

Creating Our Future

UW-Eau Claire Strategic Plan 2016-2020

The Power of **AND**

University of Wisconsin
Eau Claire

Plan Summary

Our Vision

We are noted for rigorous, integrated, globally infused undergraduate liberal education and distinctive select graduate programs. We are leaders in preparing students for lifelong contributions to society through career, service and personal achievement.

A Blugold degree is more than a certificate of graduation or an acknowledgment of courses taken. It designates individuals who are ready for active citizenship and lifelong inquiry, the transformative hallmarks of our university mission. It prepares graduates ready to take their place in the world and make lasting contributions to the workplace and to society. It reflects an institutionwide commitment to ensuring that all our students have opportunities to develop and nurture the passions and interests that will shape and enrich their futures.

To realize our vision by 2020, we will focus our time, energy, creativity and resources on the goals and actions outlined in the following plan.

Our Foundational Goal

1. Continue our commitment to excellence in our second century
 - 1.1 Invest in our faculty and staff.
 - 1.2 Foster innovation.

Our Aspirational Goals

2. Ensure that all students will thrive
 - 2.1 All students will connect and succeed.
 - 2.2 All students will live what they study.
3. Live our commitment to equity, diversity and inclusion
 - 3.1 Improve the campus climate.
 - 3.2 Eliminate the opportunity gap.
 - 3.3 Increase campus diversity.
4. Foster a resilient university
 - 4.1 Create a financial plan.
 - 4.2 Expand philanthropic and income opportunities.
 - 4.3 Increase enrollment.
 - 4.4 Preserve, enhance and expand Wisconsin's most beautiful campus.

A Proud History, a Strong Future

OUR MISSION

Foster in one another creativity, critical insight, empathy and intellectual courage, the hallmarks of a transformative liberal education and the foundation for active citizenship and lifelong inquiry.

OUR VALUES

- Diversity and Inclusiveness
- Leadership
- Innovation and Continuous Improvement
- Stewardship and Sustainability

For 100 years, the students, faculty and staff of the University of Wisconsin-Eau Claire have chosen a distinctive path toward excellence in all we do.

We were founded by a visionary community whose members believed that education was the greatest force for personal growth, community vitality and future prosperity. We therefore anchor all our academic programs in vibrant liberal education courses and experiences that set us apart and define our commitment to excellence. We pioneered and are leaders in international study, student-faculty collaborative research and experiential learning that expand the boundaries of our classrooms and the university out into

the world. And as a true community of learners, we nurture active learning by students and faculty alike, enabling every Blugold to help change the world for the better.

Now, as we celebrate a century of distinctive excellence, we pause to ask: What paths will lead to an even stronger future? What maps will guide our decisions at a time when higher education is changing, our traditional resources are shrinking and demands on universities have never been greater?

What is the Future We Seek?

Imagine it is 2020. You walk across the campus to what some still call the “new” Davies Center. What is different and what is the same?

A Place for Engaged Education

The signs that mark the paths through campus proclaim our strengths: high-impact learning experiences inside and outside the classroom that transform student lives and the world beyond our campus. By 2020 more than 95 percent of our students engage in at least two high-impact experiences during their time at UW-Eau Claire — and we are closing in on our 100 percent goal. In addition to growing numbers of students and faculty engaged in

collaborative research and global immersion experiences, students are participating in internships, high-impact campus employment and civic engagement projects that expand skills and challenge students to test themselves by tackling real-world problems. UW-Eau Claire is the place for engaged education.

All Students Thrive

In 2020 students thrive regardless of their race, ethnicity, gender identity or expression, sexual orientation, ability, mental health status, nationality, religion or economic background. UW-Eau Claire students, faculty and staff are united in a shared commitment to educational equity and to social justice. We all engage daily in the hard work of creating a vibrant, supportive, anti-racist campus.

This work is central to everything we do and is reflected in the growing numbers of diverse students who find a welcoming, supportive home at UW-Eau Claire, and in the globally competitive education that prepares all our students for their future.

