

University of Wisconsin-La Crosse 2025-2030 Strategic Plan

UWL Forward



Plan Development Process

December 16, 2025

Prepared by the Strategic Planning Executive Committee

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Executive Summary

In the spring of 2025, Chancellor James Beeby charged a group of the University of Wisconsin-La Crosse (UWL) faculty and staff with developing the 2025–2030 University of Wisconsin-La Crosse Strategic Plan. The committee launched the development phase in January 2025 and completed the final plan in December 2025.

Introduction

For over a century, the University of Wisconsin-La Crosse has served as a pillar of its community, continually evolving to meet challenges and embracing change. As we looked ahead, we sought to define our identity and set aspirational goals by asking: *What will UWL be in the next 5, 10, or 50 years?*

The 2025-2030 Strategic Plan was built upon the foundation of past initiatives, honoring the university's rich history while ensuring both short- and long-term institutional success.

Guiding Principles

The Executive Committee established guiding principles to shape our path forward, ensuring that UWL remains a dynamic, forward-thinking institution dedicated to excellence and innovation.

This plan was guided by the following core principles:

- **Community Engagement** – A successful strategic plan must reflect the voices of the entire UWL community and be shaped by those it serves.
- **Transparency** – The planning process will be open and accessible, ensuring clarity and trust among all stakeholders.
- **Accountability** – Decisions and actions will be grounded in a thorough, objective, and measurable process to uphold institutional integrity and effectiveness.

As the plan took shape, it became increasingly clear that the planning process itself needed to model the very values and aspirations articulated in the emerging framework. To that end, the Executive Committee prioritized broad campus participation, data-informed decision-making, effective use of technology to enhance efficiency, and intentional practices that elevated individual voices within the larger community dialogue. This commitment ensured that both the process and the resulting plan reflected UWL's values in action.

Executive Committee & SPEC

The Executive Committee led the overall development of the UWL 2025–30 Strategic Plan, ensuring the process remained on schedule, within budget, and aligned with the university’s core values. Complementing this work, the Strategic Planning Engagement Committee (SPEC) was responsible for fostering broad campus engagement, encouraging meaningful participation, and gathering feedback from members’ respective circles across the university community.

Alignment with the UWL Mission & Vision

UWL’s Mission Statement

The University of Wisconsin-La Crosse provides a challenging, dynamic, and diverse learning environment in which the entire university community is fully engaged in supporting student success. Grounded in the liberal arts, UWL fosters curiosity and life-long learning through collaboration, innovation, and the discovery and dissemination of new knowledge. Acknowledging and respecting the contributions of all, UWL is a regional academic and cultural center that prepares students to take their place in a constantly changing world community. The university offers undergraduate programs and degrees in the arts and humanities, health and sciences, education, and business administration. The university offers graduate programs related to areas of emphasis and strength within the institution, including business administration, education, health, the sciences, and the social sciences. Adopted by the UWL Joint Planning & Budget Committee, March 2015

The University of Wisconsin–La Crosse’s 2025–2030 Strategic Plan was built on the foundation of the institution’s Mission and Vision, centering student success while preparing for the evolving landscape of higher education. A review of UWL’s current mission and vision by the Chancellor’s Cabinet confirmed that both remain relevant and well-aligned with institutional priorities. The four strategic pillars translate the university’s core values into actionable priorities that will guide growth and improvement over the next five years.

Mission Alignment

UWL’s mission affirms a commitment to a dynamic and inclusive learning environment that fosters curiosity, collaboration, and innovation. The Strategic Plan advances this commitment by emphasizing new approaches to teaching, increased opportunities for applied learning, and strengthened community and industry partnerships that prepare students to thrive in a global society.

UWL’s Vision Statement

The University of Wisconsin-La Crosse aims to foster within each student the curiosity, creativity, and tenacity necessary to solve the regional, national, and international challenges of the 21st century. The university's official motto mens corpusque ("mind and body") will continue to guide our direction as a student-centered university committed to a quality education for the whole person. As such, it will continue to provide opportunities both inside and outside the classroom for the development of sound mental, emotional, and ethical skills, as well as general well-being. Our students, faculty, and staff will experience the world through constantly evolving technologies and cultures. Thus, the skills of effective communication, critical thought, leadership, and an appreciation for diversity must be the hallmarks of a UWL education. Adopted by the UWL Joint Planning & Budget Committee, March 2015

Vision Alignment

The university's vision underscores creativity, critical thinking, leadership, and holistic student development. The Strategic Plan supports these aspirations by investing in academic excellence, promoting inclusion and belonging, and enhancing UWL's identity as a regional leader in higher education.

Impact

By prioritizing people, innovation, and responsible stewardship, the Strategic Plan positions UWL to remain a top-tier institution equipped to meet the complex challenges of the 21st century. It also reinforces the university's essential role as an academic, cultural, and economic anchor for the region.

Overall, the Plan serves as a focused and forward-looking extension of UWL's Mission and Vision. It provides a clear and intentional roadmap for sustaining excellence, fostering innovation, and serving students and the broader community with integrity and purpose.

Project Plan

The University of Wisconsin–La Crosse undertook a comprehensive process to develop its 2025–2030 Strategic Plan, guided by the Society for College and University Planning (SCUP) framework. The project was organized around five major phases:

1. assessing the landscape
2. building the planning roadmap
3. creating the plan
4. implementing the plan, and
5. evaluating outcomes

These phases collectively structured the university's approach to strategic decision-making and broad-based engagement.

