Strategic Plan 2012-17
Proposed Initiative

Proposed Initiative: Support, expand, and develop high-quality, professional, graduate programs that serve the region, increasing graduate student enrollment by 3% each year.

Proposed by: College of Education and Professional Development

What strategic goal does this initiative support?
Distinctive Academic Excellence

Describe how the initiative supports the goal(s).
Strategically planned expansion and development of new graduate programs “will enhance and build distinctive academic programs that support a community of diverse, talented, and highly-engaged learners and scholars.” Expanding current graduate programs and developing new ones will help UWRF meet the proposed growth agenda of increasing our number of graduate students by 3% per year. Strategically supporting existing programs and developing new programs will contribute to fulfilling work-force needs in the Greater St. Croix Valley.

Based on the definition of university-wide initiative, indicate how the proposed initiative has a university-wide impact.
As listed within the core mission of the University of Wisconsin System regional comprehensive institutions, “each university in the cluster shall offer associate and baccalaureate degree level and selected graduate programs within the context of its approved mission statement” (retrieved from http://www.wisconsin.edu/about/mission.htm#univcluster). As referenced above, graduate programs clearly are within the mission of UW System comprehensive institutions and provide UWRF the opportunity to distinguish itself in the area of graduate education without compromise.

Please provide a set of benchmarks and/or indicators of success to support your initiative.
As listed within the core mission of the University of Wisconsin System regional comprehensive institutions, “each university in the cluster shall offer associate and baccalaureate degree level and selected graduate programs within the context of its approved mission statement” (retrieved from http://www.wisconsin.edu/about/mission.htm#univcluster). As referenced above, graduate programs clearly are within the mission of UW System comprehensive institutions and provide UWRF the opportunity to distinguish itself in the area of graduate education without compromising the undergraduate education mission. Although the majority of graduate programs and graduate students currently are housed within the CEPS, the other three colleges currently have professional graduate programs. The CBE continues to promote expansion of its MBA program.

What elements are involved in the initiative?
Sustainability, Inclusiveness, Human Capital, Technology, Facilities, Finance

Indicate how each element would be/would not be affected by the initiative.
- **Sustainability:** One of the graduate programs could be in the area of sustainability. In terms of economic sustainability, new programs are being developed using service-based pricing to support them. Expansion of existing GPR graduate programs would be based on increased tuition revenue to offset increased instructional costs.
- **Inclusiveness:** The majority of the current graduate programs at UWRF draw heavily from the working adult population. Because of our proximity to the Twin Cities, some of our programs have been successful in recruiting and retaining racially/ethnically diverse students. The School Counseling program is a good example of this with approximately 15% of its
students being persons of color. Some graduate programs have been more intentional in their recruiting efforts. Clearly, there is need for the preparation of more persons from underrepresented groups in the professions for which we are preparing students.

- **Human Capital:** Use of a service-based pricing model for the development of new programs can generate program revenue to support the hiring of instructional staff members.
- **Technology:** The current technology infrastructure will support growth of graduate programs that utilize distance education, online, or hybrid delivery in their instruction. Upgrading departmental labs will enhance instruction and research of both undergraduate and graduate students.
- **Facilities:** Upgrading departmental labs will enhance instruction and research of both undergraduate and graduate students. Planned expansion of the Hudson Center also will support growth of some graduate programs.
- **Finance:** Use of service-based pricing or delivery through Outreach can generate revenue to support not only instruction but potentially graduate assistantships, faculty research and professional development, and technology for labs.
- **Other:**