Creating Our Future

Visit our classrooms in 2020 and you will find what has always set UW-Eau Claire apart: faculty and instructional staff who are engaged, student-focused and innovative.

Amid shifting public support for higher education in Wisconsin and across the nation, we in the UW-Eau Claire community take charge of our future: We will grow and thrive through increased enrollment of even more academically prepared students as we continue to strengthen our commitment to academic excellence.

A Campus-wide Commitment to Student Success

By 2020 campuswide support for strong student recruitment and retention has enabled UW-Eau Claire to invest in our faculty and staff and to start regaining our competitive ability to retain and attract faculty who are leaders in their academic fields and their classrooms. New investments have supported programs that cross disciplines, connect students with real-world challenges and prepare students to meet the needs of Wisconsin and the region. Faculty and staff are actively engaged in strengthening, renewing and advancing UW-Eau Claire. A nationally recognized University Honors Program attracts and develops high-potential, highly motivated and high-achieving students from across the upper Midwest. Campus partnerships linking Student Affairs and Academic Affairs create a campus with no boundaries to learning that inspires students and the community.

Beyond our classrooms, the new service hubs created in 2016 are thriving. The Advising, Retention and Career Center is the backbone of a campuswide commitment to student success. Four-year plans help students engage in high-impact practices while meeting their personal graduation timelines and goals. Blugold Central helps students navigate the financial and logistical requirements of college so they can focus more time on academics and high-impact practices. The Administrative Services and Knowledge Center frees up faculty and staff to focus on mission priorities with its exemplary service, knock-your-socks-off responsiveness and a commitment to cutting and shredding red tape.

A Transformed Campus

Our beautiful campus continues to grow and change. Up the hill, a comprehensive renovation has given the Towers residence halls new life and Governors Hall is being

refreshed. A new residence hall next door is complete, and, on lower campus, we are preparing to break ground on a new, state-of-the-art natural sciences building. Garfield Avenue now invites us to interact with the Chippewa River. And UW-Eau Claire reaches into the community. The new Confluence Arts Center downtown serves the entire region by showcasing student and national talent. Haymarket Landing is now one of our most popular student residences. And construction has started on the new Sonnentag Event and Recreation Complex, a regional attraction and home for university and community sports and recreation. Attendance at Blugold athletics events has never been higher and we continue to bring home national championships.

Defining the Path to 2020

This picture of UW-Eau Claire in 2020 is the dynamic outcome of work started in 2014 by the Enrollment Management Task Force, which challenged the university to increase the academic profile of incoming students, revitalize the university, and invest in faculty and staff through controlled enrollment growth.

That enrollment challenge was defined in four university **Guidepost Goals** that help quantify our vision of student and university success:

- 100 percent of students participate in high-impact practices.
- 90 percent of first-year students are retained to their sophomore year.
- 50 percent of all students graduate within four years.
- 20 percent enrollment of students of color and elimination of the opportunity gap.

Our enrollment management plan and our guidepost goals also inform our Facilities Master Plan, which aims to create and sustain a campus connected to the community, and supportive of active learning. These plans formed the foundation for the three strategic plans developed during

2015-16: this University Strategic Plan, the Academic Master Plan and the Equity, Diversity and Inclusivity Plan. Together they guide us as we create the future worthy of our second century.

Our Planning Process

During a year of budget challenges and significant change, the University Planning Committee took the lead in January 2016 to engage the campus community in assessing the progress made during our previous Centennial Plan (2008-16) and in looking forward to the next planning cycle. More than 375 faculty and staff convened at a January breakfast forum to discuss our institutional strengths and to begin to shape a vision for the next four years.

At the same time, the EDI Implementation Team was continuing its efforts to create an action-focused two-year plan and the Academic Master Plan Committee launched its work to create an academic master plan. The University Planning Committee worked with both groups to ensure alignment and to share ideas. During 2016 all three groups held conversations with students, faculty, staff, administrators and community members to add substance and detail to the ideas from the January breakfast and

to build on the framework of our guidepost goals, the Enrollment Management Plan and the work of the Rapid Action Task Forces.

