

1 - Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

1.A - Core Component 1.A

The institution's mission is articulated publicly and operationalized throughout the institution.

1.A.1 - The mission was developed through a process suited to the context of the institution.

The University of Wisconsin (UW) System Board of Regents mandates that each campus formulate a Select Mission that defines its operations in broad terms consistent with the UW System's Mission Statement [UWS_Mission Statement]. UWGB's Select Mission [CHANCELLOR_Mission Statement] guides the University's governance, planning, and decision-making processes.

UWGB's original select mission was adopted in 1972 and has been reviewed and revised four times since—in 1988, 2006, 2014, and 2019. In 2006, UWGB embarked on a review and revision of its mission since it had not been comprehensively reviewed for nearly two decades. After input from dozens of faculty and staff members, the revised statement was distributed campus-wide for comment, reviewed by the institution's primary governance groups, approved by the Faculty Senate in May 2007, and approved by the Board of Regents in September 2007. Significantly, the phrase “encouraging engaged citizenship” was added to the statement, reflecting UWGB's commitment to prepare students to be active community members and citizens.

In 2017, the Chancellor announced that UWGB would review its current mission [CHANCELLOR_Mission Revision Memo_1_2017-04-07] during the 2017-2018 academic year, the first time the mission has been systematically updated in a decade. This process coincided with the announcement of the University of Wisconsin College and Extension Restructuring Project [UWS_UWCX Restructuring Project_2018] – known locally as Project Coastal [UWGB_Project Coastal_2018], which added three of the UW Colleges 2-year campuses to UW Green Bay, perhaps a fortuitous coincidence as it allowed us to consider the incorporation of those campuses in the institution's new mission. In March 2018, Chancellor Miller announced the rationale and timeline for the revision of the mission [CHANCELLOR_Mission Revision Memo_2_2018-03-27]. The rationale emphasized the importance of developing local and regional partnerships, aligning the University with the strong manufacturing and health industries in the region, aligning the University with increasing diversity in the region, becoming a leader in arts and humanities, and developing the extended geographic reach afforded the institution by the addition of three new locations in Marinette, Manitowoc, and Sheboygan [UWGB_HLC_Multi-location Visit_InstReport_UWGB_Final]. Extensive input, support, and approval was collected from shared governance within the institution as well as community members [UWGB_Mission Change_Public Hearing Notice_2019-03-14], including Faculty Senate [UWGB_Faculty Senate_Mission Approval_Minutes_2018-10-10], Student Government Association [SGA_Minutes_Mission Approval_2018-10-29], University Staff [UWGB_USC_Mission Approval_Minutes_2018-10-18 10.18.18], Academic Staff [UWGB_ASC_Mission Approval_Minutes_2018-10-24], the Council of Trustees [UWGB_Mission Change_CoT Support_Letter to UWS President Cross_2018-10-05], Green Bay Area Public Schools [UWGB_Mission

Change_GBAPS Support_Letter to UWS Regent Atwell_2019-03-13[, and the UW System Board of Regents [UWGB_Mission Change_BOR Approval Memo_2019-04-25]. The Higher Learning Commission approved the new Mission on May 14, 2019 [UWGB_Mission Change_HLC Approval Memo_2019-05-14].

1.A.2 - The mission and related statements are current and reference the institution's emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development and religious or cultural purpose.

The University's Select Mission [CHANCELLOR_Mission Statement], Vision, and Commitment to Education accurately reflects the institution's character, purpose, and values. As noted in the Mission, the University maintains four campus locations in Green Bay, Manitowoc, Marinette, and Sheboygan. It offers exemplary degree programs at both the undergraduate and graduate levels, such as undergraduate programs in Business Administration [CSOB_Business Administration], Psychology, Human Biology, and Nursing and Health Studies [CHESW_Nursing & Health Studies] and graduate programs in Sustainable Management [CSET_Sustainable Management], Data Science [CSOB_Data Science], Social Work [CHESW_MSJ], and Sports, Exercise, and Performance Psychology as well a doctoral program in First Nations Education [CHESW_First Nations Ed.D.]. As noted below (1.A.4), these programs and others provide students "a problem-focused educational experience that promotes critical thinking and student success". This commitment is also reflected in the University's Vision to be "[a] university that makes student success its highest priority".

The University's "commitment to excellence in teaching, scholarship and research, and service to the community" is apparent in the Center for the Advancement of Teaching and Learning (CATL), the University's Gateways to Phoenix Success (GPS) program [PROVOST_GPS], UW System's recent recognition of both Professor Katia Levintova and the Nutrition and Dietetics program for the Regents Award for Excellence in Teaching, leadership toward the designation of Green Bay as a National Estuarine Research Reserve System (NERR) [UWGB_NERR], the Weidner Center for the Performing Arts, and the Division of Continuing Education and Community Engagement (CECE). Such programs also support the University's commitment to "cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability" as well as "community-based partnerships, collaborative faculty scholarship and innovation".

The University's "commitment to diversity, inclusion, social justice, civic engagement" is evident in the Multiethnic Student Association (MESA), the Pride Center, the Center for Civic Engagement (CCE)[PROVOST_CCE], the Americorps VISTA Fellow partnership with Campus Compact [PROVOST_CCE_Campus Compact_Americorps VISTA], the Newman Civic Fellowship [PROVOST_CCE_Newman Fellowship], the Campus Cupboard and Clothes Closet [UISA_Campus Cupboard-Clothes Closet], the University Inclusivity & Equity Certificate Program [UISA_Inclusivity & Equity Certificate Program], and annual participation in Make-A-Difference Day among other events. The University recently designated a new Vice Chancellor of University Inclusivity and Student Affairs [MARKETING_Inside_Vice Chancellor for Inclusivity and Student Affairs_2020-09-01] and adopted an institutional definition of Equity, Diversity, and Inclusivity and attendant strategic goals [UISA_EDI_Definition & Strategic Plan]. Such endeavors also reflect the University's Vision to become "[a] diverse university that reflects the community".

The University's commitment to access and educational opportunity at all levels is demonstrated in the extension of several baccalaureate degree programs to the additional locations in Manitowoc, Marinette, and Sheboygan [PROVOST_ES_Registrar_Branch Baccalaureate], the creation of a new accelerated AAS program [PROVOST_CECE_Accelerated AAS], a partnership with NWTC and the Green Bay Area Public Schools (GBAPS) to develop Turbocharge, a program designed to create a college-going culture [PROVOST_CECE_Turbocharge], and the Rising Phoenix Early College High School Program [PROVOST_CECE_Rising Phoenix].

1. A. 3. The mission and related statements identify the nature, scope and intended constituents of the higher education offerings and services the institution provides.

