

UW-LA CROSSE
COLLEGE OF
LIBERAL STUDIES



STRATEGIC PLAN 2016-2021



WHO WE ARE

And What We Do

The College of Liberal Studies (CLS) provides a strong, broad-based education that prepares students for success and flexibility in their careers and personal lives. We teach content essential for meaningful participation in civic life, which includes: understanding the value of human differences; critical engagement with global dynamics and systems; working to make a difference in our communities and the environment; developing leaders; and innovation in solving the complex problems of the 21st century.

We actively engage our mission through a set of priorities that embody our values as a college and that guide our work inside and outside the classroom. We will:

- » Communicate the importance of a liberal education to internal and external constituents to showcase the socially significant, creative, and intellectually vibrant work of CLS students, faculty, and staff.
- » Develop, grow, and sustain Inclusive Excellence (IE) and internationalization initiatives in order to enhance student success, promote cultural competency, and facilitate a productive campus climate.
- » Promote curricular and program innovations in the areas of Inclusive Excellence, interdisciplinarity, internationalization, and applied learning—areas integral to preparing 21st century leaders.
- » Support the research, creative work, and overall professional development of faculty and staff to ensure their professional success and to enhance the quality of student learning.
- » Provide quality graduate and undergraduate educations that prepare students to meaningfully contribute to the state and region as articulated in the Wisconsin Idea (wisc.edu/Wisconsin-idea/).
- » Foster and grow relationships with alumni and community partners for the beneficial exchange of knowledge and resources.

THE PLANNING

The Context of Planning

The CLS Strategic Planning Committee (SPC) was asked to think specifically about what members of the CLS could accomplish during the next five years and the accompanying strategies we need to embrace to achieve these goals. The SPC was asked to develop the initial parts of the plan with boldness, achievability, and transparency in mind.

THE DETAILS

- » Initial process began fall of 2015 and concluded May 2016
- » Committee membership: faculty, staff, students, and administrators from across CLS

THE PROCESS

- » SWOT analysis (strengths, weaknesses, opportunities, threats) at fall College meeting
- » The SPC coded and sorted SWOT responses
- » The SPC gathered qualitative data from all CLS departments
- » The SPC also gathered data from:
 - » three undergraduate and graduate student groups
 - » seven UWL groups/committees
 - » three representatives from major employers in the area
- » The SPC thematized data and established goals, priorities and recommendations
- » Chairs and deans reviewed goals, priorities and recommendations, and determined:
 - » actions that were already achieved
 - » actions that were in progress
 - » actions that are the purview of other offices
 - » actions necessary to address identified gaps

FIVE GOALS

The SPC identified four primary goals for the plan: CLS Identity and Values, Inclusive Excellence, Curricular Innovation, and Collaboration and Community Partnerships. The SPC also identified specific tasks that the CLS should engage to achieve these goals. Based on a review of these recommendations, the CLS chairs and CLS deans identified items that a) had already been accomplished, b) were not the purview of a college, and c) addressed long-standing needs and priorities in the College. In what follows, we present five goals. The “new goal” is named “Support Quality Work Experiences for Faculty, Staff, and Administrators” and it draws from recommendations that emerged in the four original categories. Because supporting the work of our constituents is a primary goal of the CLS leadership team, we determined that it would be best addressed through a distinct category.

Each academic year, the CLS leadership will identify priorities from each goal area and pursue an itemized list of tasks to address the following goals:

1 **ENHANCE CLS IDENTITY:**
We will pursue opportunities to enhance our messaging about the value of the arts, humanities, and social sciences. Goals include:

- » Review and revise the CLS mission and vision every 5 years.
- » Communicate the CLS identity and values through a liberal arts advocacy plan and a communication plan.
- » Develop and post online department level mission statements that align with the college mission.
- » Market CLS majors and minors to internal and external constituents.
- » Assist students in understanding what they can do with CLS majors and minors.