This plan represents the contributions of the campuswide January visioning discussion together with ideas, feedback and reflection from focus groups, campus surveys and small-group discussions conducted with the University Senate; the University Staff Council; the Student Senate; the Chancellor's Cabinet; Student Affairs directors; academic deans, chairs and directors; the Council on Internationalization and Global Engagement; and Eau Claire community members. Hundreds of students contributed ideas, including more than 150 who took part through comment boards and small-group meetings.

Our Strategic Plans: A Single Vision

This strategic plan represents the collaborative work of hundreds of students, faculty, staff and community members to define the pathways into our second century. We have been guided by our strong commitment to serving our students, the state of Wisconsin and all its people, the region and the world.

This plan is shaped by the challenges of the past decade and the need for innovation and creativity as we move to fulfill our vision. It is inspired by our certainty that we have the power to create our future, together.

OUR VISION

We are noted for rigorous, integrated, globally infused undergraduate liberal education and distinctive select graduate programs. We are leaders in preparing students for lifelong contributions to society through career, service and personal achievement.

OUR FOUNDATIONAL GOAL

1. Continue our commitment to excellence in our second century.

OUR ASPIRATIONAL GOALS

2. Ensure that all students will thrive.
3. Live our commitment to equity, diversity and inclusion.
4. Foster a resilient university.

Our vision is expressed through three new strategic plans, each anchored in the enrollment goals articulated by the Enrollment Management Task Force. Taken together, the following plans will guide institutional decisions through 2020.

The University Strategic Plan provides a defined pathway forward for the entire university. It lays out a clear vision, identifies a limited number of strategic goals, and offers a range of strategies to support these goals. As a plan, it outlines pathways to a successful future and invites colleges, departments and units to contribute actively and creatively.

The Academic Master Plan sets the priorities for the academic mission and work of the university. In this regard it touches most directly the faculty and staff of Academic

Affairs, although collaborations across all divisions are also described. The Academic Master Plan provides detail and strategic direction for accomplishing the academic and enrollment goals included in this university strategic plan and other goals unique to Academic Affairs.

The Equity, Diversity, and Inclusivity (EDI) Plan is central to both the University Strategic Plan and the Academic Master Plan and its goals are therefore restated and affirmed in both. The EDI plan reflects our unwavering commitment to educational equity and our desire and responsibility to serve an increasingly diverse region. It is designed to move faculty and staff across campus to undertake specific, sustained actions to eliminate the opportunity gap, transform our campus climate, and thereby also support our 20 percent guidepost goal.

Our Foundational Goal

1. Continue Our Commitment to Excellence in Our Second Century

The foundation of excellence that has distinguished the first 100 years of our institution will continue to define us in our second century. That tradition of excellence lives in our committed faculty and staff, leaders in their areas and disciplines, who dedicate themselves to providing a rigorous, equitable, student-centered education that prepares our graduates to contribute to Wisconsin and the world. Our ability to excel in our second century depends on retaining, supporting, recruiting and unleashing the talent of UW-Eau Claire faculty and staff.

We know that we must accomplish this in a time of declining public support, increasing demands on faculty and staff, and changing student and societal needs. Today only about 20 percent of our general fund revenue comes from state support. We will continue to advocate strongly for increased public support for higher education, but we recognize that we also have the power to deploy and direct the almost 80 percent of our general revenue that comes from tuition and fees — the investment that our students

make in the education we provide when they choose UW-Eau Claire. By fulfilling our promise to our students, we will be able to support a strong Blugold education and the people who make it possible.

This strategic plan outlines actions we can take to support those who create and support our great Blugold education: the faculty and staff of UW-Eau Claire.

To continue our commitment to excellence in our second century, we will:

1.1 Invest in Our Faculty and Staff

Retaining and attracting exceptional faculty and staff requires competitive compensation and competitive workloads, as well as a compelling and rewarding mission and vision. Based on the controlled enrollment growth outlined in the 2014 Enrollment Management Task Force report, increased undergraduate student enrollment will support an institutional compensation plan and enhanced investment in strategic priorities. This will be supplemented by additional earned revenue and philanthropic giving that will directly support faculty and staff.