Changing demography, significant shifts in business and industry practices, and regional healthcare needs are causing rapid changes in the region served by UWGB. As evidenced in conversations with University personnel, the President of the University of Wisconsin System, and the Board of Regents, the institution and its governance body recognize the need to continue evolving to serve their regional constituents. The significant and rapid shifts in manufacturing, industry, and health care and the desire to recruit new industry in the region have increased the demand for appropriately trained personnel. In response, the University developed a number of new programs designed to meet regional needs, including Mechanical Engineering [CSET_Mechanical Engineering] to complement its already existing programs in Electrical Engineering Technology [CSET_Electrical Engineering Technology], Environmental Engineering Technology [CSET_Environmental Engineering Technology], and Mechanical Engineering Technology [CSET_Mechanical Engineering Technology], a 4-year Nursing program, an MBA [CSOB_MBA], partnered with local philanthropist Richard J. Resch to create the Resch School of Engineering [CSET_Resch School of Engineering], partnered with Brown County to create the STEM Innovation Center [MARKETING_Inside_STEM Center Opening_2020-01-29], partnered with Northeast Wisconsin Technical College (NWTC) to coordinate program offerings and facilitate transfer between institutions in Marinette [MARKETING_Inside_Marinette-NWTC Partnership_2020-04-04], extended several baccalaureate degrees to the additional locations in Manitowoc, Marinette, and Sheboygan [PROVOST_ES_Registrar_Branch Baccalaureate], created a new accelerated AAS program [PROVOST_CECE_Accelerated AAS], partnered with NWTC and the Green Bay Area Public Schools (GBAPS) to develop Turbocharge, a program designed to create a college-going culture [PROVOST_CECE_Turbocharge], and developed the Rising Phoenix Early College High School Program [PROVOST_CECE_Rising Phoenix]. These programs not only meet the needs for specific skills in business, health care, and manufacturing, regional strengths of Northeast Wisconsin, they significantly expand access to education through partnerships in the community in alignment with our Mission's stated value to "... embrace community-based partnerships, collaborative faculty scholarship and innovation". These efforts also are in alignment with several of the goals set out in the Greater Green Bay Chamber Economic Development Plan [GREEN BAY_CoC_Economic Development Plan_2017-05-08], particularly point four, which calls for the expansion of regional higher education assets.

1.A.4 - The institution's academic offerings, student support services and enrollment profile are consistent with its stated mission.

In alignment with the UWGB's Select Mission, UWGB offers an array of degree programs across four colleges: the College of Arts, Humanities, and Social Sciences; the College of Science, Engineering and

Technology (including the Richard Resch School of Engineering); the College of Health, Education, and Social Welfare; and the Austin E. Cofrin School of Business. These programs along with UWGB's general education program provide students with a "problem focused educational experience that promotes critical thinking and student success". Many of UWGB's programs are problem-focused, including some distinctive ones such as Democracy and Justice Studies [CAHSS_DJS], Environmental Policy and Planning [CAHSS_EPP], Humanities [CAHSS_Humanities], and Information Sciences [CAHSS_Information Science] as well as more common interdisciplinary programs like Women and Gender Studies [CAHSS_WGS] and Global Studies [CAHSS_Global Studies]. Even professional programs such as Business [CSOB_Business Administration] and Social Work [CHESW_BSW] have a strong foundation in problem-focused perspectives. The UWGB graduate program array builds upon the institution's undergraduate strengths in specific fields of Education [CHESW_Education], Environmental Science and Policy [CSET_Grad_ES&P], the Impact MBA [CSOB_MBA], Nursing Leadership and Management [CHESW_MSN], and Social Work [CHESW_MSW]. Collaborative master's degrees in Data Science [CSOB_Data Science], Health and Wellness Management [CHESW_MS Health & Wellness Management], Sustainable Management [CSET_Sustainable Management], Applied Biotechnology [CSET_Applied Biotechnology], and Cybersecurity [CSET_Cybersecurity] delivered in partnership with other UW System institutions round out the graduate offerings. In 2018, the University launched its first doctoral program, an Ed.D. in First Nations Education [CHESW_First Nations Ed.D.]. All programs that have been or will be developed go through the UW System planning process [UWS_SYS 102 Program Planning] that requires the proposed academic program to specify how it supports UWGB's Select Mission. All academic programs go through a comprehensive, internal program review [PROVOST_APRSOA] cycle every seven years. Part of this review requires programs to discuss how they contribute to and are related to UWGB's mission. In addition to this seven-year review, all programs do a yearly assessment on selected learning outcomes, collect information through avenues such as embedded assessments and internship evaluations, and receive and review data from the Office of Institutional Research and Assessment [[PROVOST_APRSOA].

In 2020-2021, UWGB conducted a Comprehensive Program Review [PROVOST_Comprehensive Program Review_2020-2021] of all of its undergraduate programs. The review resulted in identifying several opportunities, challenges, needs, and accomplishments, and concluded that all of the programs reviewed are relevant to the University's Mission. In addition, the review also noted that the mission itself is oriented toward future growth and challenges programs to continually develop to meet that growth. The review also noted the importance of the University in the cultural enrichment of the community as well as its efforts increase access to education.

UWGB's enrollment profile in fall 2020 shows an undergraduate profile in which 25% of students are from Brown County, where the Green Bay campus is located, and another 35% are from another 15 counties comprising Northeast Wisconsin [PROVOST_ISE_Factbook_Fall 2020]. Approximately 29% of students are from other parts of Wisconsin with a smaller number of out-of-state (10%) and international students (1%). UWGB serves a significant student population through online education. Programs in Nursing and Health Studies [CHESW_Nursing & Health Studies], Organizational Leadership [CAHSS_Organizational Leadership], Business [CSOB_Business Administration], Psychology [CAHSS_Psychology_Online], and others allow UWGB to serve the access mission of the entire UW System. Student service offices including Academic Advising [PROVOST_ES_Advising], the Libraries [PROVOST_UWGB Libraries], Student Accessibility Services [UISA_Student Accessibility Services], Wellness Center [UISA_Wellness Center], and others support these students, guided by UWGB's Select Mission. The University was recently recognized as a First-Gen Forward [MARKETING_Inside_UW-Green Bay receives First-Gen Forward designation_2021-03-01] institution by the Center for First-generation Student Success, an initiative of NASPA – Student Affairs Administrators in Higher Education and The Suder Foundation. At UW-Green Bay, 34.2% (2,356) undergraduate students and 11.2% (51) graduate students are recognized as first-generation students.