2 ADVANCE INCLUSIVE EXCELLENCE: We will enhance the representation of diverse populations in the college and actively and intentionally work to “increase awareness, content knowledge, cognitive sophistication, and empathetic understanding of the complex ways individuals interact with systems and institutions” (www.aacu.org/making-excellence-inclusive). Goals include:

- » Recruit and retain faculty, staff, and students from historically underrepresented populations.
- » Infuse Inclusive Excellence principals and strategies into bylaws, including diversity and social justice questions on student evaluations of instruction.
- » Revise policies and procedures to remove barriers to student success (e.g. entrance requirements, g.p.a. restrictions, transfer rules).
- » Incentivize IE for instructors and staff, including IE research, student stipends to work with a faculty, small grants, and faculty-staff collaborations.
- » Develop guidelines and workshops for instructors to integrate IE into their promotion and tenure narratives.

3 ENGAGE IN CURRICULAR INNOVATION: We will intentionally and strategically provide curricular offerings that exemplify a quality liberal studies education. Goals include:

- » Support faculty and staff in the creation of new interdisciplinary academic programs (minors, certificates, etc.).
- » Support the development of curriculum related to IE (e.g. degree completion program in Liberal Studies, explore additional programs/courses that introduce underserved students to CLS programs and majors).
- » Support and promote international teaching and learning opportunities.
- » Enhance graduate education in the college through identification of growth areas, collaboration with Graduate Studies, and funding options.
- » Partner with CATL to establish and promote curriculum infusion workshops that address topics such as international and global learning, IE, service learning, experiential learning, and interdisciplinarity.

4

SUPPORT QUALITY WORK EXPERIENCES FOR FACULTY, STAFF AND ADMINISTRATORS:

■ We will provide opportunities and resources to advance the work of our staff (instructional and non-instructional), faculty, students and administrators. Goals include:

- » Departments work with the College to evaluate faculty advising loads to determine standard load versus overload.
- » Promote departmental guidelines that establish equitable standards for service, teaching, and research.
- » Provide professional development support—including, but not limited to grants, stipends, time, etc.—for leadership development for faculty, IAS, NIAS, and University Staff.
- » Assess and suggest meaningful changes to the faculty mentoring program, including but not limited to attention to mid-career and fully-promoted faculty in addition to the attention to pre-tenure faculty.
- » Seek service opportunities for faculty and staff (i.e. CARE Team, Hate/Bias Response Team, Title IX Team).
- » Identify, encourage, and support opportunities for CLS faculty and IAS to

pursue UWL joint governance leadership positions.

- » Develop guidelines and workshops for instructors to integrate IE and interdisciplinarity into their promotion and tenure narratives.

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FOSTER EXTERNAL AND INTERNAL COLLABORATION AND PARTNERSHIPS:

■ We will advance the CLS mission through engagement with external partners, including regional businesses and community leaders, employers, friends, and alumni. Goals include:

- » Enhance connections with alumni.
- » Strengthen relationships with community partners, curricular and otherwise.
- » Cultivate and steward partnerships through fundraising activities.
- » Develop and foster collaborations for programming and partnerships with internal constituents, including Student Support Services, Student Affairs, IEE, Athletics, Foundation, etc.
- » Strengthen relationships with community partners, including through curricular innovations, and community-based learning.

CLS LEADERSHIP

This strategic plan is the result of significant collaboration with internal and external members of our community. It is particularly important to note members of our leadership team who have led this process:

2015-2016 STRATEGIC PLANNING COMMITTEE

- » **Andrew Ives**, Graduate Student
- » **Linda Dickmeyer**, Department Chair
- » **Rob Dixon**, Department Chair
- » **Sheri Craig**, University Staff
- » **Kate Parker**, Undergraduate Faculty
- » **Sandy Keller**, Non-Instructional Academic Staff
- » **Terry Smith**, Instructional Academic Staff
- » **Karolyn Bald**, University Representative
- » **Jorg Vianden**, Graduate Faculty
- » **Charles Martin-Stanley**, Dean's Office

