



10 August 2005

**The University of Wisconsin-La Crosse**  
**Building Our Academic Community of Learning and Inquiry**  
**Strategic Plan Status Review**  
**Submitted To Chancellor Doug Hastad**

William T. Clow, Chair  
Joint Planning & Budget Committee

The University of Wisconsin-La Crosse approved its strategic plan, *Building Our Academic Community of Learning and Inquiry* in 2004. This process became a uniting force across a diverse campus and helped to create a more common experience throughout our campus. With little fanfare the strategic plan began to be implemented through fits and starts. Much of the accountability was stricken from the plan through the committee process, therefore decreasing campus-wide participation or buy-in. Recently, areas of the campus are beginning to embrace the current strategic plan in a more public display, as witnessed by the agenda for the Provost's Retreat, where each section of the day was driven by elements of the plan. That effort and understanding needs to be communicated beyond administrative offices and the Joint Planning & Budget Committee.

A great number of the initiatives laid out in *Building Our Academic Community of Learning and Inquiry* are in actuality being considered, implemented or are already in place across our university. Two major stumbling blocks remain for campus buy-in of this plan: Communication and a sense of priorities. While many of these implementations are exemplary, there must be a coordinated communications effort to ensure the universality of effort, idea and acceptance. This lack of (or perceived lack of) communication is a perception that must be treated as serious and sincere. A successful Strategic Plan and University must have transparency. Free exchange of ideas and arguments for the good of the institution are necessary for survival in a state where higher education's budgetary crisis can dictate educational direction. The budget will always force our hand as a state university but clear and effective communication across our campus will afford us the opportunities necessary for continued survival and growth.

We created a set of guiding principles outlined in the strategic plan. We felt our university:

- Delivers a high quality, well-rounded education in an intellectually stimulating environment.
- Builds upon a global educational environment that fosters the exploration of issues from multiple perspectives and nurtures a community of invested, life-long learners.
- Recognizes people as its greatest asset.
- Embraces diversity and creativity in people, ideas and opportunities.
- Supports success for all students in all aspects of their development.
- Creates a multidisciplinary, culturally relevant curriculum that is accessible and responsive to a diverse community of learners.
- Maintains a high quality, accessible education.
- Exceeds national standards for physical facilities and technology access.
- Provides a broad array of student support services that most efficiently and effectively meet student needs and interests.
- Supports a climate of recognition and appreciation for faculty, staff, and student accomplishments.
- Recognizes that the quality of personal lives can enhance performance and contributions at the University.
- Develops and maintains a community-friendly campus and a campus-friendly community.
- Develops a planning process to effectively allocate and utilize existing resources as well as to bring new resources to the university, reacting to an ever-changing environment.

These principles need cohesion, commitment and priority. As the plan states, “The Joint Planning & Budget Committee will work in conjunction with other university governance groups to ensure that the exploration and implementation of the visions and goals set forth here actually become reality.” JP&B must have a higher degree of involvement in the examination and implementation of the Strategic Plan from across the university and work with all representative groups in creating a plan of priority for UW-L. Through greater communication and creation of campus-wide priorities we can truly create an institution worthy of the label “exceptional.”

*Building Our Academic Community of Learning and Inquiry* recognizes seven key areas of focus for our campus and lays them out with visions and goals for each area. The plan states that to reach our full potential, energy, time and resources needed to be concentrated in these areas.

These key areas of focus are:

Academics  
 Student Development  
 Diversity  
 Community  
 Globalization  
 Quality of Life  
 Resources

The following is a current assessment and status report for each of these key areas:

## Academics

### *Vision*

Academic programs at UW-L deliver high-quality, well-rounded education in intellectually stimulating environments that foster and produce: critical thinkers, lifelong learners, skilled and collaborative practitioners, and global citizens who use knowledge and technology with wisdom and ethics. The academic programs are multidisciplinary, culturally relevant, and flexible in their design in order to be accessible and responsive to a diverse community of learners.

### *Goals*

- Deliver a broad-based rigorous General Education program.
- Create a culture where there are high expectations for students and faculty in the areas of academics, scholarship and creative activity, and service.
- Promote undergraduate and graduate academic programs that deliver a complete, well-rounded education.
- Create a culture of teaching, scholarship and creative activity, and service conducive to excellence and quality.