As indicated in the Select Mission, UWGB has a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels.” UWGB has been working to meet this component of its mission and has seen a steady increase in underrepresented minority students. Between 2014 and 2019, UWGB experienced a significant increase of 800 underrepresented students, increasing the percentage of underrepresented students from 11.5% to 18.2% [UWS_Accountability Dashboard_UWGB_Enrollment by Ethnicity_2005-2019]. And that percentage has continued to increase, so that percentage is now over 19% of total enrollment [PROVOST_ISE_Factbook_Fall 2020]. The increase aligns with the changing demographics of the Northeast Wisconsin region. In addition, special efforts by Enrollment Services and precollege programs such as Upward Bound [PROVOST_ES_Upward Bound_2018] and the Regional Center for Math and Science [PROVOST_ES_RCMS_2020] support these efforts. Once enrolled, students benefit from the Gateways to Phoenix Success (GPS) [PROVOST_GPS] Program, and an array of programming sponsored by the Multi-Ethnic Student Association [UISA_MESA_Mission]. UWGB also serves a significant nontraditional aged student body, with students 24 years or older representing approximately 24% of student enrollment [PROVOST_ISE_Factbook_Fall 2020]. Finally, the Student Accessibility Services Office (SAS) [UISA_Student Accessibility Services] supports students and faculty members needing its services through accommodations, support, and programming. In 2019-20, (SAS assisted 344 students with disabilities up 69 students over the number of students assisted in 2016-2017. In addition, SAS is serving 35 students at the additional locations in Manitowoc, Marinette, and Sheboygan.

1.A.5. The institution clearly articulates its mission through public information, such as statements of purpose, vision, values, goals, plans or institutional priorities.

UWGB prominently displays its mission on the website, in print, and on its campuses. The Mission [CHANCELLOR_Mission Statement], Vision [CHANCELLOR_Strategic Vision, and Commitment to Education [CHANCELLOR_IdeaOfAnEducatedPerson_2014-11-14] are all published on the Chancellor’s website. As noted above in 1.A.1, in 2019, the Mission was recently reviewed and approved by UWGB’s Faculty Senate [UWGB_Faculty Senate_Mission Approval_Minutes_2018-10-10], the UW System Board of Regents [UWGB_Mission Change_BOR Approval Memo_2019-04-25], and the Higher Learning Commission [UWGB_Mission Change_HLC Approval Memo_2019-05-14]. The adoption of the new Mission was announced publicly [MARKETING_Inside_New UW-Green Bay Mission_2019-05-19].

Likewise, the University’s current Strategic Priorities [CHANCELLOR_Strategic Plan] were developed in alignment with the University’s Mission, and the Mission is included in the description of those priorities. The Mission and Vision also guide and are included in the Academic Affairs Strategic Priorities [PROVOST_Academic Affairs Strategic Priorities]. The Mission also is linked to the *About UWGB* page in the Undergraduate Catalog [link] and the Graduate Catalog [link] and is published in the Faculty Handbook [SOFAS_Faculty Handbook_2020_Mission] and in the Academic and University Staff handbook [HR_Employee-Handbook_Mission]. The Mission, Vision, and Commitment to Education appear on several webpages, including the Provost’s website, each of the colleges and schools, the Dean of Students website, Continuing Education and Community Engagement, and the Advising Office.

The University’s Mission and Vision also are on prominent signs on each of its four campuses [MARKETING_Mission Sign_2].

Further, the print and advertising material align with the institution's mission, highlighting efforts for environmental sustainability, critical thinking, and diversity. One example of this is Inside magazine

[[MARKETING_Inside Magazine_Fall-Winter2019-2020](#)], which describes how students, faculty and staff exemplify UWGB's core values. The magazine is widely distributed internally and mailed to over 32,000 external recipients.

1.B. The institution's mission demonstrates commitment to the public good.

1. B. 1. - The institution's actions and decisions demonstrate that its educational role is to serve the public, not solely the institution or any superordinate entity.

Since its inception, UWGB has been a part of the UW System and shared its commitment to the Wisconsin Idea: "the boundaries of the university are the boundaries of the state."

Besides fostering problem-solving and critical thinking skills in our students, UWGB's Select Mission also includes "a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels" and promoting "access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability". UWGB serves the public and our communities through many community partnerships that cultivate civic engagement, promote research and learning to the public, offer cultural opportunities in the visual and performing arts, and through Division I intercollegiate athletics. UWGB's academic programs encourage civic participation, active community outreach, and community access to resources of our institution.

The UW System's Accountability Dashboard [[UWS_Accountability Dashboard](#)], from which annual Legislated Accountability Reports are generated [[UWS_Accountability Dashboard_Accountability Report_2020](#)], includes details of UWGB's contributions and commitment to the UW System's seven core strategies. The 2020 report, for example, includes notes on numerous UWGB initiatives, including the collaboration with Brown County to build the STEM Innovation Center [[MARKETING_Inside_STEM Center Opening_2020-01-29](#)]; the Psychology department's Consortium of Applied Research [[UWGB_Consortium of Applied Research](#)], designed to support local businesses, non-profits, community organizations, and educational entities by translating research into practical solutions; and the College of Science, Engineering and Technology's collaboration with The Farmory to open Wisconsin's first full-scale year-round commercial fish hatchery; the partnership combines UW-Green Bay's faculty and student expertise with the Farmory's innovative indoor vertical aquaponics system and large hatchery space [[UWGB_The Farmory](#)]. Faculty at the Manitowoc campus participate in the University of Wisconsin's Sea Grant College Program, a statewide program of basic and applied research, education, and technology transfer dedicated to connecting government, academia, industry, scientists, and private citizens to help Americans understand and sustainably use our precious Great Lakes and ocean waters [[CSET_Sea Grant_Manitowoc](#)]. Several faculty members at the Manitowoc campus also present regular science demonstrations to the local community [[MARKETING_Inside_Photos_UW-Green Bay, Manitowoc Campus faculty perform Cool Chemistry show at Sputnikfest_2019-09-11](#)]. Manitowoc and Sheboygan Professor of Chemistry, James Kabrhel – "Dr. K" – was recently recognized with the 2019 Alliant Energy Underkofler Excellence in Teaching Award [[MARKETING_Inside_UW-Green Bay's 'Dr. K', James Kabrhel receives Underkofler Award for Teaching_2019-10-31](#)].

UWGB has numerous Centers whose missions include a public obligation to serve not only the university but also the broader public. Some highlights include:

- **Center for Civic Engagement** [PROVOST_CCE]. As a partner campus of Campus Compact, the Center's goal is to form meaningful reciprocal partnerships between students, faculty, and our community. CCE strives to work alongside community organizations and businesses to address the pressing needs and priorities in our region. By involving our students in this work, and providing them hands-on experiential learning opportunities, we hope to empower them to become engaged and active citizens.
- **Environmental Management and Business Institute (EMBI)** [UWGB_EMBI], In FY 2015, EMBI was awarded three collaboratively developed grants that yielded partnerships with Aurora BayCare Medical Center; Tosca, Ltd; and the Great Lakes Higher Education Corporation. The Institute now has over 100 graduates having earned Sustainability Certificates [UWGB_EMBI_Sustainability Certificate], helping them connect business and the environment and to lead in both areas.
- **Center for Public Affairs** [UWGB_Center for Public Affairs]. The Center's mission focuses on four elements: Student Engagement (e.g., internships, service learning); Community and Scholarly Research (e.g., policy snapshots, customized technical assistance, and research); Continuing Education for Public and Nonprofit Administrators; and Public and Community Civic Engagement Opportunities.
- **Cofrin Center for Biodiversity** [UWGB_Cofrin Center for Biodiversity]. The mission of the Center is to promote research, education, and community services contributing to the conservation of the western Great Lakes fauna and flora. It is dedicated to guiding conservation efforts throughout the region.
- **Education Center for First Nations Studies** [UWGB_Education Center for First Nations Studies]. The Professional Program in Education's Center for First Nations Studies provides the unique resource of oral traditional Elder scholars in residence who assist in teacher education and prepare K-12 teachers and UWGB faculty to deliver accurate, culturally competent instruction. Additionally, it serves as an important bridge between the UWGB community and the tribal nations in Wisconsin.
- **Institute for Women's Leadership** [PROVOST_CECE_Women's Leadership]. The Institute is committed to eliminating the barriers that narrow professional opportunities for women and to benefit women with access to experts and supportive networks.

