



STRATEGIC PLANNING 2016-2020



MISSION

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.

VISION

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.

VALUES

- ▶ The *mens corpusque* educational philosophy that recognizes each student as a whole person and aspires to enhance both mind and body through the noble search for knowledge, truth, and meaning central to a wide range of high quality learning experiences and scholarly pursuits.
- ▶ Diversity, equity, and the inclusion and engagement of all people in a safe campus climate that embraces and respects the innumerable different perspectives found within an increasingly integrated and culturally diverse global community.
- ▶ A high quality of life and work balance, incorporating best practices for shared governance and the acquisition and efficient management of resources, equitable compensation, general wellness, and social, environmental, and economic sustainability.
- ▶ Civic engagement and a renewed commitment to the Wisconsin Idea, in which our socially responsible campus serves as a resource for our increasingly intertwined local, state, and global communities, collaborating and sharing resources and expertise to improve the human condition.

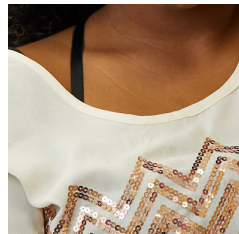
UWL: 2016-2020

- ▶ **In Spring 2016**, UWL began a comprehensive strategic planning process under a Steering Committee chaired by Professor Enilda Delgado (Sociology).
- ▶ **In May 2016**, identified strategic planning campus leaders participated in a day-long meeting that formed the basis of the proposed pillars.
- ▶ **In Fall 2016**, four action teams representing the four proposed pillars—"A Stronger, More Inclusive UWL," "Investing in Our People," "Increased Community Engagement," and "Transformational Education"—were formed from a mix of faculty, staff, administrators and students. They were given an early draft of priorities, goals, and action steps and asked to develop concrete action plans.
- ▶ **In Spring 2017**, the revised and finalized plan was given its name—Sustaining Excellence—and launched under the incredible leadership of Enilda Delgado, Special Assistant to the Provost-Strategic Planning.
- ▶ **In May 2018**, Associate Professor Kate Parker (English) replaced Enilda Delgado as the SAP-Strategic Planning.
- ▶ **In November 2018**, metrics for measuring the success of Sustaining Excellence were developed by Institutional Research, Assessment & Planning and presented to the Joint Planning and Budget Committee. Three models for continuing a robust strategic planning process at UWL were developed by JPB's Executive Committee and presented to Chancellor Gow.
- ▶ **In December 2018**, a new version of the strategic plan (updated to indicate accomplishments) was submitted to the Higher Learning Commission as part of a larger report on the University's strategic planning progress.
- ▶ **In Spring 2019**, the Sustaining Excellence website was updated and re-launched, including a regularly-updated dashboard for metrics.
- ▶ **In Fall 2019**, the accomplishments of Sustaining Excellence and a plan for continued implementation beyond May 2020 were presented to JPB and other governance groups.*
- ▶ **In Spring 2020**, the final report for Sustaining Excellence was compiled, along with an updated plan and a complete list of major accomplishments. These will be made publicly available.
- ▶ **Since 2016**, over 200 faculty, staff, administrators and students have participated in the work of Sustaining Excellence.

*Note: due to the COVID-19 disruption, some of these planned visits did not occur.

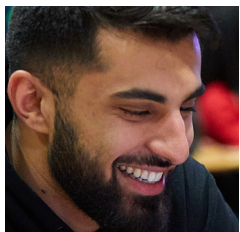
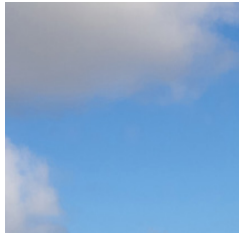
INCREASING COMMUNITY ENGAGEMENT

- ▶ Established a Community Engagement Coordinator position
- ▶ Developed baseline metrics of community engagement by campus and community perception of campus
- ▶ Enhanced faculty development on community-engaged learning opportunities and practices



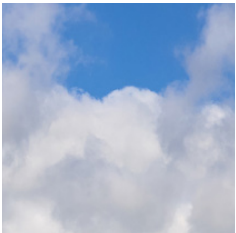
ACHIEVING EXCELLENCE THROUGH EQUITY & DIVERSITY

- ▶ Diversity & Inclusion established as a division
- ▶ Established Equity Liaison Program
- ▶ Explorations of Restorative Justice as an option at UWL