Work began in early 2025 with Phase 1, during which the Executive Committee was formed, onboarded, and assigned leadership roles aligned with major components of the planning process, including engagement, communications, budgeting, and data gathering. During this period, the committee reviewed previous UWL and UW System plans, examined strategic plans from peer institutions, and began identifying key stakeholder groups for participation. This included developing the concept for the Strategic Planning Engagement Committee (SPEC), which was designed to serve as a liaison body between governance groups and the Executive Committee. Initial steps also included preparing a campus-wide nomination process for SPEC membership.

Phase 2 focused on designing the planning roadmap, including drafting the project plan, establishing a communication strategy, and outlining the structure for internal engagement and external landscape analysis. Early tasks included creating initial engagement questions, discussing the number and format of listening sessions, and outlining how UWL would gather feedback from students, faculty, staff, and the broader community. Plans called for a series of April engagement sessions and a comprehensive internal analysis report, alongside an external analysis of higher education trends, peer institutions, aspirants, and competitor institutions.

Phase 3, conducted during summer and fall 2025, centered on constructing the strategic plan itself. The Chancellor's Cabinet reviewed UWL's mission, vision, and values early in 2025 and determined that no major changes would be made to the mission, vision or values of the institution. The Executive Committee then identified major strategic pillars; established measurable goals; and developed specific tactics to support those goals. These elements were integrated into the first full draft of the 2025–2030 Strategic Plan, followed by campuswide stakeholder feedback sessions in early fall. The committee revised the plan based on this input before presenting the final version to the Cabinet in November 2025.

Phase 4, beginning in December 2025, transitioned the effort into implementation. During this period, the university developed a detailed implementation plan, aligned budget and resource allocations with strategic priorities, and prepared the institution for campuswide execution of the plan's tactics.

Finally, plans for Phase 5 outlined a multiyear commitment to implementation, evaluation and continuous improvement. From 2026 through 2030, UWL will monitor progress toward

strategic goals, assessed outcomes, and adapted the plan as needed to ensure ongoing alignment with institutional priorities and the external environment.

Across all phases, responsibilities, timelines, and next steps were clearly defined, ensuring transparency, accountability, and steady progress toward a robust strategic plan that reflected UWL's values and the needs of its community.

Engagement

Engagement Summary

From March through December 2025, the Strategic Planning Executive Committee, led by Co-Chairs Stacy Twite and Whitney George, implemented a comprehensive and inclusive engagement strategy to ensure broad participation across the UWL community. Grounded in principles of community engagement, transparency, and accountability, the process incorporated multiple opportunities for dialogue, feedback, and collaboration as the strategic plan took shape.

A total of 34 engagement events were held throughout the year, including 11 roundtable sessions, 9 governance meetings, 2 campus community surveys, and 4 Pillar Listening Sessions. The engagement process began in spring 2025 with the launch of the Strategic Plan Engagement Committee (SPEC). Initial activities included opening nominations, orienting committee members, and hosting a series of campus-wide roundtables designed to gather input from faculty, staff, and students. Throughout the spring, the committee provided updates and facilitated input sessions with key governance groups—including the Faculty Senate, Student Senate, Dean's Council, and University Staff Council—to ensure transparency, alignment, and shared understanding across campus.

Engagement activities for the 2025 strategic planning process unfolded in two major phases—spring and fall—each designed to build momentum, deepen participation, and integrate feedback from a wide range of campus and community stakeholders.

Spring 2025 marked the launch of the Strategic Plan Engagement Committee (SPEC), beginning with the opening of nominations on March 3 and followed by an orientation on March 31. Throughout April and May, the committee facilitated a robust series of roundtable discussions and input sessions. Multiple campus-wide roundtables were held between April 7 and April 23, offering faculty, staff, and students opportunities to share perspectives on institutional priorities. Parallel sessions were conducted with governance bodies, including the Faculty Senate, Student Senate, Dean's Council, Cabinet, Joint Planning & Budget, and the University Staff Council. The spring concluded with debrief

sessions on the roundtable findings and an online roundtable on May 20, ensuring broad access for participants unable to attend in person.

Fall 2025 began with the launch of a campus-wide feedback survey on September 9, inviting faculty, staff, students, and alumni to review and comment on the emerging themes of the strategic plan. Engagement continued through targeted update sessions with the Extended Cabinet, Joint Planning & Budget, and all shared governance groups, ensuring sustained transparency throughout the drafting phase. On September 25, SPEC presented its findings and exploration groups began refining goals and objectives based on community input. The Chancellor's Community Forum on October 1 extended this engagement beyond campus, integrating perspectives from local partners and regional stakeholders.

The fall concluded with four Pillar Listening Sessions held between November 14 and December 2, each focused on one of the plan's key themes: Elevating Excellence through Educational Innovation, Driftless Difference, People as Priority, and Mission-Driven Mindful Management. These sessions provided a final opportunity to validate priorities and identify refinements, serving as the capstone to a year of collaborative planning.

Together, the spring and fall engagement activities demonstrated a sustained commitment to broad participation, transparency, and shared ownership, ensuring that the 2025–2030 Strategic Plan is informed by the full breadth of the UWL community.