Civic participation is an important element of student learning at UWGB. Campus student organizations in 2018-19 contributed for 6,651 hours of service. For example, 298 students, faculty, and staff participated in the Green Bay Campus Make a Difference Day [UISA_Make a Difference Day_2020-10-23], where people participated in mostly on-campus volunteer opportunities. Making cards for veterans and crafts kits for kids at Children's Hospital had the most volunteers. Students also worked with the Einstein Project, campus beautification projects, recycling and raking leaves for community members through Volunteer of Brown County. A day of service was scheduled for spring 2020 but had to be cancelled due to the COVID-19 pandemic. Additionally, incoming freshmen participate in a service project each fall as part of GB Welcome. In 2019, 550 students and staff traveled to Barkhausen Waterfowl Preserve to do trail clean-up and invasive species removal for the county park system [MARKETING_Inside_Service Project and Lambeau Tailgate_2019-09-03]. Students are also provided an opportunity to access volunteer opportunities through the online volunteer portal through galaxy digital called CUE GB (Community, University, Engagement Green Bay) [UISA_CUE GB]. Through CUE GB, the University connects 216 area organizations and on campus departments looking for volunteers. There are 1087 accounts created by students and staff within CUE GB, and of those accounts 1046 volunteer opportunities have been realized. The Office of Student Life recognizes those students who demonstrate excellence in academics, service to the community, and extracurricular involvement with two awards, the University Leadership Award and the Chancellor's Medallion [UISA_Student Life_University Leadership Awards].

UWGB's Division of Continuing Education and Community Engagement (CECE)[PROVOST_CECE_Website] provides community engagement, personal and professional development, and innovative learning opportunities for youth and adults throughout the State of Wisconsin and beyond. Such opportunities include Summer Camps and Conferences [PROVOST_CECE_Camps and Youth Programs], Travel Experiences, PK-12 Education Outreach, College Credit in High School [PROVOST_CECE_CCIHS], Rising Phoenix Early College High School Program [PROVOST_CECE_Rising Phoenix], an Accelerated Degree Program [PROVOST_CECE_Accelerated Degree], Lifelong Learning Institute [PROVOST_CECE_Lifelong Learning Institute], Wisconsin Caregiver Academy [PROVOST_CECE_Wisconsin Caregiver Academy], Local Government Education [PROVOST_CECE_Local Government Education], and Continuing Professional Education [PROVOST_CECE_Continuing Professional Education] (assisted living facilities, caregivers, social workers, counselors, practitioners and health and human services professionals). Credit and non-credit offerings, services, events, and programs provided by the Division of Continuing Education and Community Engagement have a great impact on the communities throughout Wisconsin, In the academic year 2019-2020, CECE provided programs and services to 79,604 enrollees, operating across all four campus locations.

The Weidner Center for Performing Arts [UWGB_Weidner Center] is a key venue for cultural activity in Northeast Wisconsin. The Weidner Center brings over 75,000 visitors from 25% of Wisconsin's counties to the UWGB campus annually, including nearly 20,000 K-12 students for its Stage Doors Series [UWGB_Weidner Center_Stage Doors]. Prior to interruption due to COVID-19 concerns, the 2019-2020 performing arts season attendance had engaged 55,000 patrons across 106 Weidner Center events and performances. Additionally, the UWGB Theatre program averages attendance of 2,500 for its five show season in a typical year, the UWGB Music program brings over 2,000 attendees to campus for its public student performances and another 1,500 to its 6:30 Concert Series [CAHSS_Music_6-30 Concert Series], specifically designed to "connect the campus with the community through the exploration of music." Fortunately, all divisions were able to pivot to virtual performances in fall of 2020.

Over the past year the Weidner Center has presented 26 virtual events and performances to help maintain the University's connection with the community, featuring students, faculty and professional artists and prioritizing the support and space for UW-Green Bay Music and Theater departments to perform and present virtually. This year's previously mentioned *6:30 Concert Series* brought in 3,597 views across 5 events. Additionally, 8 UW-Green Bay Music student events amassed 2,235 views. UW-Green Bay Theatre's virtual productions of *Faithfall, Only For Now – A Musical Revue* [CAHSS_Theater_Faithfall_Program] and *Twilight: Los Angeles, 1992* [CAHSS_Theater_Twilight_Program] reached 1,648 views. Virtual performances in the Weidner Center's streaming artist series totaled 686 viewers. In addition to providing a method and platform for more traditional performances, some new programs were developed, such as *No Reservations* [Marketing_Inside_CAHSS_Launches 'No Reservations' Speaker Series_2021-02-03], a program to provide an accessible forum for sharing bold, challenging, and even radical ideas. In partnership with the College of Arts, Humanities, and Social Sciences (CAHSS), a strong year-round "ideas" companion to TED x UW-Green Bay [UWGB_TEDxUW-Green Bay] now in its third year, through the Center's YouTube channel [UWGB_Weidner Center_YouTube].

The Marinette Campus has an active theatre program in Theatre on the Bay [UWGB_Marinette_Theatre on the Bay] and Children's Theatre [UWGB_Marinette_Children's Theatre]. Each year this campus hosts a minimum of 5 productions bringing thousands of individuals to campus. Summer 2019 brought the production of *Mamma Mia* to the stage [UWGB_Marinette_Mama Mia-Gerds Review]. With 8 sold-out performances, it was one of the strongest Theatre on the Bay seasons to date. A total of over 7,000 patrons attended the 2019-20 season. In addition to theatre, the Marinette Campus has an active West

Shore Chorale Communiiversity choir group. With productions each fall and spring, this 30+ person group draws nearly 200 people to each performance.