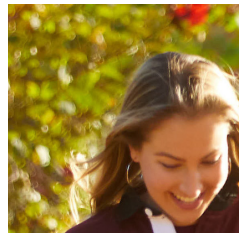
INVESTING IN OUR PEOPLE

- ▶ Employee engagement survey enacted
- ▶ Compensation increases
- ▶ Developed more comprehensive access to resources for employees



ADVANCING TRANSFORMATIONAL EDUCATION

- ▶ Graduate studies staffing and development
- ▶ Campus participates in an acclaimed Internationalization Lab through ACE
- ▶ First Year Seminar launched and other General Education improvements move forward.
- ▶ Increased focus on and consolidation of student success resources



Increasing Community Engagement:

2017-2018: Associate Dean of the College of Arts, Social Sciences, and Humanities Marie Moeller. and Dean of CBA Laura Milner
 2019-2020: Vice Chancellor of Advancement and President of the UWL Foundation Greg Reichert and Lisa Klein, Community Engagement Coordinator

Achieving Excellence through Equity and Diversity:

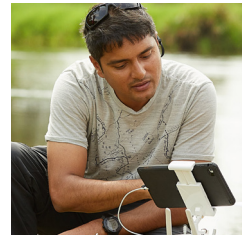
2017-2020: Associate Dean of the College of Science and Health Roger Haro and Vice Chancellor of Diversity & Inclusion Barbara Stewart

Investing in Our People:

2017-2019: Dean of CASSH Kim Vogt and Vice Chancellor of Administration and Finance Bob Hetzel
 2019-2020: Chief Financial Officer and Vice Chancellor of Administration and Finance Bob Hetzel and Director of Human Resources John Acardo

Advancing Transformational Education:

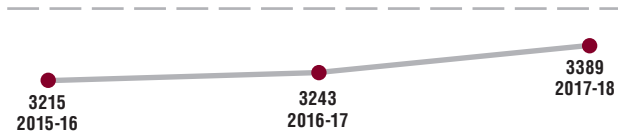
2017-2020: Provost and Vice Chancellor for Academic Affairs Betsy Morgan and Professor of Political Science and Public Administration and First-Year Seminar Coordinator Tim Dale



INCREASING COMMUNITY ENGAGEMENT

Expand number of partnerships reported on the UW System Partnership Collection.

3,389 Partners were reported across all 6 areas of 2017-18 UW Partnerships Report.



INVESTING IN OUR PEOPLE

Work toward achieving **92%** of external market parity compensation across all employee classifications. View the CUPA salary review.

FACULTY



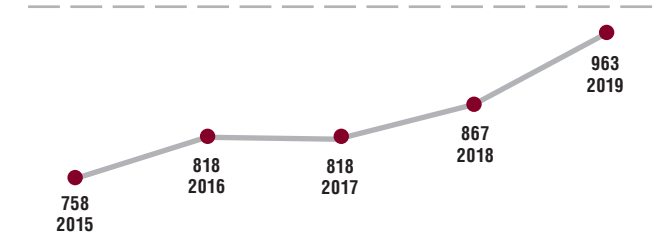
ACHIEVING EXCELLENCE THROUGH EQUITY & DIVERSITY

Reduce gaps in first-to-second year retention between students in the majority race/ethnicity group and students of color. The current retention rate of the majority race/ethnic group is **84%**. The most recent retention rates of students of color:

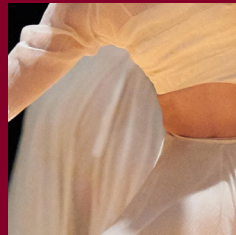
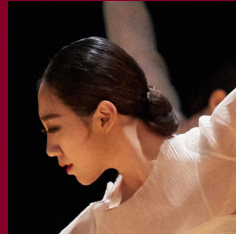


ADVANCING TRANSFORMATIONAL EDUCATION

Increase graduate enrollment to **1,000** students.



Complete metrics available at uwlax.edu/info/strategic-plan



Learn more at uwlax.edu/info/strategic-plan