW-Waukesha campus.

1. Hold an annual open house.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Marketing & Communications Director, Foundation, Student Services*
 - c. Completion Date: October 1, 2013
2. Establish regular alumni events and activities leading up to the 50th anniversary of the campus.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Friends & Alumni, Marketing & Communication staff, Foundation*
 - c. Completion Date: January 1, 2013, with events continuing beyond this date
3. Conduct a feasibility study of community membership similar to current student ID process that encourages increased access to some of the services offered on campus- internet and computer access, printing, library services, fitness center, campus events, rental of equipment, E- newsletters, special class offerings etc.
 - a. Responsibility: **Continuing Education Director**
 - b. Implementation: *Continuing Education Staff*
 - c. Completion Date: July 15, 2012
4. In concert with the campus master planning process, identify or create a gathering place on campus that is suitable for hosting public events such as award ceremonies, receptions, etc.
 - a. Responsibility: **Campus Dean**
 - b. Implementation: *Building Superintendent, Administrative Council*
 - c. Completion Date: August 1, 2017