The Kress Events Center and University Recreation programming (UREC) is designed to enhance the student education experience with facilities that create a broadly inclusive and welcoming environment of wellness, recreation, and athletics. The Kress hosts many of UWGB's Division I athletic events/contests, academic classes, campus events, community rentals, and community memberships. In 2019-20, 109,700 visitors used the Kress Center for fitness and recreation needs including students, UW-Green Bay employees, alumni, retirees, and community members. The Kress Events Center also hosted 682 unique events in 2019-20. The Kress Events Center was on pace to meet or exceed the record 2018-19 visitor and event totals of 139,0000 guests and 911 events respectively, when the facilities were closed in mid-March for the remainder of the year due to COVID-19. Despite the pandemic, the Kress Events Center has been open and safely serving recreational users in the campus community as well as facilitating athletic contests and activities since resuming operation in August of 2020. During the COVID-19 pandemic [UWGB_COVID-19 Institutional Response_Final], UWGB partnered with Prevea Health to establish the Prevea Community COVID-19 Vaccination Clinic in the Kress Center [MARKETING_Inside_Governor Tony Evers, System President Tommy Thompson visit Prevea Community COVID-19 Vaccination Clinic_2021-01-20], the first of its kind in Northeast Wisconsin and one of the largest in the state with capacity to provide COVID-19 vaccinations to more than 10,500 people each week.

Each UWGB additional location is encouraged to connect and work with the local community. The location campus facilities in Marinette, Manitowoc and Sheboygan are owned by the county and they are heavily used and rented out by community profit and not-for-profit organizations.

1.B.2. The institution's educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.

As part of the UW System, UWGB is governed by an 18-member Board of Regents. The UW Board of Regents [UWS Board of Regents] is "responsible for establishing policies and rules for governing the System, planning to meet future state needs for collegiate education, setting admission standards and policies, reviewing and approving university budgets, and establishing the regulatory framework within which the individual units are allowed to operate with as great a degree of autonomy as possible." Additionally, UW System policy is designed to "ensure that public records are properly managed in compliance with relevant state and federal laws." As noted above (1.B.1), the UW System's Accountability Dashboard [UWS Accountability Dashboard] includes details of UWGB's contributions and commitment to the UW System's core strategies: Access, progress & Completion, Cost & efficiency, the Undergraduate Experience, Faculty & Staff, and Economic Development.

Furthermore, UWGB's educational responsibilities are clearly outlined in the institution's Mission [CHANCELLOR_Mission Statement]. The UW System mission emphasizes instruction, research, extended education, public service, and the search for the truth. The Core Mission of UWGB, shared with other UW comprehensive regional universities, focuses on the types of degrees awarded in both the liberal arts and sciences as well as pre-professional programs, as well as fostering diversity and meeting the educational and personal needs of our students. The UWS Accountability Dashboards mentioned

above track performance in several areas, including Financial Management [UWS_Accountability Dashboard_Financial Management], Administrative Management [UWS_Accountability Dashboard_Administrative Management], Educational Performance [UWS_Accountability Dashboard_Educational Performance], and Research & Economic Development [UWS_Accountability Dashboard_Research & Economic Development].

1.B.3. The institution engages with its external constituencies and responds to their needs as its mission and capacity allow.

UWGB is committed to serving its external constituencies and the broader public. Both the Select Mission as well as the Core Mission [CHANCELLOR_Mission Statement] emphasize UWGB's role in serving the community, promoting student engagement, maintaining outreach activities, and promoting the economic development of the state. These activities are integrated into institutional and academic structures, including hiring and personnel review practices, whereby service and community outreach comprise a portion of the annual performance reviews of all academic and unclassified staff, both pre- and post-tenure. Central to those outreach activities is UWGB's Small Business Development Center (SBDC) [UWGB_SBDC]. In 2020, 1,376 businesses or organizations received development assistance, resulting in a total of 1,877 hours, in conjunction with UW- Extension and the SBDC [UWGB_SBDC_2020 Year in Review].

UWGB's Chancellor is guided and advised by a Council of Trustees [CHANCELLOR_Council of Trustees], part of whose task is to communicate institutional goals and objectives to the community at large. The Council's membership [CHANCELLOR_Council of Trustees_Roster] consists of CEOs from the community, including the Green Bay Packers, Tiletown Tech, Associated Bank, and Festival Foods, local business owners, medical professionals, lawyers, community advocates, and UWGB alumni.

Each year the UW System collects a list of non-UW organizations that have formed partnerships with the University of Wisconsin – Green Bay. This is part of the UW System Accountability report which is required by Act 23 and the 2020FWD Strategic Framework. It collects information on six different types of partnerships:

- Businesses or organizations hosting co-op or internship students
- Organizations in service-learning, community-based research, or volunteer partnerships
- Cultural or arts-related partnerships
- Businesses or organizations receiving business development assistance
- Businesses or organizations hosting clinical, legal, or social work placements
- PK-12 schools hosting student teachers

In 2018-19 UW -Green Bay partnered with 229 businesses or organizations to host internships, 218 organizations to provide service-learning or community-based research, 52 cultural or arts-related organizations, 19 organizations received business development assistance, 123 business hosted placements, and 113 PK-12 schools hosted student teachers.

Career Services in 2018-19 had 383 internships working with their academic major. Additionally, 522 unique sites for business and accounting majors from 2009-2018.

Almost all UWGB's academic departments and programs engage in outreach activities that serve the campus communities. A sampling of these activities includes:

- The Center for History and Social Change has since 1985 organized a nationally recognized Historical Perspectives Lecture Series [CAHSS_History & Social Change] which brings to campus lectures and seminars, all open to the community, from nationally and internationally renowned historians and social scientists. The Green Bay Film Society has since 1999 collaborated with Humanistic Studies, the Neville Public Museum of Brown County, and the Brown County Library to organize an annual nine-month long international film series at the Neville Museum, in which faculty and academic staff introduce and discuss world cinema with our community audience.
- Public and Environmental Affairs offers a course entitled “Philanthropy: Civic Engagement Through Giving”. After clarifying their own values, students investigate selected community needs through interviews and research. Students build consensus on their core area of focus and issue requests for proposals from area nonprofits. Following a rigorous vetting and research process with site visits, they select a recipient for a \$10k grant provided by the Learning by Giving Foundation.
- The Green Bay Film Society has since 1999 collaborated with Humanistic Studies, the Neville Public Museum of Brown County, and the Brown County Library to organize an annual nine-month long international film series at the Neville Museum, in which faculty and academic staff introduce and discuss world cinema with our community audience.
- The Austin E. Cofrin School of Business, in partnership with UWGB's Career Services, has since 2011 held an annual Business Week [CSOB_Business Week_2020], bringing together students and area businesses for discussions and networking. This concept has been brought to the locations and a Business Pitch event has been held in each campus community. With participation from area business leaders to serve as judges for the event, student concepts and ideas are brought forward with this innovative opportunity.

As mentioned in 1.B.1, UWGB houses the nationally acclaimed Weidner Center for the Performing Arts which serves as a regional center and performance venue. Additionally, UWGB is home to the Division I Phoenix Athletics in the Horizon League. Most Horizon League men's basketball games are played in the Resch Center located in Ashwaubenon, while women's basketball games are played at the Kress Center on campus. This past season, 7 men's basketball games were played at the Kress Center on campus, as well as 3 postseason games. Additionally, the campus resurgence of soccer was helped by the addition of new soccer fields and bleachers on the campus during the fall 2018 season. The new King Park softball fields recently were completed and hosted its first game in March 2021.