Action Strategies for Chancellor, Division and College Leaders

- Work with university enrollment leaders to engage faculty and staff in supporting the goals of the Enrollment Management Plan. This includes increasing undergraduate enrollment to 10,600 student FTE by 2020 and retaining 89 percent of first-year students to their sophomore year.
- Based on achievement of enrollment and retention goals by 2020, create a sustainable institutional compensation fund to address faculty and staff pay equity and compression, and to provide for merit increases.
- Provide resources to ensure students have courses available to keep them moving through their programs and to ensure timely graduation.
- Support flexible faculty workload plans to retain and attract faculty and to support academic excellence.
- Provide professional development to faculty and instructional staff in using a variety of teaching methods to meet the needs of traditional, transfer and nontraditional students.
- Implement the programmatic goals of the Academic Master Plan to meet the changing needs of society and to maximize efficiency and effectiveness in serving students.

- Involve staff in developing ways to improve effectiveness and efficiency, providing professional development for efforts in process improvement and creating a network to share ideas and support improvement efforts across the university.
- Partner with the UW-Eau Claire Foundation to expand philanthropic resources that directly support faculty and staff positions, including, but not limited to, the creation of endowed chairs and professorships.

Measures of Success

- Implementation of a sustainable compensation plan for faculty and staff.
- Gains in financial support for faculty and staff, including creation of two endowed chairs and five endowed professorships.

1.2 Foster Innovation

The coming century will require new approaches to learning and programs that will support the needs of our changing world. To continue our centurylong leadership as an innovative institution, we must encourage and support faculty and staff who are eager to try new ideas, pilot improvements, and challenge and change established structures.

Action Strategies for Chancellor, Division and College Leaders

- Based on achievement of enrollment and retention goals, by 2020 create a sustainable innovation fund to seed development of new ideas and improvement efforts to advance our strategic plan and university mission.
- Expand recruitment of high-ability students by enhancing the University Honors Program and creating additional opportunities for high-ability students.
- As outlined in the Academic Master Plan, support existing and identify new undergraduate and graduate programs that address changing regional and state needs and opportunities.
- Partner with civic and business leaders to identify opportunities for creative partnerships that benefit the region and the state.

- By 2020 pilot a process that supports development of new ideas generated by faculty and staff. This may include encouraging cross-divisional partnerships, creating an “innovation lab” or establishing a virtual collaboration network. Efforts will focus on changes to program array and revenue-generating co-curricular programs.
- Provide time and professional development to faculty and staff for innovative efforts that align with the strategic plan and Academic Master Plan.

Measures of Success

- Creation of an innovation fund with resources to support faculty and staff.
- Increased number of partnerships and programs created to meet regional needs.
- Realize \$500,000 in new resources through innovation by 2020.

Our Aspirational Goals

This plan makes a commitment to continue the excellence of our first century by investing in the faculty and staff who make it possible and in continued innovation and improvement.

This foundational goal is supported by three aspirational goals that have always been a part of UW-Eau Claire's devotion to excellence. This plan calls on faculty and staff to continue that commitment by expanding our efforts and implementing them with greater speed.

2. Ensure That All Students Will Thrive

Students thrive when they are able to form personal relationships with trusted individuals on campus; when they test themselves through participation in learning activities that help them explore their interests, talents and passions; and when they are able to connect with the support services they need. We promise that every student admitted to UW-Eau Claire can become a full member of the Blugold community and will find here a welcoming place to learn, explore, grow, make friends, and test themselves and new ideas — in short, to thrive.

2.1 All Students Will Connect and Succeed

At UW-Eau Claire, all students will find a community focused on supporting their learning and their success. Students will have many opportunities to connect with individuals who support and encourage them in preparing for their unique futures.

