

Work Group #5

Effectively Managing for Our Mission

UW – Eau Claire Strategic Planning Update



Working to help the University of Wisconsin – Eau Claire stand out from the crowd.

Environmental Scan

- **Major Campus Processes**

- Budget
- Personnel (Position Allocation)
- Curriculum/Programs
- Enrollment Management
- Facilities
- Management/Governance

- **Facets**

- Process
- Policies
- Quality Improvement
- Funding
- Prioritization



Environmental Scan – Budget

- Internal Scan

- **Strengths (to maintain)**

- Generally little “red tape” when creating new revenue streams
 - Budgeting practices ensure financial solvency

- **Weaknesses (to overcome)**

- Limited administrative positions to create and oversee new revenue streams
 - Idea of new revenue streams is largely “off the radar” for most faculty on campus
 - Lack of operational university strategic plan makes prioritization difficult or haphazard
 - Tight central budget control with status quo mindset
 - “Hoarding” mentality

- **Opportunities (to consider)**

- New revenue streams potential throughout campus units
 - Incentive programs for new revenue stream creation
 - UW System Growth Agenda (possible DINs)

- **Threats (to recognize)**

- UW System rules on tuition plateau, special course fees, excess tuition distribution policies, ...
 - Culture of turf – what I earn I keep (and maybe more)
 - UW System rules on reallocation of resources between differing activity codes/categories

- External Scan

- Prioritized centralized budgeting
 - Responsibility-center budgeting
 - Hybrid



Environmental Scan – Personnel

- Internal Scan

- **Strengths (to maintain)**

- Strong faculty and academic staff

- **Weaknesses (to overcome)**

- No formal process to request FTE; squeaky wheel syndrome alive and well
 - FTE cannot be easily aligned to priorities (as they are not explicit)
 - Position allocations are not reviewed

- **Opportunities (to consider)**

- Position turnover every year
 - Strategic planning process
 - Future DIN requests

- **Threats (to recognize)**

- Fear of reduction in positions within a department or unit
 - Turf
 - Adjusting to new process/squeaky wheels lost their power/advantage

- External Scan

- **UW Institutions (same processes for obtaining FTE as UWEC; unlike any other state)**

- Stout, La Crosse, River Falls, Stevens Point basically have no formal processes in place.

- **Non-UW Institutions**

- Truman State – Department/Unit send form request new position to the budget office and then to HR
 - Drake University – request through annual Strategic Improvement Plan (SIP) process, providing the rationale. The department would then be required to submit a request through the annual salary budgeting process to have the funding reviewed and approved



Environmental Scan – Curric/Programs

- Internal Scan

- **Strengths (to maintain)**

- Program array integrity
 - Student-centered instruction and programs
 - Experiential Learning

- **Weaknesses (to overcome)**

- Program array integration
 - Faculty-centered scheduling
 - Holistic intentionality
 - Program prioritization and review
 - Cross-college infrastructure

- **Opportunities (to consider)**

- GE reform underway
 - Baccalaureate goal reform underway
 - Administrative reorganization underway
 - Preliminary program prioritization conducted

- **Threats (to recognize)**

- Turf and fear of change
 - Workload
 - Resistance to additional administrative positions
 - The “Eau Claire Way”

- External Scan

- Bemidji State University – Program Prioritization
 - William and Mary College – Course Approval and Modification
 - Truman State University and Alverno College – Learning Outcomes, Assessment Model, Co-curricular
 - Beloit College – Program Review Accountability



Environmental Scan – Enrollment Mgmt

- Internal Scan
 - **Strengths (to maintain)**
 - University hits its enrollment target
 - Effective informal collaboration among units to support recruitment
 - Relatively good retention
 - **Weaknesses (to overcome)**
 - Lack of a formal enrollment management plan
 - Executive Director of Enrollment Management in title only
 - Enrollment target set without the benefit of any discussion
 - No one is responsible for monitoring retention rates and years-toward-graduation
 - A lack of formal organizational structure to foster enrollment management
 - Responsibility for recruiting students-of-color not clearly delineated
 - **Opportunities (to consider)**
 - Wisconsin Covenant may increase applicant pool
 - Growing pool of nontraditional/graduate students
 - Increased pool of students-of-color
 - **Threats (to recognize)**
 - Projected decline in primary applicant pool
 - Increased competition from sister schools and for-profit schools
- External Scan
 - UW – Oshkosh has an enrollment management plan



Environmental Scan – Facilities

- Internal Scan

- **Strengths (to maintain)**

- Precedent of sharing facilities with community
 - Classroom renovation and Instructional Technology projects are planned, approved, and completed in approx. 2 year cycles

- **Weaknesses (to overcome)**

- Campus has taken a conservative approach
 - Lengthy process dictated by UW System to get a new facility
 - We have fallen way behind other campuses that we're competing against
 - No individual devoted to generating money for facilities
 - Campus is currently land locked
 - No formal gateway to campus – upper or lower
 - Lack of communication/awareness regarding processes/procedures
 - Lack of detailed planning.

- **Opportunities (to consider)**

- Strategic plan revision/renewal is an opportunity to get the entire campus “on board”
 - Naming rights
 - Expanding campus footprint by acquiring adjacent property
 - Foundation: private money = quicker process to build

- **Threats (to recognize)**

- Political resistance to replacing rather than renovating
 - Backlog in ADA compliance
 - Parking insufficiencies
 - Department of State Facilities reviews all facilities projects even after OK'd by the legislators

- External Scan

- Iowa State has well-communicated planning processes
 - University of Northern Iowa has explicit principles and procedures for space assignment
 - William and Mary have detailed planning



Environmental Scan – Mgmt/Governance

- Internal Scan
 - **Strengths (to maintain)**
 - Thin and flat administrative structure
 - Dedicated and cooperative managers
 - Unified governance structure of faculty and academic staff
 - **Weaknesses (to overcome)**
 - Process for funding requests
 - Lack of incentives for exploring new initiatives and new revenue streams
 - Lack of cohesion for Student Affairs & Student Services
 - Lack of departmental funding decision-making authority with regards to course availability, especially for summer school
 - Cumbersome and redundant reporting/requesting procedures
 - Lack of inclusion of classified staff and LTE in discussions
 - **Opportunities (to consider)**
 - FTE availability for restructuring Student Affairs & Student Services
 - Ability to “tap” into expert resources on campus for problem solving
 - Campus climate open to Strategic Planning process
 - **Threats (to recognize)**
 - Loss of informal collaborative efforts across campus due to upcoming retirements
 - Preexisting informal practices that stifle ideas and change



Recommendations

• Decision Making

- Develop a program prioritization process and associated master academic plan
- Link decision making and resource allocation (including vacated positions) to priorities
- Create process for reviewing past decisions to inform future decisions
- Investigate responsibility-centered budgeting
- Investigate alternative models for summer school

• Intentionality

- Institute liberal education learning outcomes and quality improvement processes for co-curricular and curricular programs
- Reconstitute committee for enrollment management
- Institute comprehensive long-term staff plans

• Restructuring

- Task force for re-structure of enrollment management/planning reporting lines
- Establish administrative office to oversee cross-college undergraduate initiatives (FYE, GE, Blugold Fellows, Assessment, Service Learning, ...)
- Simplify and refocus shared governance policies and procedures including Handbook
- Streamline signature requirements

• Experiential Learning

- Investigate credit for co-curricular learning
- Investigate “student desire” registration & scheduling

• Campus Facilities

- Multi-faceted capital campaign, private partnering, community/university facilities
- Build stronger political friendships