Spring Survey

The spring campus survey generated strong engagement, with 715 surveys distributed and 515 completed responses representing eight stakeholder groups. Students comprised 24.9% of respondents, followed by faculty (23.3%), academic staff (21.7%), alumni (13.2%), university staff (11.3%), administration (2.7%), and emeriti (2.1%), with less than 1% identifying as parents or community members.

Survey respondents identified several attributes as most reflective of UWL's current identity, including Beautiful (98%), Reputable (94%), Respected (92%), Student-Centered (92%), Local (91%), Welcoming (91%), and a strong emphasis on Undergraduate Research (89%). Attributes seen as least reflective were Staff-Centered (21%), Diverse (26%), Elite (26%), Passive (27%), International (34%), and Selective (45%). Notably, "White" was marked as reflective by 86% of respondents, indicating perceptions of limited demographic diversity. Collectively, these findings reflect strong pride in campus environment, reputation, student focus, and undergraduate research, accompanied by concerns regarding diversity, internationalization, and the visibility and support of staff.

Respondents also assessed institutional performance on a 1–3 scale. Areas of strongest performance included Athletics programs and facilities (mean 2.84; 72% Successful), Student recruitment and outreach (2.62; 56% Successful), Maintaining high academic standards (2.60; 63% Successful), and Availability of academic programs and community partnerships (approximately 2.53). Key pain points included Salary and compensation (mean 1.26; 59% Not Successful), which emerged as the most significant single concern. Other challenges included Career advancement opportunities (1.80; 33% Not Successful), International recruitment and retention for both employees and students (1.71–1.91, with 38–51% “Unsure,” highlighting limited communication and visibility), and Food quality and options (2.08; 18% Not Successful, 32% Neutral).

When evaluating perceived progress on the pillars of the previous strategic plan, respondents reported the least progress in Investing in Our People (1.56) and Achieving Excellence through Equity and Diversity (1.88). Stronger performance was noted in Advancing Transformational Education (2.33) and Increasing Community Engagement (2.55). These results suggest that while the campus recognizes advancements in academic quality and community engagement, there is a widespread perception that the institution underperformed in areas related to compensation, advancement, and equity.

Open-ended responses offered additional insight into key areas of focus for the campus community. Frequently cited themes included:

- Facilities and capital projects, such as Prairie Springs II, Cowley Hall replacement, dining and recreation capacity, and expanded performance spaces.
- Compensation and retention, including concerns related to pay compression, turnover, and limited career ladders.
- Community partnerships and outreach, with calls for increased internships, donor engagement, and broader institutional visibility.
- Student experience and services, highlighting dining plan flexibility, class availability and registration processes, and residence life.
- Diversity, equity, inclusion and internationalization, particularly the recruitment and retention of faculty and students of color and international populations, as well as overall campus climate.
- Athletics and school spirit, reflecting strong enthusiasm alongside calls for broader recognition of teams and accomplishments.

Collectively, these findings illustrate a campus community that values academic quality, student experience, and community engagement, while expressing clear concerns about compensation, inclusion, international engagement, and organizational support for both employees and students.

Fall Survey

The fall survey generated strong participation, with more than 900 respondents representing eight stakeholder groups who assessed alignment with UWL's mission and values, as well as perceptions of the university's future success. Overall, respondents reported a Connection to Mission and Values rating of 3.53 on a 5-point scale, with Emeriti expressing the highest alignment (3.91) and Students the lowest (3.25). Perceptions of UWL's future success were consistently strong across all four strategic pillars: People as a Priority (4.47), Educational Innovation (4.46), Driftless Difference (4.36), and Mission-Driven Management & Mindful Stewardship (4.07). People as a Priority emerged as the highest-rated dimension, while Management and Sustainability received the lowest ratings. Faculty and "Other" respondents expressed the greatest confidence in People as a Priority (4.65), whereas Students consistently rated all dimensions lower than other stakeholder groups.

Survey feedback revealed several overarching themes focused on strengthening UWL's identity by balancing regional distinctiveness with broader national and global aspirations. Respondents emphasized the importance of clear communication, authentic shared governance, and ethical leadership supported by a transparent and actionable strategic plan grounded in institutional values. Priorities identified include advancing educational innovation, ensuring ethical and intentional use of technology, and expanding community and industry partnerships. Concerns related to compensation, career advancement, and recognition for faculty and staff remain prominent, along with a desire for a more inclusive campus culture that prioritizes mental health and student-centered learning. Additional themes highlight the need for clearer goal language, increased transparency in decision-making, and assurance that operational efficiencies will enhance institutional effectiveness without negatively impacting jobs. Sustainability continues to generate mixed reactions, and rapid technological change raises concerns about workforce implications.

Broader feedback on the strategic plan underscores additional priorities and concerns. Respondents noted that students often feel underrepresented and called for greater emphasis on learning, faculty support, and undergraduate research opportunities. Campus culture emerged as a key issue, with concerns about declining morale, diminished trust, and a continued need for ethical leadership and clarity regarding diversity, equity, and inclusion initiatives. Educational quality also remains a core focus, with calls to strengthen critical thinking, holistic learning, and UWL's identity as a liberal arts institution. Feedback regarding affinity groups was mixed, with requests for clearer definitions and expanded inclusivity to reflect professional interests, hobbies, and alumni engagement. Mental and

emotional well-being—particularly for students—was identified as underemphasized and in need of greater visibility within the plan.