Universitywide Collaborative Action Strategies

University leaders, faculty and staff collaborate across colleges, departments and units to accomplish the following action strategies:

- By 2018 implement a “30 credits in the first year” initiative involving faculty and staff in supporting student engagement and retention.
- By 2020 provide all entering students (freshmen and transfer students) with the opportunity for a first-year experience as part of the LE Core that will actively engage them inside and outside of the classroom and lay the foundation for participation in high-impact practices.
- Facilitate collaborative decision-making among faculty advisers, academic advisers and student life leaders.

- Engage all staff members, including those in administrative and service units, in providing students with meaningful connections to support academic success, especially for students with exceptional needs.
- Through faculty and departments, connect UW-Eau Claire alumni with current students to enhance their academic experience, encourage their engagement on campus and in the community, and enrich their experiential learning.
- Partner with the UW-Eau Claire Foundation and with Financial Aid to expand scholarship and financial aid strategies that encourage students to stay at UW-Eau Claire and to graduate in a timely way.

Action Strategies for Academic Affairs

- By 2018 expand and refine use of predictive analytics to identify opportunities to serve all students well, including implementing an early-warning system and early exploration of skills, strengths and interests.
- By 2020 provide individualized academic advising for all students through the Advising, Retention and Career Center.

- By 2020 develop, support and assess campuswide use of four-year graduation plans to provide each student with a clear and understandable pathway to the completion of their degree, regardless of future plans for career, graduate school or professional training. Faculty will collaborate with the Advising, Retention and Career Center to assist in identifying students who may be at risk and to support student retention and success.
- By 2020 expand and support articulation agreements and programs that support academic success for transfer students.

Action Strategies for Student Affairs

- Strengthen wellness, mental health and suicide prevention programming and support to enable faculty and staff to help students thrive inside and outside of the classroom.
- By 2018 assess and increase the variety of co-curricular programs to better provide engagement and support to high-need students.
- Collaborate with the Advising Center to assist in identifying students who may be at risk and to support student retention and success.

Measures of Success

- We will implement systems for early-warning and early exploration of skills, strengths and interests for all students.
- All programs will have up-to-date four-year graduation plans to assist students in setting their completion goals.

By 2020

- 100 percent of freshmen will participate in a first-year experience.
- 80 percent of freshmen will complete at least 30-credits their first year.
- 89 percent of students will be retained to their sophomore year (on track to reach 90 percent by 2024).
- 36 percent of students will graduate within four years.
- We will increase by 10 percent the amount of student scholarship dollars available.

2.2 All Students Will Live What They Study

Students come to UW-Eau Claire for learning that is rigorous, challenging, engaging and immersive. We aspire to surround each of our students with opportunities to live what they study inside and outside of the classroom and across the community. Students do so through

collaborative research experiences, civic engagement and service-learning, immersion, internships and meaningful student employment — all high-impact practices that include intentional reflection to help students connect their experiences to their goals and to their responsibilities as active citizens of the world.

Universitywide Collaborative Action Strategies

Faculty and staff collaborate across divisions, colleges, departments and units to accomplish the following action strategies:

- All students will complete at least two high-impact experiences, with faculty and staff assisting students in assessing and demonstrating the value of their experiences to their degree, to their future goals and to society.
- By 2020 pilot innovative engagement strategies that involve students at all levels in community-based projects, connecting classroom learning with work on real-world challenges.
- By 2020 create and implement a high-impact, on-campus student employment program that includes intentional learning, reflection, professional development, and career

planning and preparation, with support provided to campus employers to implement and mentor the high-impact program.

- Communicate effectively the value and impact of the Blugold experience through The Power of AND and other communication efforts.
- Fund scholarship opportunities to support high-impact experiences through the UW-Eau Claire Foundation and other sources.
- Engage alumni to expand opportunities for high-impact experiences, including internships and community engagement.
- Create a dashboard and mechanisms for accurately measuring and tracking student participation in high-impact experiences.