UWGB is the Higher Education Partner of the Green Bay Packers [UWGB_Packers Higher Ed partners_College Draft Day]. This partnership has led to several opportunities to engage with the Green Bay community, such as College Draft Day, the Lambeau Lectures Series [MARKETING_Inside_Lambeau Lectures_2017-02-15]. The partnership also led to an innovative class and research project whereby UWGB faculty and students helped to document Packers' history { MARKETING_Inside_Packers History_2018-12-06} UWGB is a supporter and collaborator in Green Bay's STEAM Engine [UWGB_Steam Engine] with faculty and administrators serving on the Board of Directors as well as participating as speakers and facilitators and for several years has participated in the Tiny Earth Symposium, which showcases collaborative and innovative efforts of students across the globe, working together to mitigate the global public health crisis of antibiotic resistance [MARKETING_Inside_Tiny Earth (International) Winter Symposium_2020-12-03].

1.C. The institution provides opportunities for civic engagement in a diverse, multicultural society and globally connected world, as appropriate within its mission and for the constituencies it serves.

1. C. 1. The institution encourages curricular or cocurricular activities that prepare students for informed citizenship and workplace success.

The University's Mission promotes "...a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity..." and "...access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability." These values are embodied in numerous curricular and co-curricular opportunities for students.

All students encounter opportunities to develop civic skills in the General Education program [ES_Registrar_Catalog_General Education Program], which among other elements includes a Global Culture requirement that asks students to demonstrate an understanding of individual and cultural differences outside the U.S.; explore issues that cross geographic, political, economic, and/or socio-cultural boundaries outside the U.S. At the same time, students are required to complete a 3-credit Ethnic Studies course that enables students to identify and describe ethnic, racial, and cultural contrasts from multiple perspectives and to articulate causes and effects of stereotyping and racism. A Social Sciences requirements provides students the opportunity to engage topics such as 21st Century Citizen, Freedom and Social Control, Economics of the Modern World, American Ethnic Minorities, Global Politics and Society, American Government and Politics, Environmental Politics and Policy, Immigration, and Immigration Policy, You and Your Future: Living and Working in an Aging Society, City Life and Globalization, or Sociological Perspectives on Gender. In addition, students are required to complete a Sustainability Perspective course that asks them to discuss sustainability within the context of ethical decision-making and engage in informed judgments about environmental problems as socially responsible citizens.

Several academic programs at UWGB offer majors, minors, emphases, and certificates in civic engagement, diversity and inclusion, social justice, and cultural enrichment. These include the following:

- Community Health Education [CHESW_Community Health Education_Catalog]
- Democracy and Justice Studies [CAHSS_DJS_Catalog]
- Environmental Policy and Planning [CAHS_EPP_Catalog]
- Environmental Sustainability and Business [CSET_EMBI_Environmental Sustainability and Business Certificate_Catalog]
- First Nations Studies [CAHSS_FNS_Catalog]
- Global Studies Minor [CAHSS_Global Studies_Catalog]
- International Business Minor [CSOB_International Business_Catalog]
- Lesbian, Gay, Bisexual, Transgender, and Queer Studies [CHESW_LGBTQ Studies Certificate_Catalog]
- Nonprofit Management [CAHSS_PEA_Nonprofit Management Certificate_Catalog]
- Professional Ethics [CAHSS_Philosophy_Professional Ethics Certificate_Catalog]
- Religious Studies [CAHSS_Humanities_Religious Studies Minor_Catalog]
- Social Work [CHESW_Social Work_Catalog]
- Spanish and Latin American Studies [CAHSS_Spanish and Latin American Studies_Catalog]
- Spanish/English Translation and Interpretation [CAHSS_Spanis_Spanish_English Translation and Interpretation_Certificate_Catalog]

- Sustainability [CSET_EMBI_Sustainability_Minor_Catalog]
- Teaching English as a Second Language (TESL) [CAHSS_TESL_Certificate_Catalog]
- Women's, Gender, and Sexuality Studies [CAHSS_WGSS_Catalog]

In 2018, the University launched its First Nations Education Doctoral Program (FNED) [GRAD_FNED_Catalog]. The FNED is centered in Indigenous knowledge systems and draws upon Indigenous teaching and learning methods for the purpose of promoting and protecting the sacredness of the Earth and all living things.

In addition to required courses and academic programs, other opportunities for civic engagement include the Gateways to Phoenix Success (GPS) program [PROVOST_GPS], which requires participating students to take a service project in the spring semester [PROVOST_GPS_Spring Service Project]. Students also have the opportunity to participate in a variety of Study Abroad programs through the Office of International Education [PROVOST_OIE_Study Abroad], while the Civic Scholars Leadership Program offered by the Center for Civic Engagement [PROVOST_CCE_Civic Scholars Leadership Program] prepares sophomore students to become civic professionals and citizen leaders through sustained interdisciplinary civic engagement and scholarship with a focus on the City of Green Bay.

UWGB provides a variety of institutional resources that benefit students, faculty, staff, and the community-at-large. The Multi-Ethnic Student Affairs (MESA) [UISA_MESA_Mission] office provides advising, services, and activities that promote academic success, personal growth, and development of multiethnic students. MESA also conducts educational programs that enhance learning through the promotion of respect and appreciation of racial and ethnic diversity. MESA supports the academic mission of UW-Green Bay and contributes to the development of a campus community dedicated to diversity of thought and experience. MESA also coordinates many other activities throughout the year, including an annual calendar of events called the Human Mosaic [UISA_MESA_Human Mosaic_2020] and Black History Month [UISA_MESA_Black History Month_2021].

As noted above (1.B.1), civic participation is an important element of student learning at UWGB. Students, faculty, and staff participate in a variety of activities such as Make a Difference Day [UISA_Make a Difference Day_2020-10-23], the Einstein Project, and Volunteer of Brown County. Students are also provided an opportunity to access volunteer opportunities through the online volunteer portal through galaxy digital called CUE GB (Community, University, Engagement Green Bay) [UISA_CUE GB]. Through CUE GB, the University connects 216 area organizations and on campus departments looking for volunteers.

Several UWGB offices support the recruitment and retention of diverse students. The Office of International Education provides support to students and faculty engaging in study abroad activities and offers support and mentoring for international students on campus. The Student Accessibility Services [UISA_Student Accessibility Services] office works with students, faculty, and staff to promote learning, teaching, and understanding of policies and procedures regarding the rights and needs of students with disabilities. TRIO and pre-college programs [UWGB_TRiO & Precollege] offer programs for first-generation college students.

The Richard Mauthe Center [UWGB_MautheCenter] is a private, non-profit organization on-campus that serves both the Green Bay campus community and the greater Green Bay metropolitan area. Its mission is to serve students, faculty, staff, and the community “in pursuit of spiritual development, faith exploration, and social justice.”