Reactions to the overall vision and structure of the plan were varied. While some respondents found the plan’s language too broad, others valued its aspirational direction. There was clear consensus, however, on the need for more specific goals and measurable outcomes. Finally, community engagement surfaced as a strong priority, with widespread support for expanding partnerships and institutional leadership both within and beyond the Driftless region.

Plan Amendments

As the strategic plan evolved through extensive roundtable discussions and survey feedback, several areas of the draft were identified as needing refinement to better reflect campus priorities. One notable example was the limited representation of internationalization. Although not emphasized in early responses, international engagement remains a highly valued component of UWL’s identity and mission. Once the draft was shared broadly, campus stakeholders recognized this omission and voiced the need for stronger articulation of global perspectives and internationalization efforts. In response, the Executive Committee revised the draft to more fully incorporate this institutional priority.

In addition, feedback indicated that the initial draft lacked aspirational and forward-looking language. To address this concern, the Executive Committee strengthened the tone of the document by adopting more inspirational and action-oriented language that conveys a proactive and future-focused vision. These refinements were guided by a commitment to demonstrating the principles of the plan in action and ensuring that the strategic plan reflects both the values and aspirations of the UWL community.

Approved Plan

The Chancellor’s Cabinet approved the final 2025-2030 UWL Forward Strategic Plan on December 16, 2025, after receiving endorsement from the Joint Planning and Budget Committee on December 10.

The Driftless Difference (Elevating UWL’s identity and impact as a premier regional destination)

1. Inspire and attract students, faculty, and staff by promoting UWL’s distinctive institutional identity.
2. Position high impact practices as a signature strength of the UWL experience

3. Deepen UWL's role as a regional partner and cultural hub by fostering impactful community engagement that reaches from local to global communities.

People as a Priority (Fostering an inclusive campus culture where individual voices matter)

1. Prioritize competitive compensation, comprehensive benefits, and clear career progression pathways to recruit, support and retain employees.
2. Enhance a sense of belonging through support for affinity groups and the development of inclusive communities.
3. Advance a culture where engagement with diverse ideas and lived experiences is celebrated as foundational to learning and global citizenship.

Elevating Excellence through Educational Innovation (Harnessing innovation to prepare students, faculty, and staff for the future)

1. Empower students with the skills to critically and ethically engage with technologies to meet the needs of an evolving workforce.
2. Advance faculty and staff development in educational innovation by providing ongoing professional development opportunities.
3. Promote innovation in curriculum design and programming to encourage the creation of forward-thinking initiatives that include a connected global community.

Mission-Driven Management & Mindful Stewardship (Building a resilient, responsive, and sustainable institution)

1. Enhance transparency and shared understanding of data-informed decision-making processes to promote institutional effectiveness and success.
2. Harness technology as a catalyst to strengthen institutional agility, improve efficiency, and foster an adaptive workplace environment.
3. Lead and commit to environmental sustainability by embedding responsible practices across campus operations and planning.

Alignment with Universities of Wisconsin System Administration Strategic Plan

UWL's strategic pillars and goals closely align with the Universities of Wisconsin's priorities of access, success, diversity, innovation, sustainability, and community engagement. Each UWL pillar advances multiple dimensions of the broader UWSA strategic agenda, reinforcing shared commitments across the system.

Access and Success

UWL's focus on distinctive identity and high-impact educational practices supports UWSA's goals to increase enrollment, strengthen student success, and expand pathways for historically underserved populations.

Diversity and Inclusion

Objectives within the "People as a Priority" pillar advance UWSA's efforts to foster equitable learning environments and inclusive workplace cultures, ensuring that students and employees have the support they need to excel.

Innovation

Through the pillar "Elevating Excellence Through Educational Innovation," UWL aligns with UWSA's emphasis on preparing students for a rapidly evolving workforce, enhancing faculty development, and integrating technology literacy and future-focused curriculum design.

Sustainability and Stewardship

The "Mission-Driven Management & Mindful Stewardship" pillar reinforces UWSA's priorities related to financial and environmental sustainability, while also promoting the use of technology to increase institutional agility and long-term resilience.

Community Engagement

UWL's strong commitment to regional partnerships and cultural leadership complements UWSA's strategy to engage employers, respond to workforce needs, and strengthen Wisconsin's knowledge economy.

Overall, each UWL goal maps to multiple UWSA strategies, forming a cohesive network of shared priorities that advances student success, employee excellence, institutional sustainability, and statewide impact. This alignment ensures that UWL's initiatives meaningfully contribute to system-wide objectives, positioning both the university and the Universities of Wisconsin for continued success.

Conclusion

The development of the 2025–2030 UWL Forward Strategic Plan reflects the university's steadfast commitment to thoughtful, collaborative, and values-driven planning. Through an inclusive process grounded in transparency, accountability, and broad engagement, UWL ensured that the plan's priorities were shaped by the voices and experiences of its community. The extensive input gathered through surveys, roundtables, governance consultations, and listening sessions informed a strategic framework that honors the university's mission while addressing the needs and aspirations of students, employees,

and regional partners. This shared effort not only strengthened the plan itself but also reinforced the culture of trust, collaboration, and continuous improvement that will guide UWL into the future.

Looking ahead, the implementation of this strategic plan positions UWL to navigate an evolving higher education landscape with clarity, purpose, and resilience. By investing in people, advancing educational innovation, embracing the Driftless region's distinctive strengths, and stewarding institutional resources responsibly, UWL is poised to enhance its impact as a regional and statewide leader. The plan provides a clear roadmap for achieving excellence in teaching, research, community engagement, and student success over the next five years. Most importantly, it affirms UWL's enduring commitment to serving its students and community with integrity, innovation, and a forward-thinking vision that will shape the university's next century.