	<u>Accountability</u>	<u>Timeline</u>
<b><u>Actions Taken</u></b>		
Creation of Full-time faculty positions through Enrollment Initiative	Provost, CFO	2004-2005
Significant revision to the Promotion Process	Joint Promotion Committee, College Deans	2004-2005
Evaluation of departmental assessment plans	SAH College Committee CLS College Committee	2004-2005
Revised and clarified letters for review and retention	College Chairs & Deans	Ongoing
Mini grants offered by College of EESHR and CLS to enhance programs and improve teaching & scholarship	Dean EESHR/Dean CLS	2004-2005
Course revisions & new course development promoting international business in Western Wisconsin	Dean CBA, US Department of Education	Through 2007
Director of Summer School appointed	Provost	Spring 2005
“Recognition of Excellence” program for students and faculty	CLS Dean	Ongoing
CLS Summer School Task Force	CLS Dean	2004-2005

Improved Document Delivery	Murphy Library ILLiad/Odyssey	Ongoing
<b><u>Actions In Progress</u></b>		
Review of Current General Education Program	GEC, Director of General Education, Faculty Senate	Ongoing
Learning Outcomes Study	The University Community	Ongoing
Gen Ed Course Review	The University Community	Ongoing
Program Review Study (including non-academic programs)	Ad Hoc Program Array Review Committee, Faculty Senate	Ongoing
CLS Core Curriculum Review	CLS Curriculum Committee	Ongoing
ITS Campus 5-Year Technology Vision	CIO, Provost, Financial Services	Spring 2005
Creation/Revision of faculty development for training faculty in technology of teaching and learning	CIO-ITS/Educational Technologies, Provost Office	Ongoing
Review of General Education	SAH College Committee	Ongoing
Council on Undergraduate Research	Continuing Ed, SAH	2004-2005
Expansion of ME-PD Program	Continuing Ed	2004-2005
Planning Phase for New Academic Building	Campus Planner, CIO	Ongoing
Grants for Online Course Development	Dean, CLS	Ongoing
Development of Professional Communication Degree Completion	Dean, CLS	Ongoing
Development of M.A. in Archaeology	Dean, CLS	Ongoing
Development of Online SDA Degree Program	Dean, CLS	Ongoing
Revision of University Honors Program	Dean, CLS	Ongoing
<b><u>Actions Needed</u></b>		
Completion of General Education Study	Director of General Education, GEC, Faculty Senate, Campus Community	
Summer School Study	Director of Summer School, Faculty Senate, Deans	
Increased opportunities for Faculty Development	College Deans, Provost	
Work to restore classroom size to manageable levels	Provost, CFO, Deans, Chairs	

Revision of CST 110	CST Faculty, CLS Dean	
Provide Structure and Support for Freshman Writing Program	Dean, CLS	

## Student Development

### *Vision*

As a student-centered campus, UW-L will enhance student development by providing services and programs that address the needs of all students. By supporting the personal, physical, spiritual, emotional, intellectual, vocational/professional, social, cultural, and global development of students, UW-L will nurture a community of active citizens and involved life-long learners.

### *Goals*

- Expand and enhance advising and mentoring programs.
- Enrich learning opportunities both in and out of the classroom.
- Promote inclusive student involvement, leadership, service, and activism across the university and community.
- Foster programs and services that continue to optimize student health and quality of life issues.

	<u>Accountability</u>	<u>Timeline</u>
<b><u>Actions Taken</u></b>		
Creation of Academic Advising Center (AAC)	Director AAC, Provost	Fall 2004
LA X Mentoring Program	Counseling & Testing Center	Fall 2005
Enhanced mentoring programs (undergraduate research)	College Deans & Chairs	2004-2005
ULEAD Program	SDAS & SAC	Fall 2005
FYE Residence Hall Experience	Office of Residential Life	Fall 2004
Expanded Alternative Break Program	Office of Multicultural Student Services, SAC	Fall 2005
SYE (Sophomore Year Experience) Residence Hall Program	Office of Residential Life	Fall 2005
Examination of Student Dean	SAC	2004-2005
Expanded Service/Volunteer programs through Involvement Center	SDAS, SAC, Involvement Center	Ongoing
Community service by Allied Health students	Department of Health Professions	Ongoing
Creation of Web Based Parking Sales	Director, Protective Services	Summer 2005
Expanded the number of meetings	Chancellor, Dean of SDAS	2004-2005