Action Strategies for Academic Affairs

Guided by the Academic Master Plan, faculty and staff contribute to this goal through leadership of the following action strategies:

- By 2020 ensure all undergraduate programs are distinguished by intentional experiential learning.
- By 2020 implement four-year study plans for each student that integrate at least two high-impact experiences in all department and undergraduate programs.
- Continue to strengthen the university's commitment to leadership in study abroad through a rich variety of programs and on-campus programming, and by implementing cost-neutral global opportunities for students.

Action Strategies for Student Affairs

Student Affairs staff contribute to this goal through leadership of the following action strategies:

- Partner with the Advising and Career Center to provide training and professional development to all student employees on workplace skills and career success.
- Partner with Career Services and Academic Affairs in development of student resumes and co-curricular transcripts through BluSync.

Measures of Success

- All programs have four-year plans that integrate high-impact experiences.
- We have launched a program to deliver and measure meaningful on-campus student employment.
- 95 percent of students complete at least two of the following high-impact experiences (on track to meet 100 percent by 2024):
 - Undergraduate collaborative research, scholarship or creative activity.
 - Civic engagement, including service-learning.
 - International or domestic immersion.
 - Internships, practicum or meaningful student employment.

3. Live Our Commitment to Equity, Diversity and Inclusion

As a public institution, our charge is to serve the common good and provide an equitable education for all students. Given that charge, we have a moral obligation to work for and uphold social justice and to remedy the disparities created by inherited power and privilege. When we do these things well, all students thrive.

UW-Eau Claire takes seriously our responsibility to live our commitment to equitable education, to foster a diverse campus that serves and reflects the community in which we live, and to strengthen an inclusive campus culture that welcomes and supports students, faculty and staff of all races, nationalities, ethnicities, gender identities and expressions, sexual orientations, social and economic classes, abilities and disabilities, ages, religious faiths and more. To this end, we must direct our full attention, effort and will to implementation of the 2016-18 Equity, Diversity and Inclusivity Plan, which undergirds all three of our strategic plans. Attaining our 20 percent guidepost goal of a student body that reflects our local and regional population and eliminating the opportunity gap will require significant change in our campus climate, change that must and should involve every individual at UW-Eau Claire.

3.1 Improve the Campus Climate

Students, faculty and staff will thrive when we collectively create, in the words of our EDI Plan, “meaningful, equitable, anti-racist change” on campus. All university divisions will contribute to the following:

Universitywide Collaborative Action Strategies

- By 2018 all departments and units will review their EDI contributions and develop strategies for ongoing improvement.
- By 2018 all faculty and staff evaluations will incorporate contributions to EDI.
- By 2020 all faculty, staff and students will participate in professional development to increase cultural and global competence.
- Restructure and broaden campuswide EDI efforts under centralized leadership; create mechanisms for collaboration across the university and accountability for outcomes.
- Support the Academic Master Plan and the new Liberal Education Core to provide all students with tools for understanding systems of power, privilege and

oppression; for recognizing and overcoming cultural biases; and for understanding and appreciating the diversity of our local and global communities.

- Implement cross-divisional, proactive strategies to significantly reduce the number and impact of bias incidents on campus.
- Assist faculty and staff in supporting international students at UW-Eau Claire.
- Institute a biennial campus climate survey to assess progress and identify areas for continued improvement.
- Expand campuswide communication to increase awareness and understanding of EDI initiatives.

Measures of Success

- Endorsement of the 2016-18 Equity, Diversity and Inclusivity Plan by the University Senate, followed by its implementation on campus.
- 100 percent participation by faculty, staff and students in professional development related to equity, diversity and inclusiveness.
- EDI contributions are included in all faculty and staff evaluations.

3.2 Eliminate the Opportunity Gap

As the cultural and international competence of faculty, staff and students grows, and as we create and foster a more inclusive and welcoming campus climate, we will also continue efforts to ensure equitable educational and participation outcomes for all of our students.

Universitywide Action Collaborative Strategies

- In support of the Academic Master Plan, survey and assess EDI-related resources, achievements and challenges in departments and programs.
- By 2020 implement comprehensive, cross-divisional programming for all students to support first-year retention, continuing academic success and participation in high-impact practices.
- Engage advising and student support units to pilot and implement collaborative strategies to ensure equitable retention and graduation rates for all students.