Appendix I – Executive Committee Members

- Whitney George, Associate Dean of College of Science and Health, co-chair of Executive Committee
- Stacy Twite, Chief of Staff & Legislative Liaison, co-chair of Executive Committee
- Andrew Scott, Teaching Associate Professor, College of Business Administration, Executive Committee
- Dr. Nevin J. Heard, Assistant Vice Chancellor, Executive Committee
- Troy Richter, Director of Parking Services, Executive Committee
- Lisa Walker, Associate Director of Residential Life, Executive Committee
- Kim Schliebe, Administrative Assistant II in Custodial Services, Executive Committee
- Enilda Delgado (Spring 2025), Professor, College of Arts, Social Sciences, and Humanities, Executive Committee
- Jared Pfeiffer (Summer 2025-Fall 2025), Associate Professor, College of Arts, Social Sciences, and Humanities, Executive Committee

Appendix II – Engagement Committee Members

- Sandy Grunwald, Associate Vice Chancellor of Academic Affairs
- Alexa Fleegal, Student, College of Science and Health, Student Senate representative,
- Josh Hertel, Professor, College of Science and Health, Faculty Senate representative
- Willem Van Roosenbeek, Student Affairs Director, Academic Staff Council representative
- Bill Klein, Custodian, University Staff Council representative,
- Kim Blum, Athletics Director
- Meredith Thomsen, Dean of Graduate & Extended Learning
- Lauren Wanders, Annual Giving Coordinator, University Advancement
- Heather Linville, Professor, School of Education
- Adeline Hendrix, Student, College of Arts, Social Sciences, and Humanities
- Yia Vue, Student, College of Arts, Social Sciences, and Humanities
- Michael Bills, Student, College of Business Administration
- Sasha Forbes, Student, College of Arts, Social Sciences, and Humanities
- Lloyd McKinney, Locksmith, Facilities Planning & Management
- Garrett Soper, Institute Policy Analyst 1, Institutional Research
- Elizabeth Crosby, Associate Professor, College of Business Administration
- Bixi Qiao, Assistant Professor, College of Arts, Social Sciences, and Humanities
- Eduardo Rodriguez, Teaching Associate Professor, College of Business Administration

Appendix III – Project Plan Detail

University of Wisconsin-La Crosse

2025-2030 Strategic Planning Project Plan

Introduction

The University of Wisconsin-La Crosse (UWL) is creating a new strategic plan for 2025-2030. This document outlines the master project plan, indicating each necessary step in the process, action items related to each step, and deadlines for each step. The Society for College and University Planning (SCUP) strategic planning framework guides this UWL strategic planning project plan. The SCUP strategic planning framework breaks the strategic planning process into five phases.

- Phase 1: Assess the Landscape
- Phase 2: Planning Roadmap
- Phase 3: Create the Plan
- Phase 4: Implement Plan
- Phase 5: Evaluate Outcomes

Phase 1: Assess the Landscape (January-March 2025)

Phase 1, Task A: Onboard Strategic Planning Team (January-February 2025)

Begin Date: January 2025

Deadline for Completion: February 2025

Responsible Parties: Executive Committee Co-Chairs - Whitney George & Stacy Twite

Action Items:

- The Executive Committee Members were selected in January 2025.
 - Whitney George (Co-Chair)
 - Stacy Twite (Co-Chair)
 - Kim Schliebe
 - Andrew Scott
 - Dr. Nevin J. Heard
 - Troy Richter
 - Enilda Delgado (spring semester)
 - Lisa Walker
- The Executive Committee Charter drafted in January 2025.

- An initial Executive Committee meeting was held on January 30, 2025.
- The Executive Committee Members were assigned leadership roles on February 13, 2025.
 - Project Plan Leads: Kim Schliebe & Andrew Scott
 - Engagement Lead: Nevin Heard
 - Budget & Resource Lead: Troy Richter & Stacy Twite (Co-Chair)
 - Historical Data Lead: Enilda Delgado
 - Communication & Transparency Lead: Kim Schliebe & Lisa Walker
 - Instrument Development Lead: Lisa Walker & Whitney George (Co-Chair)
- The Executive Committee established an internal communication plan, utilizing Microsoft Teams.
- Finalized Budget Allocation in February 2025.
- Finalized Executive Team Charter in February 2025.

Phase 1, Task B: Assess Institutional Context (January-March 2025)

Begin Date: January 2025

Deadline for Completion: March 2025

Responsible Parties: Executive Committee Co-Chairs - Whitney George & Stacy Twite

Action Items:

- The Executive Committee reviewed & discussed Prior UWL Strategic Plans in February 2025.
- The Executive Committee reviewed & discussed the UW System Strategic Plan in February 2025.
- The Executive Committee reviewed & discussed Strategic Plans from other UW System Institutions in February 2025.
- The Executive Committee reviewed and discussed the general process and expectations for the 2025-2030 strategic planning process in February 2025.
- Discussions among the Executive Committee continued throughout early March 2025.