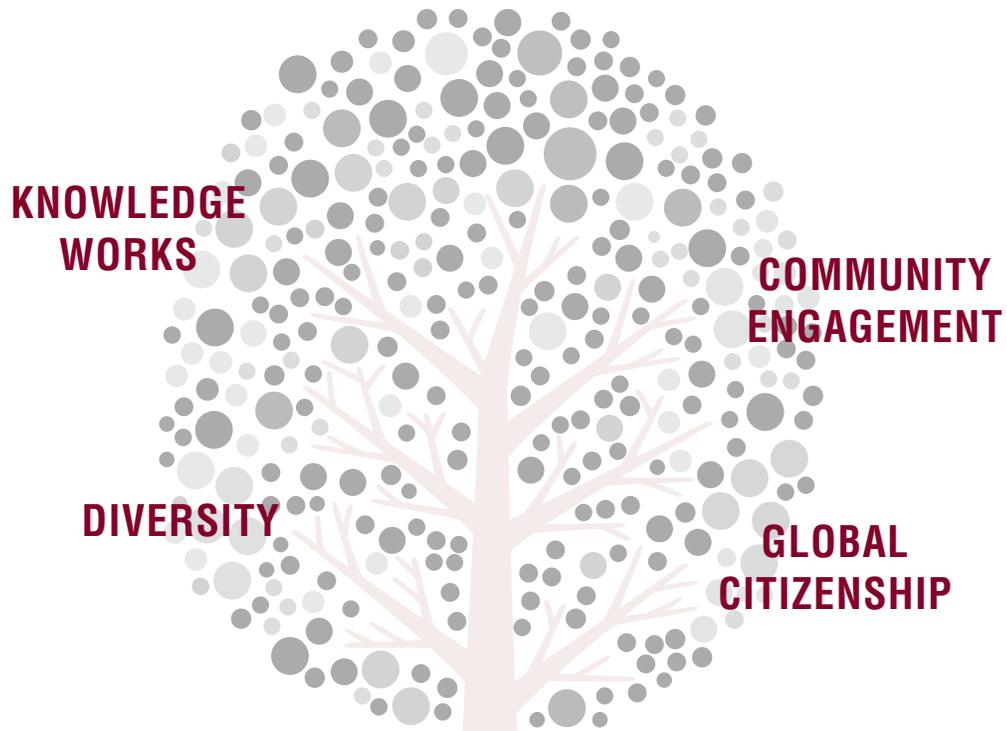
CLS DEAN'S OFFICE STAFF

- » **Julia Johnson**, Dean
- » **Charles Martin-Stanley**, Associate Dean
- » **Marie Moeller**, Interim Assistant Dean
- » **Tara Reiter-Marolf**, Dean's Assistant
- » **Stacey Strittmater**, Budget Officer

2016-2017 DEPARTMENT CHAIRS/DIRECTORS

- » Archaeology & Anthropology – **Tim McAndrews**
- » Art – **Rob Dixon**
- » Communication Studies – **Linda Dickmeyer**
- » English – **Natalie Eschenbaum**
- » Environmental Studies – **Meredith Thomsen**
- » Ethnic & Racial Studies – **Tim Gongaware**
- » History – **John Grider**
- » Military Science – **Lt. Col. Jane Brannan**
- » Modern Languages – **Marie Moeller**
- » Music – **Chris Frye**
- » Philosophy – **Eric Kraemer** and **Tim McAndrews**
- » Political Science & Public Administration – **Tim Dale**
- » Psychology – **Ryan McKelley**
- » School Psychology – **Joci Newton**
- » Sociology – **Kim Vogt**
- » Student Affairs Administration – **Jodie Rindt**
- » Theatre Arts – **Joe Anderson**
- » Women's, Gender, & Sexuality Studies – **Deb Hoskins**

Learn more at www.uwlax.edu/cls



CLS COMMITMENTS

UNIVERSITY OF WISCONSIN-LA CROSSE
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