Measure of Success

- We have closed the opportunity gap for students of color. This includes measures of student retention, four- and six-year graduation and participation in high-impact practices.

3.3 Increase Campus Diversity

Our public mission to serve the common good means that we serve all people of our community, region and state. As our state, region and community become increasingly diverse, we have the educational and moral obligation and pleasure to ensure that our campus supports — and that our campus population reflects — the diversity of the areas we serve.

Universitywide Collaborative Action Strategies

- By 2020 develop and implement a comprehensive, cross-divisional enrollment management plan that includes increased multicultural recruitment and retention. Engage departments and units in designing and contributing to the plan.
- Enhance multicultural recruitment through collaborative efforts by Admissions, the Office of Multicultural Affairs, Blugold Beginnings and the University Honors Program.
- Based on climate survey data and other sources, assess the need for broadened recruitment strategies for student populations that are not addressed directly in the guidepost goal, such as LGBTQ students, international students, first-generation students and other populations.

- Provide professional development to faculty and staff to strengthen faculty and staff personnel hiring practices.
- Create postdoctoral and dissertation fellows programs to support and expand the number of diverse faculty and instructional staff.
- Nurture diverse graduate students to “grow our own” and increase the diversity of faculty and staff.

Measures of Success

- By 2020 recruit 290 new students of color on track to meet our goal of 20 percent incoming students of color by 2024.
- By 2020 increase to 15 percent non-majority faculty and staff.

4. Foster a Resilient University

To support our foundational and aspirational goals, we must strengthen our university, creating a more resilient organization able to meet the challenges of a changing higher-education landscape.

Because we must reckon with flat or even decreasing state support, we must look elsewhere for the resources we need to fulfill our mission to the state of Wisconsin and to our region. We therefore need to allocate our resources in accordance with the strategic priorities outlined in this plan, the Academic Master Plan and the EDI Implementation Plan; to grow philanthropic support and income-earning opportunities; to increase student enrollment and retention; and to improve efficiencies across the university.

Universitywide Collaborative Action Strategies

4.1 Create a Financial Plan

- By July 2017 create a financial plan establishing new compensation and innovation funds. The financial plan will clearly lay out investment targets, funding pathways, expectations for resource reallocation across divisions and a timeline for implementation.

4.2 Expand Philanthropic and Income Opportunities

- Partner with the UW-Eau Claire Foundation to expand philanthropic giving and alumni development. Support involvement in advancement activities by campus leaders through professional development.
- Develop and implement opportunities such as camps, activities and co-curricular programs that will serve our community and provide dependable ongoing resources for the university.

4.3 Increase Enrollment

- Develop and implement a comprehensive recruitment, retention and marketing plan to grow undergraduate student enrollment to 10,600 student FTE by 2020.
- Grow select graduate and adult programs as defined by the Academic Master Plan.
- Support recruitment efforts through competitive undergraduate and graduate program array, transfer articulation agreements and academic program innovations as outlined in the Academic Master Plan.

4.4 Preserve, Enhance and Expand Wisconsin's Most Beautiful University

- Expand university-community partnerships to advance and support implementation of the Facilities Master Plan.
- Partner with the UW-Eau Claire Foundation to invest in facilities and amenities that support the academic and strategic goals of the university.
- Centralize Facilities operations for greater efficiency.

Measures of Success

- Increase philanthropic giving by 10 percent, year over year.

By 2020

- Increase earned revenue by \$1 million.
- Increase the number of annual undergraduate applications by 5 percent.
- Increase undergraduate enrollment to 10,600 FTE and student retention to 89 percent.
- Increase transfer student enrollment to 550 students.

Thank you

We thank the many faculty, staff and students who participated in forums, focus groups and campus discussions that helped to develop this plan: Creating Our Future. Special thanks to the University Senate, the University Staff Council, the Student Senate, the Chancellor's Cabinet, the Chairs Council and Student Affairs directors and to each member of the following leadership committees:

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