Phase 1, Task C: Analyze Stakeholder Groups (February-March 2025)

Begin Date: February 2025

Deadline for Completion: March 2025

Responsible Parties: Executive Committee Co-Chairs - Whitney George & Stacy Twite

Action Items:

- The Executive Committee began analyzing stakeholder groups in February and their inclusion in the strategic planning process.
- A draft of a stakeholder groups was created and revised. This group was tentatively being coined the 'steering' committee. The purpose of this group is to act as liaisons between the Executive Committee and their respective governance groups.
- Finalized the name of the Strategic Plan Engagement Committee (SPEC).
- Finalized the role of SPEC.
- Finalized the list of representatives from those stakeholder groups that will serve on the steering committee (size and representation on the steering committee).
- Finalized the process for stakeholder groups to select their specific representatives on the steering committee.
- Whitney updated the draft of a survey that was sent to campus constitutions, allowing them to self-nominate or nominate someone else to serve on SPEC. A draft was sent to the Executive Committee by Tuesday March 4. After receiving feedback from the Executive Committee, the survey was sent to campus by March 4, with responses due by March 11.
- The Executive Committee reviewed the SPEC nominations on Thursday March 13 and established the SPEC membership.

Phase 2: Planning Roadmap (February-May 2025)

Phase 2, Task A: Design Planning Process (February-March 2025)

Begin Date: February 2025

Deadline for Completion: March 2025

Responsible Parties: Project Plan Leads - Kim Schliebe & Andrew Scott

Action Items:

- Created Project Plan Draft by late February 2025.
- Garnered feedback from the Executive Committee in late February 2025.
- Finalized Project Plan by early March 2025.

Phase 2, Task B: Create a Communication Plan (March 2025)

Begin Date: February 2025

Deadline for Completion: March 2025

Responsible Parties: Communication & Transparency Leads - Kim Schliebe & Lisa Walker

Action Items:

- The Chancellor's office sent an email to campus by the end of February 2025 introducing the Executive Committee and general timeline.
- Established open lines of communication with University Communications in early March 2025.
- Prepared and delivered Initial Press Release by March 15, 2025.
 - Announced Goals of the Strategic Planning Process & Tentative Project Plan
 - (Re) Announced Executive Committee
 - Announced Steering Committee
 - Announced Dates for Community Engagement Sessions in April

Phase 2, Task C: Internal Analysis - Constituent Engagement (April 2025)

Begin Date: March 2025

Deadline for Completion: May 2025

Responsible Parties: Engagement Lead – Dr. Nevin J. Heard

Action Items:

- The Engagement Lead created an initial draft of inquiries/questions for engagement sessions with various stakeholder groups.
- The Executive Committee began discussing the number of engagement sessions and style of engagement sessions.
- The Executive Committee finalized the process and strategy for the engagement sessions on March 13.
 - Identified the Format/Style of Engagement Sessions
 - Finalized the number and style of Engagement Sessions (Town Halls) w/ various constituency groups. Tentative list of Engagement Sessions included:
 - 2 with Public (morning & afternoon)
 - 2 with Faculty & Staff (morning & afternoon)

- 2 with Students (morning & afternoon)
- Identify Questions for Engagement Sessions
 - Schedule Engagement Sessions during April 2025.
 - Host Engagement Sessions in April 2025.
- Reserve Spaces
- Coordinate A/V & recording
- Send Invitations to stakeholders
- Assign Executive Team Leaders to cover the sessions
 - Assign Engagement Session Leaders/emcees, notetakers, etc.
- Take feedback during sessions
- Review feedback from Engagement Sessions in May 2025.
- Draft an 'Internal Analysis' Report and present it to the Executive Committee.

Phase 2, Task D: External Landscape Analysis (April-May 2025)

Begin Date: April 2025

Deadline for Completion: May 2025

Responsible Parties: Andrew Scott

Actions Items

- Identify and analyze 'competitors.'
- Identify and analyze 'aspirants.'
- Review trends in the higher education industry.
- Review trends in higher education strategic planning.
- Identify any data needed from Institutional Research Assessment & Planning (IRAP)
- Create an 'External Analysis' Report and present it to the Executive Committee

Phase 3: Create Plan (June-November 2025)

Phase 3, Task A: Review Mission, Vision, & Values (June 2025)

Begin Date: June 2025

Deadline for Completion: June 2025

Responsible Parties: Executive Committee

Action Items:

- Review information from internal analysis (engagement sessions) and external analysis.

Phase 3, Task B: Establish Pillars / Major Strategic Priorities (June 2025)

Begin Date: June 2025

Deadline for Completion: June 2025

Responsible Parties: Executive Committee

Action Items:

- Review information from internal analysis (engagement sessions) and external analysis.
- Develop strategic plan Pillars (major strategic priorities) by June 2025.

