Student Experience

Strategic Priority: Place student success at the center of everything we do.

Goal: Meet students where they are, determine what they want from the experience and provide resources to support students in those goals.

Goal: Determine what students want from the three campus, one university model (i.e., do students want greater flexibility to take classes on any campus, any mode?).

Goal: Create systems on campus that can be flexible for culture-shifts in student experience and college-readiness.

Goal: Define student success, measure it and use data to make decisions about needed changes.

Goal: Identify the resources and practices that enhance student success, and invest in those (e.g., USP, exposing students to breadth of majors, high-touch or high-impact practices).

Goal: Increase communication about all possible degree paths and incorporate all paths in marketing materials (online, AAS, Bachelors, Graduate).

Goal: Develop a strategy for first year student success that provides an exemplary and consistent first year student experience, successfully transitioning students from their senior year of high school to their third semester of college.

Goal: Develop a strategy for serving the whole student as they progress which includes creating policies, programs and processes that aid in progression with the student experience in mind and removes barriers, confusion, and hoops.

Goal: Develop a coordinated student success model and a map for student success where there is no wrong door for a student.
Goal: Create a common language system across campuses (e.g., tutoring is called tutoring on all three campuses).

Goal: Ensure instructors are aware of what is happening in their courses (i.e. DFW rate) and know and utilize best pedagogical practices.

Goal: Develop responsive student support model to support expected growth of international students at the access campuses.

Goal: Champion student success through our priorities and actions.

Goal: Ensure everyone understands their role in supporting student success.

**Strategic Priority: Increase support for at-risk students.**

Goal: Ensure we have the resources to support the students that we admit.

Goal: Reduce burden on our most at-risk students (e.g., make sure instructors are provided training and resources they need to help support students, quicker/easier access to mental health support/counseling).

Goal: Create a long-standing method/committee/unit to investigate and provide support around the impacts of COVID and the current mental health crisis.

**Strategic Priority: Increase accessibility to programs, facilities and support services across all three campuses.**

Goal: Ensure there are multiple modalities for access to curriculum. Ensure pathways are present for students from all campuses and online.

Goal: Improve facility and building access compliance at all three campuses.

Goal: Increase access to support at all three campuses.

**Strategic Priority: Provide better support for student research and creative experiences.**

Goal: Implement research across the curriculum by scaffolding research/creative experiences through the educational experience, with an emphasis on introductory and entry-level experiences integrated within the University Studies Program.

Goal: Encourage mentoring and oversight of undergraduate and graduate research by adequately recognizing those who do it (e.g., university/college/department policy, reassigned time).

Goal: Maintain/increase current grant opportunities for undergraduates.

Goal: Increase opportunities for students to attend conferences.

Goal: Increase utilization of independent studies which serve as a springboard for collaborative student/faculty research.

Goal: Increase number of thesis advisors.
Goal: Increase compensation and offer fellowships for graduate students (e.g., thesis completion fellowships, research assistantships)

**Organizational Identity**

**Strategic Priority: View everything at our institution through the lens of diversity, equity, and inclusion and consider it in everything we do.**

Goal: Create shared accountability for DEI (e.g., designated leads in all colleges and integrated diversity plans throughout the university).

Goal: Ensure everyone understands their role in creating a more inclusive university.

Goal: Build systems around the most vulnerable students.

Goal: Provide quality student-centered education in the classroom with culturally aware/competent, inclusive instruction.

**Strategic Priority: Support inclusive research that enhances teaching, learning, and student success.**

Goal: Create accountability by ensuring that research includes measures to enhance inclusivity and increase student retention.

Goal: Prioritize research that includes structurally excluded students.

Goal: Ensure everyone understands their role in supporting inclusive research.

**Strategic Priority: Integrate sustainability across all areas of the university and consider it in everything we do.**

Goal: Reinforce and enhance integrated and intersectional approach sustainability - that sustainability supports all of our goals: economic, inclusivity, student support, and environmental impact.

Goal: Ensure everyone understands their role in supporting sustainability.

Goal: Develop goals for how we will address climate change, including a carbon neutrality goal, and outline steps to achieve it.

**Strategic Priority: Pursue status as Emerging Hispanic Serving Institution (EHSI).**

Goal: Understand market demand and resources necessary to become an EHSI.

Goal: Provide support and resources across all university units to ensure successful implementation of program goals.

**Workplace Culture**

**Strategic Priority: Create an integrated, multi-campus community focused on inclusion and equity.**
Goal: Monitor equity across the three campuses (i.e., address pay and qualification inversions, monitor for workload and/or teaching load inequity, promotion/advancement and resource inequity, and analyze who is asked to and does perform service to the university, inclusion in policy development, etc.).

Goal: Create a resource and reward system around student success in addition to the more traditional forms of academic success.

Goal: Understand and address favoritism in the workplace through evaluation, training, and metrics.

Goal: Create an environment of inclusion and equity in meetings and on committees.

