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