Phase 3, Task C: Establish Measurable Goals for each Pillar (June 2025)

Begin Date: June 2025

Deadline for Completion: June 2025

Responsible Parties: Executive Committee

Action Items:

- Using Pillars, develop goals related to each Pillars by June 2025

Phase 3, Task D: Develop Tactics to Support Measurable Goals (July 2025)

Begin Date: July 2025

Deadline for Completion: July 2025

Responsible Parties: Executive Committee

Action Items:

- Using Goals as a guide, develop specific tactics by July 2025

Phase 3, Task E: Write the Initial Draft of the 2025-2030 Strategic Plan (July-August 2025)

Begin Date: July 2025

Deadline for Completion: August 2025

Responsible Parties: Executive Committee

Action Items:

- Assemble all of these elements into one cohesive plan.
 - Strategic Planning Charge
 - Project Plan
 - Internal Analysis / Stakeholder Engagement
 - External Analysis
 - Proposed Pillars, Goals, and Tactics
 - Vague Implementation Plan
 - Vague Evaluation/Monitoring Plan

Phase 3, Task F: Seek Feedback and Approval from Stakeholders (September-October 2025)

Begin Date: September 2025

Deadline for Completion: October 2025

Responsible Parties: Engagement Lead – Dr. Nevin J. Heard

Action Items:

- Seek feedback from stakeholder groups once everyone returns for the 2025-26 academic year, in September 2025.
 - Schedule Feedback sessions
 - Book Rooms
 - Coordinate A/V for recording
 - Send Invitations to stakeholders
 - Assign Executive Team Leaders to cover the sessions
- Assign Feedback Session Leaders/emcees, notetakers, etc.
 - Gather information during sessions
- Review information from Feedback Sessions in October 2025.

Phase 3, Task G: Finalize & Present Plan (December 2025)

Begin Date: November 2025

Deadline for Completion: December 2025

Responsible Parties: Executive Committee

Action Items:

- Reviewed feedback from stakeholder groups
- Revised the 2025-2030 Strategic Plan Draft

- Presented the 2025-2030 Strategic Plan to the Cabinet

Phase 4: Implement Plan (December 2025)

Begin Date: November 2025

Deadline for Completion: November 2025

Responsible Parties: Whitney George, Stacy Twite

Action Items:

- Developed action teams to lead implementation of goals
- Action teams developed objectives for year 1 of implementation (January 1, 2026 – December 31, 2026)
- Action teams were tasked to begin implementation

Phase 5: Evaluate Outcomes (2026-2030)

Begin Date: January 2026

Deadline for Completion: December 2030

Responsible Parties: Pillar Sponsors, Goal Leads

Action Items:

- TBD

Appendix III – Cross Walk of UWL-UWSA Plans

[Universities of Wisconsin 2023-2028 Strategic Plan](#)

Pillar	Goal	UWSA Strategy	Notes
Pillar 1: The Driftless Difference	1. Inspire and attract students, faculty, and staff by promoting UWL's distinctive institutional identity.	<p>S1. We will increase access to higher education and improve rates of success for historically underserved students.</p> <p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p> <p>S8. We will provide support for the universities to drive</p>	<p>1.2 Coordinate with the universities to identify and support best practices in collaboration with K-12 schools, technical colleges, and other educational partners to promote transition into, and success at, our universities</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p> <p>8.1 Coordinate with the universities to support pilot innovative enrollment and transfer initiatives, and create policy flexibility to facilitate innovation</p> <p>8.2 Leverage the UW brand through an umbrella marketing campaign to drive enrollment</p>

Pillar	Goal	UWSA Strategy	Notes
		enrollment to meet the needs of the state and the knowledge economy.	8.4 Assist the universities in differentiating themselves in the marketplace and establishing centers of excellence
The Driftless Difference	2. Position high impact practices as a signature strength of the UWL experience.	<p>S2. We will champion student success across the higher education life cycle.</p> <p>S6. We will focus on being a global leader in research, scholarship, and creative activity, as well as knowledge</p>	<p>2.2 Assist the universities in expanding high-impact practices to students across the curriculum</p> <p>2.6 Coordinate with the universities to provide state-of-the-art facilities and digital platforms for student learning and academic excellence</p> <p>6.1 Champion the production of knowledge and worldclass research within the Universities of Wisconsin, with particular emphasis on support and enhanced funding for the two R1 universities</p> <p>6.2 Assist our comprehensive universities in identifying and securing enhanced funding for research and</p>

Pillar	Goal	UWSA Strategy	Notes
		<p>dissemination that benefits society.</p> <p>S7. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity.</p>	<p>creative activities, which are important across all our universities</p> <p>6.4 Coordinate with the universities to respond to state and local challenges with research and policy support</p> <p>6.5 Assist the universities in increasing research collaborations with industry partners</p> <p>7.2 Create an innovation fund to support new, pilot initiatives at the universities</p> <p>7.4 Encourage a culture that recognizes that failure is a necessary by-product of an innovative process</p>
The Driftless Difference	3. Deepen UWL's role as a regional partner and cultural hub by fostering impactful community engagement that reaches from local to global communities.	<p>S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.</p> <p>S6. We will focus on being a global leader in research,</p>	<p>5.1 Build strong relationships with key stakeholders, including the legislature and business community</p> <p>6.2 Assist our comprehensive universities in identifying and securing enhanced funding for research and creative activities, which are important across all our universities</p>

Pillar	Goal	UWSA Strategy	Notes
		<p>scholarship, and creative activity, as well as knowledge dissemination that benefits society</p> <p>S9. We will engage thoughtfully with the employer community to identify and address employer talent, support, and research needs.</p>	<p>6.4 Coordinate with the universities to respond to state and local challenges with research and policy support</p> <p>6.5 Assist the universities in increasing research collaborations with industry partners</p> <p>9.1 Encourage and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally</p> <p>9.2 Work (in consultation with state government agencies) to understand present and future workforce needs for Wisconsin and how our universities can provide a strong talent pipeline</p> <p>9.3 Seek input from Wisconsin employers regarding curriculum development and program array approvals considering existing and anticipated talent needs</p> <p>9.4 Expand access for entrepreneurs and businesses to Universities of</p>