Goal: Promote the idea that all campuses and colleges at UWO are valuable in the region, state, and nation.

Goal: Create a culture of self-reflection and learning about our internal biases.

Goal: Decrease culture of territorialism between units, increase culture of growth and collaboration.

Goal: Create a culture of community, showing up for students, celebrating together, creating long-lasting university connections.

**Strategic Priority: Enhance lines of communication**

Goal: Ensure feedback is solicited and considered when vetting new initiatives.

Goal: Identify better communication pathways and methods at the university for increased clarity, equity, and focus.

Goal: Create feedback mechanism to address issues or questions that arise during evaluation processes.

**Strategic Priority: Provide opportunities for everyone to learn and develop themselves professionally.**

Goal: Provide professional development opportunities for all.

Goal: Foster a growth mindset where mistakes and failures are opportunities for growth.

Goal: Create a culture of excellence through robust strategic activities that foster achievement, development, and success.

**Strategic Priority: Create a culture of institutional accountability focused on DEI.**

Goal: Develop clear objectives and goals with definitive deadlines and outcomes for full transparency across campuses.

Goal: Vet initiatives in a meaningful way (i.e., gather feedback, address feedback, revise, report revisions.)
Goal: Identify who is utilizing best practices at UWO and then standardize across the institution, make that University wide, position-wide.

Goal: Increase accountability and incentives for faculty and instructional staff through performance evaluations, pay raises, promotions, etc.

Goal: Pause. Try to fix the things that need fixing rather than leaving them in place and trying to establish something new.

**Institutional Innovation and Success**

**Strategic Priority: Grow, develop, align and brand academic programs to meet current and emerging market needs.**

Goal: Grow academic programs in demonstrated current and emerging high-demand areas aligned with our institutional strengths.

Goal: Grow academic programs serving non-traditional populations.

Goal: Develop programs to deliver “stackable” micro-credentials and industry-issued certifications to meet market demand, with a focus on utilization of existing curriculum.

Goal: Align existing academic programs to respond to the needs of the market, including grouping and branding of existing related programs into curricular areas, schools or colleges.

Goal: Grow online programs in strategically identified areas (i.e., high demand, low cost) inclusive of two-year, four-year, graduate and micro-credential options with a focus on integration with existing curriculum and consistent utilization of best practices in online course delivery.

Goal: Increase flexibility in scheduling (e.g., 7-week, cohort delivery models) and delivery (e.g., hyflex) for programs based on market demand.

**Strategic Priority: Increase enrollment and utilization of facilities at the access campuses.**

Goal: Increase enrollment at the access campuses by developing campus specific identities to enhance marketability.

Goal: Increase the utilization of and revenue generating opportunities for access campus facilities (e.g. exploring partnerships with county government, the Upper Peninsula spaceport and other higher education institutions).

**Strategic Priority: Leverage our Carnegie Doctoral/Professional designation and build upon it to take the next steps towards attaining R2 designation.**

Goal: Utilize best practices to leverage our new designation to improve university reputation, funding opportunities, enrollment, and recruitment and retention of faculty and staff.
Goal: Develop a clear understanding of steps to attain and build support for attaining a Carnegie “R2” Research Designation.

Goal: Increase support for faculty research and development of creative works.

**Strategic Priority: Increase academic, community-development, and corporate funding activity.**

Goal: Increase external application and awards for academic and extramural research grants.

Goal: Increase external application and awards for community and economic development grants.

Goal: Increase industry sponsored research.

**Strategic Priority: Coordinate corporate relations and outreach programming to avoid duplication, deliver services that are in demand and increase external support of the University.**

Goal: Centralize corporate relations functions in a corporate relations office.

Goal: Develop an outreach strategy across outreach units to avoid duplication of efforts, define lanes, and establish priorities and metrics.

Goal: Develop criteria for creation of new outreach units.

Goal: Align internal processes to meet the demands of external clients through training and staff dedicated to outreach units and revised policies on faculty, staff and student contracting.

Goal: Assess outreach programs against agreed metrics and invest resources in those satisfying metrics.

**Strategic Priority: Enhance decision-making, innovation and strategy development and execution.**

Goal: Make better and faster decisions by utilizing best practices (e.g., data informed, quantitative methods, capital budgeting, revised policy etc.)

Goal: Create a culture of assessment in all units that is used to inform decisions made across the institution.

Goal: Ensure the strategic plan is executed and that strategies are regularly evaluated (e.g., permanent strategic planning committee, dedicated staff support, institutional integrated planning, live the plan – be who we say we are).

Goal: Integrate innovation into operations (e.g., innovation committee, decentralization of fiscal management of allocated resources).
Strategic Priority: Increase enrollment through non-academic program growth and development.

Goal: Identify in demand non-academic programs we currently have and market, grow and leverage them.

Goal: Consider adding in-demand and low-cost population sports programs (e.g., e-sports).