with Chancellor and Dean of SDAS to discuss issues.		
Refinement of SAH 105 To help enhance student health	SAH	Ongoing
Research grants and travel support offered to graduate and undergraduate students by the College of EESHR & CLS	Dean EESHR & CLS	2004-2005
CBA 1 <sup>st</sup> year mentoring program for minority business students	CBA Faculty & Staff	Ongoing
Faculty/Staff forum on Hmong cultural issues and the classroom	CBA	Spring 2005
Funding for CBA student study abroad	CBA	2004-2005
Financial Support for Model UN and Mock Trial	Dean, CLS	2004-2005
Advising Support for Academically At-Risk Students	Dean, CLS	2004-2005
<b><u>Actions In Progress</u></b>		
First Year Experience	General Education Committee	Ongoing
Integration of Student Health Services and Counseling Services?	Office of Student Life	Fall 2005
Expansion of Student Internship in Technology/Marketing	CIO-ITS	Ongoing
New Student Residence Hall	Campus Planner, CIO	Summer 2006
<b><u>Actions Needed</u></b>		
Expand Senior Capstone Opportunities	GEC, Departments	
Institute "One-Stop Shopping" for student services	SDAS, SAC, OSL, CFO	
Increase access for students with disabilities	Disability Resource Services, SDAS, SAC	
Increased Funding for CLS Students Study Abroad	Dean, CLS	

## Diversity

### *Vision*

UW-L is committed to ensuring an intellectually challenging and welcoming learning environment for all members of the campus community. Students, administrators, faculty, staff and community members learn and work in a physically and psychologically safe

environment where they are valued for their similarities and their differences. Differences have been recognized as valued resources for the academic, cultural, and personal development that has occurred in our country and our world; therefore, they are viewed as essential to an intellectually stimulating environment. An atmosphere that fosters the exploration of issues from multiple perspectives will be commonplace for academic exploration and growth. Because diversity is an integral part of UW-L, students graduate with a commitment to being culturally knowledgeable world citizens. This diversity vision is designed to supplement and not to duplicate or replace Plan 2008.

*Goals*

- Build a campus culture that fosters recruitment and retention of a diverse administration, faculty, staff and students.
- Infuse diversity throughout the curriculum.
- Develop a structure for faculty and staff that includes and values diversity.
- Centralize and coordinate diversity resources and programs to optimize impact and efficiency.
- Foster the mutual expansion of diversity through reciprocal relationships between the campus and the community.

	<u>Accountability</u>	<u>Timeline</u>
<b><u>Actions Taken</u></b>		
Diversity Organization Coalition (Student groups)	OMSS, OSL, SAC	2004-2005
Expansion of ASI program from summer to year-long	OMSS	Ongoing
Improved and increased efforts in recruitment of students	Deans & Chairs SAH	Ongoing
Recruitment of a diverse staff	Deans & Chairs SAH	Ongoing
Student Diversity Initiative	Registrar	Ongoing
Record number of International students enrolled	Office of International education	
Development of Diversity Workshop for Search & Screen Committees	Dean, CLS	2004-2005
<b><u>Actions In Progress</u></b>		
Plan 2008 Phase II	Assistant to the Chancellor for Affirmative Action & Diversity	Fall 2005
Increased documentation of diverse cultures in campus promotional and educational multi-media materials	CIO-ITS/Educational Technologies	Ongoing
Diversity Mentoring Program for Faculty	CLS	Ongoing
Support of Diversity Fellowship for	CLS	Ongoing

Faculty		
Support of Diversity Workshops, Lectures, Performances	CLS	Ongoing
<b>Actions Needed</b>		
Implementation of Plan 2008 Phase II	Chancellor, Provost, AAD, Deans, Faculty, Staff and Students	
Expansion of Diversity in Faculty, Staff and Administration	University community	
Continue to centralize and coordinate diversity resources and programs	AAD, OMSS, SAC, Student Services	

## Community

### *Vision*

We envision a community-friendly campus and a campus-friendly community that are interconnected; these communities collaborate to share resources and expertise; achieve mutual goals by building relationships with stakeholders; and embrace diversity and creativity in people, ideas, and opportunities.

### *Goals*

- Develop, nurture and sustain an inclusive community where all voices are heard and valued.
- Explore work/life issues that strengthen the broader campus community. (such as partner benefits, child care, elderly care, health and wellness education.)
- Provide regular community building and recognition events on campus.
- Develop and maintain positive university and community relations.