Pillar	Goal	UWSA Strategy	Notes
			<p>Wisconsin consulting resources, networks, and educational resources</p> <p>9.5 Collaborate with the technical colleges and other institutions of higher education in Wisconsin to address educational opportunities and program array</p> <p>9.6 Develop, as appropriate, micro-credentials and certificates and professional development activities</p>
Pillar 2: People as Priority	<p>1. Prioritize competitive compensation, comprehensive benefits, and clear career progression pathways to support and retain employees.</p>	<p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p>	<p>3.2 Secure the resources to provide competitive compensation packages</p> <p>3.3 Coordinate with universities to enhance professional development that fosters career progression</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p>

Pillar	Goal	UWSA Strategy	Notes
People as Priority	2. Enhance a sense of belonging through support for affinity groups and the development of inclusive communities.	<p>S2. We will champion student success across the higher education life cycle.</p> <p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p>	<p>2.3 Enhance our focus on achieving a more diverse, equitable, and inclusive environment for our students</p> <p>3.1 Advance an inclusive and engaging workplace</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p>
People as Priority	3. Advance a culture where engagement with diverse ideas and lived experiences is celebrated as foundational to learning and global citizenship.	<p>S2. We will champion student success across the higher education life cycle.</p> <p>S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.</p> <p>S4. We will champion the democratic principles of free</p>	<p>2.2 Assist the universities in expanding high-impact practices to students across the curriculum</p> <p>2.3 Enhance our focus on achieving a more diverse, equitable, and inclusive environment for our students</p> <p>3.1 Advance an inclusive and engaging workplace</p> <p>3.4 Assist the universities in recruiting, developing, and retaining a high-quality, diverse, and innovative faculty and staff</p>

Pillar	Goal	UWSA Strategy	Notes
		expression, academic freedom, and civil discourse.	<p>4.2 Measure student understanding of the First Amendment and principles of civil discourse</p> <p>4.3 Develop resources for our universities to utilize to preserve and promote these values</p> <p>4.4 Work with the universities to identify priority areas for strengthening or clarifying policies on cultivating critical thinking, civil discourse, freedom of expression, and academic freedom at all universities and for all communities</p>
Pillar 3: Elevating Excellence Through Educational Innovation	1. Empower students with the skills to critically and ethically engage with technologies to meet the needs of an evolving workforce.	<p>S2. We will champion student success across the higher education life cycle.</p> <p>S4. We will champion the democratic principles of free expression, academic freedom, and civil discourse.</p>	<p>2.1 Support the universities in the provision of robust academic advising, career advising, and mental health support to students</p> <p>2.6 Coordinate with the universities to provide state-of-the-art facilities and</p>

Pillar	Goal	UWSA Strategy	Notes
			digital platforms for student learning and academic excellence 4.4 Work with the universities to identify priority areas for strengthening or clarifying policies on cultivating critical thinking, civil discourse, freedom of expression, and academic freedom at all universities and for all communities
Elevating Excellence Through Educational Innovation	1. Advance faculty and staff development in educational innovation by providing ongoing professional development opportunities.	S3. We will promote excellence in teaching and prioritize the recruitment, development, and retention of high-quality, diverse faculty and staff.	3.3 Coordinate with universities to enhance professional development that fosters career progression
Elevating Excellence Through	3. Promote innovation in curriculum design and programming to encourage the	S2. We will champion student success across the higher education life cycle.	2.2 Assist the universities in expanding high-impact practices to students across the curriculum

Pillar	Goal	UWSA Strategy	Notes
Educational Innovation	creation of forward-thinking initiatives that include a connected global community.		<p>2.4 Work in collaboration with the universities to develop greater online capacity to support hybrid learning for in-residence students</p> <p>2.5 Assist the universities in enhancing online educational opportunities for adult learners</p>
Pillar 4: Mission-Driven Management & Mindful Stewardship	1. Enhance transparency and shared understanding of data-informed decision-making processes to promote institutional effectiveness and success.	S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions	5.7 Identify sound financial vehicles and revenue-securing opportunities for the universities
Mission-Driven Management & Mindful Stewardship	2. Harness technology as a catalyst to strengthen institutional agility, improve efficiency, and foster an adaptive workplace environment.	S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.	<p>5.2 Implement shared services in a cost-effective manner that preserves benefits for our universities</p> <p>5.3 Assess a university-flexible approach for periodic tuition adjustments and</p>

Pillar	Goal	UWSA Strategy	Notes
		S7. We will foster a culture of innovation in support of advancing human knowledge and economic prosperity	<p>expanding differential tuition opportunities to fund higher-cost programs</p> <p>5.4 Provide support to the universities to grow philanthropic giving, including leveraging national foundation requests and Universities of Wisconsin–specific grants to support Universities of Wisconsin initiatives</p> <p>7.2 Create an innovation fund to support new, pilot initiatives at the universities</p> <p>7.4 Encourage a culture that recognizes that failure is a necessary by-product of an innovative process</p>
Mission-Driven Management & Mindful Stewardship	3. Lead and commit to environmental sustainability by embedding responsible practices across campus operations and planning.	S5. We will ensure our universities are financially and environmentally sustainable so that they are positioned to fulfill their strategic missions.	5.10 Apply principles of environmental sustainability with respect to the built environment