A highly successful program on campus, the Phuture Phoenix Program [CHESW_Phuture Phoenix_Brochure] encourages students from economically challenged and under-represented backgrounds in the Green Bay Area Public Schools (GBAPS), West De Pere Public Schools (WDP), Oneida Nation Schools, and other schools in Northeast Wisconsin to complete high school and to believe post-secondary education is important, attainable, and available. Each fall, the program sponsors two-day-long campus visits for fifth-grade students wherein they are exposed to various college events and activities. The program began in 2002 with roughly 400 5th graders per year has now expanded to two annual campus visit days hosting over 2000 students. The program began with tutoring and mentoring in only a few local schools and now serves ten schools. Over 175 UW-Green Bay students participate in the program each year.

1. C. 2. The institution's processes and activities demonstrate inclusive and equitable treatment of diverse populations.

UW-Green Bay's commitment to diversity is guided by the UW System's Inclusive Excellence Initiative [UWS_Inclusive Excellence]. UWGB supports many institutional, programmatic, curricular, and other efforts that reflect its mission and its role in a multicultural society. These efforts serve to create a rich and inclusive experience for students, staff, and community stakeholders. UW-Green Bay has a Council for Equity, Diversity, and Inclusion (EDI) [UWGB_Inclusive Excellence_Council] which is responsible for strategic planning and leadership related to EDI efforts.

As an Affirmative Action and Equal Employment Opportunity Employer, UWGB is committed to recruiting and retaining a diverse workforce, and maintaining a community that is broadly inclusive, warmly welcoming, and equitable in its treatment of all members of the campus community. UWGB's hiring practices [HR_Policy-for-Recruitment-and-Hiring] aim to enhance diversity in applicant pools and ensure equal consideration for all applicants. Efforts include: the insertion of diversity language in all postings; requiring all recruitment committee members to complete implicit bias training; posting to diverse advertising locations; and including questions related to the candidate's commitment to inclusivity and equity in the interview process. In addition, applicant pool reports are produced periodically throughout each recruitment and information about the overall pool's demographic makeup, including potential adverse impacts, are provided to the Dean/Division Leader to review and approve before a search can proceed.

Each year, UW-Green Bay prepares an Affirmative Action (AA) Plans [HR_Affirmative Action_Equal Employment Opportunity] for Females/Minorities and Veterans/Persons with Disabilities. The most recent available AA plan data (Fall 2020) shows an ongoing instructional faculty and staff population of 17% Asian, 3% Hispanic, 2% Black, 1% First Nations, 1% Two or more races, 1% unknown, and 75% White (self-identified). Data on gender for ongoing instructional faculty and staff shows self-identification information of 51% female and 49% male. A copy of the AA Plan is available to the public for general inspection. A related presentation is prepared for leadership groups every year, which outlines overall workforce composition, placement goals, recruitment information, promotion/progression date, and turnover rates for the represented groups within the AA Plan.

In addition to recruitment efforts, UW-Green Bay has engaged in several initiatives related to inclusivity, including workforce-wide training [HR_Inclusivity and Equity Professional Development Opportunity], the development of certificate programs, (both for UW-Green Bay staff [UISA_Inclusivity & Equity Certificate Program] and the community [CECE_Diversity, Equity and Inclusion_Certificate]), facilitation of Employee Resource Groups [UISA_Inclusive Excellence_Employee Resource Groups],

and the approval and funding of strategic initiatives [CHANCELLOR_Strategic Priority Initiative Funded Proposals] centered around inclusivity.

To ensure accountability, UW-Green Bay maintains a Harassment and Discrimination Policy [HR_Harassment-Discrimination-GB-50-17-1_1]. In addition, The University has a Bias Incident/Hate Crime Report process and Bias Incident Response Team [DOS_Bias Report]. The purpose is to report to the university [DOS_Bias Report_Form] incidents motivated by bias or hatred which occur on and off the UWGB campuses in an effort to record, respond and prevent future behaviors. Following the submission of the form, the submitter of the form (if they provided contact information) is contacted by a member of the Bias Incident Response Team and offered the opportunity to come in and discuss the incident.

1.C.3. The institution fosters a climate of respect among all students, faculty, staff, and administrators from a range of diverse backgrounds, ideas, and perspectives.

Since 2012, the primary means by which the UW System's Inclusive Excellence Initiative is implemented is via the Chancellor's Council on Diversity and Inclusive Excellence [UWGB_Inclusive Excellence_Council]. The Council currently includes 25 faculty, staff, and students. The Council oversees the development of strategic initiatives addressing issues concerning equity, diversity, and inclusivity. The strategic plan for 2020-2023 [UISA_Inclusive Excellence_Strategic Plan] includes the following goals:

1. Increase and enhance the recruitment and retention of a diverse employee population at the UW-Green Bay.
2. Facilitate professional development on equity, diversity, and inclusion for staff and faculty.
3. Develop intentional programming, structured interactions with community partners, and curricular recommendations to support learning and growth around equity, diversity, and inclusion for current and future students.
4. Increase the enrollment of under-represented learners at UW-Green Bay.
5. Reduce equity gaps in retention of racially minoritized and low-income degree and non-degree seeking students through research-based, data driven initiatives.
6. Increase engagement with community members/groups in areas related to inclusivity and equity.

The Inclusive Excellence Initiative also strives to eliminate bias and hate crimes on campus. As noted above (1.C.2), institutional policy supports and tracks reporting of these incidents via the Bias Incident or Hate Crime Report [DOS_Bias Report].

In 2017, UWGB adopted a Civility and Inclusivity Statement [UISA_Inclusive Excellence_Civility-and-Inclusion-Statement-17], and in 2018, UWGB adopted a formal land acknowledgment [UISA_Land Acknowledgment] that was developed by First Nations faculty to be incorporated into signature University events. Faculty and staff were encouraged to incorporate the land acknowledgment into syllabi, publications, and programs [CHANCELLOR_Land-Acknowledgment_Syllabi Usage]. A session on "Building Upon the Land Acknowledgment" [CATL_Building Upon the Land Acknowledgment] was also included in the annual Instructional Development Institute held in January 2021.

The UW-Green Bay, Marinette Campus also has a land acknowledgment that reads:

“Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams and energy to making the history that led to this moment. Some were brought here against their will, some were drawn to leave their distant homes in hope of a better life, and some have lived on this land for more generations than can be counted. Truth and acknowledgement are critical to building mutual respect and connection across all barriers of heritage and difference. We begin this effort to acknowledge what has been buried by honoring the truth. We are standing on the ancestral lands of the Menominee People. We pay respects to the elders past and present. Please take a moment to consider the many legacies of violence, displacement, migration, and settlement that bring us together here today. And please join us in uncovering such truths at all public events”.

Posters are hung across the Marinette campus acknowledging Menominee land [MARINETTE_Menominee Land Acknowledgement_Poster].