	<i>Accountability</i>	<i>Timeline</i>
<b>Actions Taken</b>		
Chancellor's Community Council	Chancellor	Ongoing
Off Campus Neighborhood Celebrations	Director, Protective Services	Ongoing
Mentoring linkages between UW-L Business faculty and local High Schools	CBA Faculty	Ongoing
Creation of outreach office for Wisconsin World Trade Center	Small Business Development Center	2004-2005
Seminars & Training for Small Businesses on International	CBA	2004-2005

Business		
Creation of student links to Future Business Leaders and Junior Achievement	CBA	Ongoing
UW-L/Landlord Conversations	Business Services, Student Life, Local Landlords	Ongoing
Off Campus Parking Relief	Director, Protective Services	Fall 2005
Community listening sessions	Dean, SAH	2004-2005
Work-Life Advocate Position	Provost	2004-2005
Revised Autism Spectrum Disorders certificate	Continuing Ed, Chileda	2004-2005
Biology 105 For Advanced HS Students	Continuing Ed, Biology, La Crosse Public Schools	2004
Fundraising for Community Projects	Dean, CLS	Ongoing
Support of History Day	Dean, CLS, Murphy Library	Ongoing
<b>Actions In Progress</b>		
Campus multi-media production, technology support, and distance education resources for the community	CIO-ITS/Educational Technologies	Ongoing May 2005
Increased emphasis in promoting campus vision to the community through multi-media projects.	CIO-ITS/Educational Technologies	Ongoing
Increased emphasis in showcasing Campus Comprehensive Campaign	Assistant Chancellor For Advancement, CIO-Educational Technologies, UW-L Foundation	Ongoing
Creation of Regional Economic Reports	State Bank of La Crosse, La Crosse, Tribune, Chancellor	Ongoing
Creation of Mayor's Alcohol Task Force.	Chancellor, Tri Campus Advisory Group, SDAS	Ongoing
President of La Crosse Medical Health Science Consortium	Chancellor	2005
An inaugural issue - College of EESHR newsletter was produced and distributed to all EESHR alumni, students, parents and community	Dean EESHR	2004-2005
Cooperative efforts with community on Grand Excursion	Murphy Library, Com Studies	Summer 2004
Women In Leadership Forum	Dean Student & Academic Services, Cont Ed	2004-2005
Library Digitization Project	Murphy Library, La Crosse Public Library	Ongoing
Community Picnic	SDAS	Ongoing

Bretheren National Youth Conference	Continuing Ed	2004
Jazz on the Mississippi Elderhostel	Continuing Ed	2004
Learning in Retirement Classes	Continuing Ed	2004
MVAC Partnership with Onalaska for New Visitor's Center	CLS, MVAC	Ongoing
MVAC Partnership with Local Schools	CLS, MVAC	Ongoing
CLS Town Hall Meetings	Dean, CLS	Ongoing
Cultural Programming	CLS	Ongoing
Oral History Project	CLS	Ongoing
Self-Sufficiency Program	CLS	Ongoing
<b>Actions Needed</b>		
Increased Community Support	The entire university	
Continued improvement of university public relations		
Expansion of Childcare services for faculty, staff and students		
Increase/Improve channels for campus communications	Chancellor, Provost	

## Globalization

### *Vision*

UW-L desires to increase international participation for all students, faculty and staff in order to help them develop as global citizens. We will continue and expand our commitment to excellence in international programs.

### *Goals*

1. Enrich international experiences.
2. Develop on-going campus programs to promote cultural competence.
3. Promote greater globalization of curriculum.
4. Develop opportunities for global interaction.

	<i>Accountability</i>	<i>Timeline</i>
<b>Actions Taken</b>		
Undergraduate Research Initiative	Student Association, Provost	Ongoing
Increased initiatives in Study Abroad	International Education, Colleges	Ongoing
Increased stipends for international business training and	Dean CBA	Ongoing

