



The University of Wisconsin-Superior Strategic Plan represents the best efforts of this community to articulate a clear set of goals and initiatives that through the careful stewardship of resources will guide us toward a future that is commensurate with our distinguished history and our exceptional promise. The student experience at the University of Wisconsin-Superior is personal and transformational. It provides the necessary and dynamic balance between the career of today and the life of tomorrow. This experience is one in which learning and teaching are paramount in achieving excellence. The University of Wisconsin-Superior is an engaged university where scholarly efforts and thriving partnerships enhance the community and the vitality of the region.

Mission Statement*

The University of Wisconsin-Superior fosters intellectual growth and career preparation within a liberal arts tradition that emphasizes individual attention, embodies respect for diverse cultures and multiple voices, and engages the community and region. *(*Pending approval by Governance and UW-System Board of Regents. updated 2/10/2014)*

Vision Statement

The University of Wisconsin-Superior will be known as an institution that transforms learners, engages the community, and enhances the vitality of its region. *(updated 2/10/2014)*

Values Statement

At the University of Wisconsin-Superior, we are committed to academic excellence, with an emphasis on student-focused learning, intellectual and personal development, continuous improvement, inclusivity, community partnerships, and global awareness. *(updated 4/2/2014)*

Strategic Plan Guiding Principles

For over a year, the University of Wisconsin-Superior community has been engaged in a rigorous, collaborative, and creative exercise to develop a Strategic Plan that honors the institution's heritage, embraces its liberal arts tradition, and builds from areas of strength, promise, and opportunity. The resulting Strategic Plan will serve as the fundamental, public, guiding charter with respect to future resource allocations and all aspects of institutional development.

The development of this Strategic Plan has been guided by four principles:

1. The University will be **student focused**. All major decisions will be guided by what will best serve our students and their education.

2. The University will strive for **recognized excellence in selected fields**. We will identify and invest in areas and fields where we can achieve recognition for outstanding quality.
3. The University will be **efficient and effective in the use of its resources**. Wherever possible, we will demonstrate best practices in the management and support of our human, curricular, financial, and physical infrastructure resources.
4. The University will be recognized as the **partner of choice** for the region it serves. Our goal will be to establish partnerships that support our Mission as well as enhance the overall quality of life of the region we serve.

Strategic Initiatives

- I. **Student Experience: The University will provide students with transformative, collaborative, flexible and career-relevant learning experiences.**

The University will deliver a curriculum that unites learning and practical application. This “Superior Plan” incorporates our longstanding commitment to educating the whole student through experiential learning and to do so in the context of our geographical location and affinity with the Northland. Beginning with their very first semester at the University, students will not only study content and gain critical thinking, writing, and problem-solving skills, they will also engage in a variety of experiential learning exercises that focus on outcomes, thus being shaped by the best of both a liberal and a practical education.

Goal 1: Ensure that all students are engaged in experiential learning

ACTION STEPS:

- UW-Superior students will be involved in two experiential learning activities through their comprehensive major or their non-comprehensive major and minor programs
- UW-Superior students will be involved in three High Impact Practices (HIPs) through their comprehensive major or their non-comprehensive major and minor programs

Goal 2: Ensure that a student’s curricular and co-curricular experiences are intentionally linked and facilitated

ACTION STEPS:

- UW-Superior students will be involved in two co-curricular activities through their comprehensive major or their non-comprehensive major and minor programs
- Provide opportunities for departments and programs to coordinate and synergize event scheduling and publicize campus efforts through a campus-wide calendar

Goal 3: Invest in the development of delivery modes that reflect the continuum of learning access options

ACTION STEPS:

- Create and maintain an integrated sustainable Distance Learning model that incorporates online course offerings into on-campus departmental academic program planning
- Increase flexibility of program delivery to accelerate time to degree completion and decrease cost (e.g., incorporate more evening and summer programs, year-round schedule, short modules, cohort models, accelerated degrees, satellite locations, and competency-based and certificate options)
- Develop and implement a comprehensive Campus Technology Plan that will support the Strategic Plan, program growth, and innovative delivery models

Goal 4: Build strong transition programs from undergraduate study to careers and graduate/professional school

ACTION STEPS:

- Establish advisory groups for academic programs (including alumni and regional community members) to strengthen student preparation for careers or graduate study/professional study
- Academic programs create pathways to transition into the workforce
- Academic programs develop pathways for juniors and seniors to transition into graduate/professional school

II. Thriving Partnerships: The University will deliver innovative programs that enhance the vitality of the region.

Recognizing its distinctive location and role within the Northland, the University seeks to serve the needs of the region through strategic partnerships that leverage its expertise.