UWGB is particularly proud of the Green Bay campus Pride Center, which started in January 2011. The Pride Center [UISA_Pride Center] addresses the needs and concerns of LGBTQ students, faculty, staff, and their allies by providing programs and services that promote the academic and personal growth of participants. It offers a safe, supportive, and welcoming physical space for all. UWGB has scored a 5 (out of 5) on the Campus Pride Index [Campus Pride Index_UWGB] and in 2018 was included on Campus Pride’s “Best of the Best” [Campus Pride Index_UWGB_Best of the Best_2018] list. The LGBT Center at the Marinette Campus was added in 2017. Since then, the community center has served hundreds of individuals from the surrounding counties of Marinette, Menominee, and Oconto. The Center is currently led by an advisory board and staffed by a Master of Social Work intern from the Green Bay campus. The Manitowoc and Sheboygan Campuses recently established LGBTQ+ centers as well [MARKETING_UW-Green Bay expands LGBTQ+ services to Manitowoc and Sheboygan Campuses_2021-02-25].

The Inclusivity and Equity Certificate Program [UISA_Inclusivity & Equity Certificate Program] also addresses inclusivity on campus. This program, started in 2014, offers courses and events designed to help participants learn about diverse and cultural issues and groups. Topics include veterans, Millennials, the inclusive classroom, socioeconomic status, religion, disabilities, and multicultural anxiety. The first certificates from this program were awarded during the Fall 2016 University Convocation.

As noted above (1.C.2), employees have the opportunity to join an Employee Resource Group (ERG) [UISA_Inclusive Excellence_Employee Resource Groups]. ERGs are voluntary, employee-initiated groups of UWGB faculty and staff that share common interests, issues, backgrounds, characteristics, or pursuits. The groups include Ethnically Diverse Groups of Employees, Group for International Employee Support, Pride Center Employee Resource Group, Veterans Employee, Resource Group, and Woman’s Leadership Network Employee Resource Group. Employees are welcome to establish a new ERG by submitting an application on the Inclusive Excellence website.

Many UWGB students come from historically underrepresented backgrounds; on average, 43% are first-generation, 22% are low income, and 19% are students of color. A collaborative team of UWGB faculty, students, and staff developed the Gateways to Phoenix Success (GPS) [PROVOST_GPS] program to improve institutional capacity to serve these underrepresented populations. As noted in 3.D.2, the GPS program places freshmen into groups of 25 with a primary support system consisting of a faculty mentor, a peer mentor, and an academic advisor. Since its inception, the program has expanded in significant ways. Between 2016 and 2018, the size of the program increased from 100 students to almost 250 students. In 2019, the program was extended to three additional locations in Manitowoc, Marinette, and Sheboygan as a result of Project Coastal [UWGB_Project Coastal_2018] and the reorganization of the UW Colleges. Both expansions have included an increase in the number of conditionally admitted students who are

required to participate in the program as a condition of admission to the University. And the program is an integral part of the Summer Bridge program launching in 2021. Participants in the bridge program will be required to continue into the GPS program during the academic year. All of these initiatives are related to the University's efforts to increase access to education for the region and to support student success.

UWGB takes pride in its reputation as a veteran-friendly institution of higher learning and offers numerous services to veterans [UISA_Veteran's Services]. In 2014, UWGB established the Veteran & Service Member Student Lounge [MARKETING_Inside_At Ease_UW-Green Bay dedicates new veteran service lounge_2014-02-17], which provides students and others a designated place for social support, conversation, and community resource information. On the Marinette campus, the Veteran's Resource Room/Lounge has been available to campus veterans since 2012 providing a study space and meeting room. The Vets 4 Vets Student Club [UISA_Veteran's services_Vets 4 Vets Student Club] on the Green Bay campus "helps students become more connected or reconnect with peers, the campus, and the community." Veterans also have access to a dedicated academic advisor who is a veteran and understands their unique experiences and challenges. The Manitowoc and Sheboygan Campuses have Veteran's Associations for engagement opportunities on campus.

Several student organizations focus on multicultural and international issues and events, LGBTQ, disability concerns, and religious diversity, to name a few. Specific diversity-related student organizations include the Black Student Union [UISA_MESA_Student Org_Black Student Union], Intertribal Student Council [UISA_MESA_Student Org_Intertribal Student Council], Multiracial Student Union [UISA_MESA_Student Org_Multiracial Student Union], Organización Latino Americana [UISA_MESA_Student Org_Organización Latino Americana], Southeast Asian Student Union [UISA_MESA_Student Org_Southeast Asian Student Union], South Asian Student Alliance [UISA_MESA_Student Org_South Asian Student Alliance], Somali Student Union [UISA_MESA_Student Org_Somali Student Union], Women of Color [UISA_MESA_Student Org_Women of Color], Sexuality and Gender Alliance, Social ACCESS, and a variety of faith-based, international, political, social justice and service clubs. The Student Life website provides a complete listing of student organizations for the Green Bay, Marinette, Manitowoc, and Sheboygan campuses [UISA_Student Life_Student Organizations]. In 2019-20, these and other student organizations sponsored student panels, presentations, film screenings and discussion groups on a range of issues including racial and ethnic concerns, aging, gender, and gender identity issues, as well as global and international concerns.

UWGB supports students who find themselves in a time of need. Through the Phoenix Cares website [DOS_Phoenix Cares], students can navigate through resources, including academic support, financial support, and social support. Faculty and staff on each UWGB campus use the Phoenix Cares website, with each campus having their own CARE team to assist the Dean of Students office with outreach to students in need. On each UW-Green Bay campus, students can apply for an emergency grant. The emergency grant [DOS_Phoenix Cares_Emergency Funding] is designed for currently enrolled students with an unexpected financial crisis that would cause them not to be able to complete the term. UWGB also houses a Campus Cupboard and Clothes Closet [UISA_Campus Cupboard-Clothes Closet] on each campus with the mission of providing an on-campus food pantry, clothing closet, and cleaning/personal hygiene products to ensure adequate basic needs are met of all students, faculty, and staff.

Many of UWGB's offices collaborate with student and other organizations to offer a variety of diversity-themed events and celebrations, including Asian Heritage Month [UISA_MESA_Asian Heritage Month_Flyer_2019], Black History Month [UISA_MESA_Black History Month_Poster_2021], Cinco de Mayo, Kwanzaa, International Women's Day, Lavender Graduation for LGBTQ students [UISA_Pride Center_2019-2020-Yearbook], Women's History Month, and the annual Martin Luther King Celebration

[Brown County_MLK Celebration_2021], which is co-sponsored by UWGB, St. Norbert College, and Northeast Wisconsin Technical College. In 2019, UWGB hosted “And So We Walked: An Artist’s Journey Along the Trail of Tears” performed by DeLanna Studi [WEIDNER_And So We Walked_2019]. This collaboration between university departments and community partners brought provided multiple performances, as well as additional on-campus and community complementary programming.

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