travel abroad		
Development of non-credit international experiences	SDAS, SAC, ORL	2004-2005
Dean working with several universities in Germany, France, Netherlands; developing faculty exchange opportunities and teaching opportunities	Dean SAH & CLS	Ongoing
Dean working with Lancaster University (UK) to develop an exchange involving undergraduate research students	Dean SAH & CLS	Ongoing
ACE International Initiative report	Provost, Director of International Education	2005
24 Faculty/Staff members funded through international development fund	Office of International Education	2004-2005
SDA Education with Chinese Delegation	Dean, CLS	Summer 2005
Amity Scholars Program	Dean, CLS	Ongoing
Support of Hmong & Chinese Instruction	Dean, CLS	Ongoing
Development and Support of INS Courses	Dean, CLS	Ongoing
Participation in Cooperative Language Program	Dean, CLS	Ongoing
<b>Actions In Progress</b>		
Task Force on International Education	Provost	Ongoing
Creation of multi-media productions, web promotions, marketing projects to explain the importance of global connections and experiences.	CIO-ITS/Educational Technologies	Ongoing
Increased use of distance education technologies to connect with international communities	CIO-ITS/Educational Technologies	Ongoing
Expansion of LIFE program through academic initiative	Student Association	Ongoing
Development of Hmong Online Program	Dean, CLS	
Development of Faculty-Led Study Abroad Programs	Dean, CLS	
<b>Actions Needed</b>		

Investigation of an International Center on Campus		
Increase opportunities for international teaching and scholarship		
Explore Grant Programs for Faculty and Student Scholarships		

## Quality of Life

### *Vision*

We envision the university as a great place to live, learn, work, and play. UW-L is committed to providing an environment that is healthy, secure, and intellectually and culturally stimulating. The freedom to explore and express new ideas without repercussions is particularly crucial to our quality of life. UW-L is committed to nurturing an atmosphere of tolerance, fairness, and trust. The obligations and responsibilities of work and personal life are recognized as changeable over time and circumstances. Accommodating demands of work and personal life are important to overall life satisfaction. Strong efforts will be made to arrive at workable balances. Healthy lifestyles are promoted and supported by our programs and facilities. Programs to nourish the mind, body, and soul are valued and advanced. Accessible physical facilities and grounds will be clean, well maintained, comfortable, and indicate a sense of pride.

### *Goals*

- Promote and support arts and humanities events and programs.
- Enhance programs for advising and counseling.
- Promote programs dealing with substance abuse and overall health and wellness.
- Create an environment that fosters balance between professional and personal life and supports healthy lifestyles.
- Integrate more art and people friendly areas into the landscape and physical surroundings.
- Enhance orientation and support programs for new staff, faculty, and students.

	<u>Accountability</u>	<u>Timeline</u>
<b><u>Actions Taken</u></b>		
Employee Assistance Program	Human Resources, Area Supervisors, Chairs	Spring 2004
Campus Climate Survey	Provost	2004
Hiring Campus Climate Coordinator	Assistant to the Chancellor for Affirmative Action & Diversity	May 2005
The College of EESHR and CLS covered leave expenses not covered by the SLOAN grant for	Dean EESHR/CLS	2004-2005

faculty & staff.		
Academic Initiatives-Advising. Includes funding AAC and grants to colleges for advising improvement	Student Association	2004-2005
New Chair & Faculty Orientation	Dean, CLS	
<b><u>Actions In Progress</u></b>		
“The Power of Professionalism” conference	Program Assistant Professional Development Committee	Summer 2005
Training of Academic Advisors	Dean, CLS	Ongoing
Enhancement of CLS Advising Websites	Dean, CLS	
<b><u>Actions Needed</u></b>		
Focus on Work/Life balance (especially in light of budget constraints over the past few years)		
Increased support for arts and humanities programs on campus		

## Resources

### *Vision*

UW-L strives to build upon its resources. University resources (people, time, facilities, and monies) will be directed to the highest priorities in pursuit of the greatest quality and value and in accordance with the overall strategic plan. We will continue to explore new and innovative methods to better utilize existing resources and we will aggressively seek new funding sources.

1. Develop methods to ensure that allocations are linked to the strategic plan and Enrollment management-21 and are regularly assessed.
2. Explore alternative methods, mixes, and combinations to use existing resources.
3. Garner/obtain resources for increased funding.