Goal 1: Become the region's premier institution for community engagement

ACTION STEPS:

- Establish a Center for Community Engaged Learning to coordinate campus efforts
- Create strong, mutually beneficial partnerships with businesses, nonprofits, community groups, municipalities, tribal entities, veterans groups, other governmental entities, and educational institutions
- Pursue and acquire the Carnegie Community Engagement classification

Goal 2: Develop and maintain a portfolio of programs that meet current and projected regional and national employment needs

ACTION STEPS:

- Incorporate program prioritization into the annual integrated planning and budgeting process
- Conduct regular assessments to identify regional needs for existing and new undergraduate and graduate/professional programs
- Leverage collaborations and partnerships with other educational institutions to expand our marketable offerings of high-demand degree programs

Goal 3: Support and promote signature programs, particularly those that meet regional needs

ACTION STEPS:

- Promote programs that are in high demand, unique, meet regional needs, and are mission centric through the integrated planning/budgeting and performance-based funding processes

Goal 4: Support regional needs through research, scholarship, and creative activity

ACTION STEPS:

- Institutionalize support and incentives for grant making related to place-based research
- Champion faculty and student research and other forms of scholarship and creative activities through heightened visibility across the campus, community, region, and state
- Increase financial support for undergraduate research, scholarship, and creative activity

III. Achieving Excellence: The University will be a diverse community that attracts, supports, and recognizes high-achieving students and employees.

As the regional comprehensive university in service of the Northland, UW-Superior seeks to attract and retain a learning community committed to excellence and personal fulfillment.

Goal 1: Recruit a diverse student body that will demonstrate a high likelihood for success and persistence

ACTION STEPS:

- Prioritize recruiting students from key feeder institutions (both high schools and college) through outreach and sustained personal contact, emphasizing the quality and affordability of our programs
- Enroll more international students through increased recruiting efforts and use of Non-resident Tuition Waivers
- Increase enrollment of Distance Learning students
- Increase enrollment of graduate students

- Streamline the recruitment and admission processes through the development of a coordinated marketing initiative and communications plan, and the selective centralization of admissions functions, increasing new freshman and transfer student enrollments
- Renew and expand programmatic articulation agreements with regional and international colleges and universities to encourage seamless transfer to UW-Superior

Goal 2: Improve student retention and create clear pathways to timely graduation

ACTION STEPS:

- Implement a new advising model focused on retention management that includes an individualized student advising plan in all academic majors and minors, regular advisor training and evaluation for program effectiveness
- Increase retention of Under Represented Minority Students, Veterans, and Non-Traditional students

Goal 3: Reward employee excellence and promote institutional values

ACTION STEPS:

- Reduce committee and task force workload by 2/3 in order to provide more equitable workload balance
- Move to a 21 credit faculty teaching load for two semesters by streamlining and focusing curriculum to provide time for meeting strategic initiatives, particularly community engaged learning (reassign 3 credits)
- Clarify personnel standards and processes to achieve workload balance and equity that aligns with the Strategic Plan (advising, workload equity, recognition for effective campus service, and meaningful engagement in the campus initiatives such as HIPs, MEI and Retention)
- Design and implement cost-of-living and performance-based compensation plans that are market-sensitive and address salary compression
- Design and implement internal advancement and workplace flexibility opportunities for academic and classified staff
- Improve employee satisfaction within a campus culture of inclusion, respect, and engagement

IV. Resource Management: The University will establish and maintain an infrastructure to promote accountability, sustainability, and continuous improvement.

As a public university, UW-Superior is highly accountable to many constituencies and must, therefore, have programs, policies, and systems that establish standards and benchmarks, mechanisms for accountability, and processes for continuous improvement in all areas, especially student learning.

Goal 1: Establish and monitor assessment structures and processes in all academic and non-academic programs

ACTION STEPS:

- Develop an undergraduate academic program assessment process that is robust and includes a streamlined set of institutional student learning outcomes that integrates general education learning outcomes and outcomes for HIPS as recommended by the 2013 HLC site visit team and develop an assessment process for graduate programs
- Develop a regular review process for all academic and non-academic programs (to include graduate programs)

Goal 2: Ensure that the budget and planning process of the University is transparent and grounded in the Strategic Plan

ACTION STEPS:

- Create the new Strategic Planning Core Team (SPCT) to replace the Continuous Improvement and Planning Team (CIPT) and Executive Budget Group with a planning and budgeting process that is streamlined, inclusive, nimble and transparent (this group will serve as the Executive Budget Group)
- Design a budget development process and two-year planning cycle that links program and unit performance and assessment to institutional budgeting and planning
- Create and update the Academic Plan for the Board of Regents Education Committee every 5 years
- Develop and maintain a dashboard for the reporting of unit and institutional progress relative to the stated goals and metrics of the Strategic Plan

Goal 3: Ensure resources and facilities are appropriate to support the University as an institution committed to excellence

ACTION STEPS:

- Ensure that the Campus Master Plan supports the Strategic Plan
- Develop and implement a strong, creative financial model to align fiscal and human resources (this ties closely with Goal 2)
- Maximize the use of physical infrastructure and services during under-utilized periods for revenue growth
- With the UW-Superior Foundation, develop a fundraising program to support key elements of the Strategic Plan

Glossary of Terms

The Glossary of Terms can be found in the Metrics document on pages 25-27.