	<u>Accountability</u>	<u>Timeline</u>
<b><u>Actions Taken</u></b>		
Cancellation/Completion of EM-21	Chancellor, Provost, Vice-Chancellor for Administration & Finance	Fall 2004
Noel Levitz Review	Provost	Spring 2005
Campus Master Plan	Campus Planner	Spring 2005
Telecounseling Initiative	Admissions	Spring 2005
Implementation of E-Grading	Records & Registration	Spring 2005

Additional emphasis on grant writing for newly hired SAH faculty members writing grant proposals	Dean SAH	Ongoing
Linking allocation of SAH resources to SAH Strategic Directions document	Dean SAH	Ongoing
Center for Geographic Information Systems Data Base Purchase	CBA	2004-2005
Implementation of SEDONA a web-based information management system	CBA Faculty	2004-2005
Detailed study of the exterior athletic and student recreation areas	Campus Planner	2004-2005
Open Budgetary Process	Dean, CLS	Ongoing
Linked Special Events to Donor Cultivation	Dean, CLS	Ongoing
<b><u>Actions In Progress</u></b>		
Creation of New Enrollment Plan	Registrar	Ongoing
Creation of Comprehensive Campaign	Assistant Chancellor For Advancement, Foundation	Ongoing
Increased emphasis of grants for the acquisition of technology, to promote faculty development.	CIO-ITS/Educational Technologies, Departments	Ongoing
Providing additional support in areas such as Admissions, Records and Registration for web services	CIO-ITS	Ongoing
Better use All Agency State Funds for small building projects on campus	Campus Planner	Ongoing
<b><u>Actions Needed</u></b>		
Greater development efforts in student scholarship arena (especially for incoming students)	Assistant Chancellor for University Advancement, Foundation, Colleges, Departments	
Greater involvement in recruiting	Deans, Colleges, departments, Faculty	
Comprehensive Recruitment Plan	Registrar, Admissions, Campus Community	
College Alumni Group	Dean, CLS	

## **Suggested Planning Strategies From**

### **Building our Academic Community of Learning & Inquiry**

Below are the goals developed for each of the areas of focus: Academics, Student Development, Diversity, Community, Globalization, Quality of Life and Resources. Included with each goal are the strategies that emerged from the Future Search Conference and through the subsequent planning sessions. While there is not universal agreement on these strategies, there was general agreement that they should be shared with the campus groups responsible for achieving the goals. Those groups should consider, accept, modify or reject them.

## **Academics**

### **Deliver a broad-based, rigorous General Education program.**

- Promote general education as a four-year endeavor for all students.
- Ensure quality teaching in all courses.
- Ensure that all General Education courses provide significant, rigorous learning experiences for students.
- Explore the development of a cross-disciplinary General Education capstone course.
- Expand the First Year Experience.

### **Create a culture where there are high expectations for students and faculty in the areas of academics, scholarship and creative activity, and service.**

- Academically challenge students at a level that exceeds their current performance level.
- Create an atmosphere saturated with opportunities for the faculty mentoring of students in scholarly and creative endeavors.

### **Promote undergraduate and graduate academic programs that deliver a complete, well-rounded education.**

- Integrate innovations that promote a range of cognitive processes such as critical thinking, problem solving, and inquiry based learning.
- Increase educational opportunities that emphasize teamwork, the communication of complex issues and the development of lifelong learning skills.
- Examine the array of graduate programs and strengthen select key areas.
- Increase opportunities for testing out of introductory level courses.

### **Create a culture of teaching, scholarship and creative activity, and service**

**conducive to excellence and quality.**

- Explore reducing the average teaching load to 9 hours [or three courses] across campus.
- Explore the institution of a regularly scheduled Campus Scholarship Presentation Forum.
- Ensure that class sizes are conducive to fostering excellence in teaching and learning.
- Increase opportunities for testing out of introductory level courses.

**Student Development**

**Expand and enhance student advising and mentoring programs.**

- Explore a centralized developmental advising center.
- Expand peer advising and mentoring.
- Encourage faculty/staff/student involvement in advising and mentoring.

**Enrich learning opportunities both in and out of the classroom.**

- Expand service learning opportunities.
- Develop living/learning center.
- Expand senior capstone opportunities.
- Promote access for students with disabilities.

**Promote inclusive student involvement, leadership, service and activism across the university and community.**

- Investigate the creation of Student Dean Positions.
- Increase university access to student input.

**Foster programs and services that continue to optimize student health and quality of life issues.**

- Promote a physical facilities plan for “one-stop shopping” for student services.
- Enhance collaboration/communication of student services across campus.

**Diversity**

**Build a campus culture that fosters recruitment and retention of a diverse administration, faculty, staff and students.**

- Identify best practices for enhancing diversity and communicate to appropriate campus entities.

- Continue to improve the physical environment for its inclusiveness as a universally designed space that welcomes all.
- Ensure universal design for accessibility as a norm across the University in the physical plant, programs, and curricular materials.
- Explore the creation of cultural proficiency programs and encourage faculty, staff, student and administrative participation. Evaluate service learning as an opportunity to enhance the diversity experience for students at UW-L.
- Increase diversity throughout the curriculum.

**Develop a reward structure for faculty and staff that includes and values diversity.**

- Value diversity efforts in teaching, scholarship and service, on campus and in the community, in the consideration of retention, tenure, merit and promotion.
- Examine equity issues, such as domestic partner benefits, and pay equity.

**Centralize and coordinate diversity resources and programs to optimize impact and efficiency.**

- Build a central, accessible calendar in order to better coordinate events and efforts related to diversity.
- Consolidate financial resources supporting diversity to better coordinate the use of these funds.
- Centralize web resources on diversity and inform the campus as to where they are.
- Coordinate brochures so that there appears to be a common theme for different diversity services, programs and student organizations.
- Identify ways to physically consolidate existing programs into a single space/area through reorganization, renovation and remodeling.
- Centralize reporting of diversity organizations to one office.

**Foster the mutual expansion of diversity through reciprocal relationships between the campus and the community.**

- Continue to examine outreach efforts including Academic Success Institute and working with high schools.

## **Community**

**Develop, nurture and sustain an inclusive community where all voices are heard and valued.**

- Include faculty, academic staff, classified staff and students on all joint committees as appropriate.

- Include faculty, academic staff, classified staff and students on Search and Screen committees as appropriate.
- Explore the creation of an Open Forum with the Chancellor that allows all voices to be heard.
- Explore the creation of a University Senate that represents all stakeholders.
- Explore the creation of more leadership opportunities through Administrative Internships, Student Dean Positions, and Student Advisory Committees within colleges/units.
- Develop a campus gathering place where all can collaborate to share resources and expertise.
- Continue to use fair employment practices.

**Explore work/life issues that strengthen the broader campus community.**

- Establish a permanent Work/Life committee.
- Expand programs such as childcare and health and wellness education.
- Foster the development of work/life balance.
- Explore partner benefits, elder care and other programs necessary for a successful learning community.

**Provide regular community building and recognition events on campus.**

- Explore expansion of Academic Staff and Classified Staff awards and recognition. Expand development of College and University awards to recognize teaching, research, and service.
- Establish a weekly common hour on campus.
- Mentor new members of our community.
- Re-evaluate the types of activities that are used in retention & promotion decisions.

**Develop and maintain positive university and community relations.**

- Collaborate with the greater La Crosse area community to develop partnerships that share resources and expertise.
- Explore development of a university involvement center as a clearinghouse for community service. Improve university public relations.

**Globalization**

**Enrich international experiences.**

- Increase the percentage of students studying abroad and increase international internships.
- Increase the number of international students on campus.

- Increase opportunities for international teaching and research and creative activity.
- Increase international scholars and staff on campus.

**Develop on-going campus programs to promote cultural competence and promote international awareness.**

- Create opportunities for faculty, staff and students to share their direct international experience.

**Promote greater globalization of curriculum.**

- Develop a process to ensure high quality academic standards for faculty-led summer and short-term programs.
- Ensure that all courses have an international component.
- Develop opportunities for greater global interaction.
- Develop an integrated approach to embracing an international perspective.
- Integrate international students into campus advising and support structures.
- Develop partnership opportunities with a network of international institutions and universities.
- Investigate the creation of an international center.

## **Quality of Life**

**Promote and support arts and humanities events and programs.**

**Support and enhance programs for advising and counseling.**

**Promote educational programs dealing with substance abuse and overall health and wellness.**

- Increase the visibility of alcohol and drug abuse issues and initiatives.

**Create an environment that fosters balance between professional and personal life.**

- Develop a work-life balance plan and support processes to accommodate the balance of work and personal life obligations and responsibilities.
- Create a Work/Life Advisory Committee to advise campus leaders and the Office of Human Resources on work/life issues.
- Support the goals of the Program Assistant Training Group and work with unions representing classified staff to facilitate work/life balances.

**Integrate more art and people friendly areas into the landscape and physical surroundings.**

**Promote and maintain active facilities and programs directed at healthy lifestyles.**

**Enhance orientation and support programs for new staff, faculty, and students.**

## **Resources**

**Develop methods to ensure that allocations are linked to the strategic plan and EM-21 and are regularly assessed.**

**Explore alternative methods, mixes and combinations to better utilize existing resources.**

**Garner/obtain resources for increased funding**