

University of Wisconsin-La Crosse
College of Science & Health
Strategic Plan 2021
approved May 2021

Purpose of Strategic Plan

The College of Science and Health (CSH) Dean's office tasked the 2020-2021 CSH College Committee to undergo the process of developing a strategic plan to help guide the future efforts of the office. Data collection using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework occurred during the 2020 J-term. Responses were categorized by the pillars of the UWL Strategic Plan, and under the purview of the college office. The term *faculty* refers to all instructional staff in the college.

Strategic Planning Committee

The development of the strategic plan is a result of the participation of members of the college. We would like to recognize this effort, especially during the time of a global pandemic. It is also important to note members of the leadership team during this process.

Robert Allen^{*} (committee chair), *Mathematics & Statistics*

Thomas Almonroeder^{*}, *Health Professions*

Bonnie Bratina^{*}, *Microbiology*

Joan Bunbury^{*}, *Geography & Earth Science*

Tushar Das^{*}, *Mathematics & Statistics*

Dan Duquette, *Health Education & Health Promotion*

Dan Grilley^{*}, *Chemistry & Biochemistry*

David Mathias, *Computer Science*

Todd Osmundson^{*}, *Biology*

Robert Ragan^{*}, *Physics*

Christine Schwartz^{*}, *Biology*

Paul Schweiger^{*}, *Microbiology*

Sujat Sen^{*}, *Chemistry & Biochemistry*

Jennifer Taylor, *Recreation Management & Therapeutic Recreation*

Chia-Chen Yu, *Exercise and Sport Science*

Gubbi Sudhakaran, *CSH Dean's Office*

^{*} *CSH College Committee member*

Pillar: Increasing Community Engagement

The College of Science and Health will promote the mission of the college through the cultivation of internal and external partners which include the other colleges in UWL, regional businesses and health organizations, community leaders, local and state legislators, and alumni.

- Improve messaging of the college's strengths and accomplishments, internally and externally, through on-campus displays, email announcements, press releases, and other means.
- Guide and facilitate on-campus community experiences including guest speakers, student organizations, and events in line with CSH core values.
- Foster interprofessional experiences to strengthen community-based healthcare partnerships while promoting professional development for students.
- Define and support a Community Outreach Liaison within each CSH department to enhance messaging and visibility efforts.
- Build intentional relationships with UWL alumni to highlight and nurture community collaborations and connectivity.

Pillar: Achieving Excellence Through Equity & Diversity

The College of Science and Health recognizes and is committed to counteracting the effects of historical and current injustices against people based on race, ethnicity, gender, sexuality, disability, religion, and citizenship status. As such, we are dedicated to nurturing an atmosphere that values diversity and fosters inclusion and equity; enhancing the representation of a diverse faculty, staff, and student body in the college; and increasing equity and inclusion in our community through promoting the success of students from historically underrepresented populations, both at UWL and in their lives beyond college.

- Expand efforts to achieve demographic equity to access and retention for faculty, staff, and students.
- Increase and maintain representation of faculty and staff from historically underrepresented populations in college and university administration.
- Identify and allocate resources for need-based small grants for students to support successful application and entry into careers, professional programs, or graduate programs by providing funding for application fees, travel to interviews, etc.
- Identify and allocate resources -- financial, information, guidance, best practices, access to outside experts, etc. -- for Inclusive Excellence (IE) efforts, including:
 - Training and professional development opportunities for faculty and staff
 - IE research (e.g., student stipends, grants, support for faculty-staff collaborations, etc.).
 - Support for department-led IE efforts (adding statements to bylaws, recognizing IE in promotion and tenure decisions, promoting IE efforts in instruction, etc.).

Pillar: Investing in Our People

The College of Science and Health will promote a faculty and staff that reflect ethnic, gender, and disciplinary diversity. The College will provide support to faculty and staff throughout their academic careers such that they may develop and maintain innovative curricula, productive scholarship programs, and meaningful service.

- Recruit and retain a diverse and highly talented faculty with quality academic credentials, dedication to the support and cultivation of student learning, and a strong commitment to the tenets of the Wisconsin Idea.
- Develop strategies to address faculty burnout and retention resulting from increasing expectations for research, assessment, advising, and administrative tasks by facilitating creation of faculty workload metrics that recognize and reward contributions in teaching, scholarship, and service.
- Continue to foster the current collaborative and collegial environment within and between many departments including:
 - Value internal and external collaborations and work to ensure that such research is valued for promotion and tenure.
 - Develop other collaborative and interdisciplinary centers like River Studies, support faculty networking events to develop collaborations between departments across the college and pursue and advertise more opportunities like the freshwater collaborative and the Mayo partnership.
- Identify college specific development opportunities (e.g., symposia, grants, conferences, networking events, etc.), and continue to make available administrative fellowships and assignments for career advancement to interested faculty.
- Improve support for the development and expansion of the health professions programs with emphasis on space needs in the Health Science Center, opportunities for faculty to maintain their clinical expertise, and the unique recruitment needs of these programs.
- Work with departments and collaborative groups within the college to identify opportunities for program growth/improvement/funding and to obtain and maintain state-of-the-art facilities and equipment to be used in research and teaching.
- Continue to pursue internal and external funding to support research, course/program development, and travel for research and conferences, and support faculty pursuit of external funding.
- Identify ways to incentivize innovation in teaching, research, and scholarship to increase faculty morale, including:
 - place higher value and emphasis on development and implementation of high impact practices such as:
 - allocating resources for laboratory/hands-on training courses (in a way that does not penalize SCH/FTE).
 - recognize for promotion and tenure, and seek to compensate, the work done in mentoring undergraduate and graduate research.
 - Developing and maintaining undergraduate and graduate research programs.
 - Improving teaching and inclusive excellence programs.
 - allocate financial support for one-time projects (e.g., conferences, competitions)
 - expand support for faculty scholarship (e.g., provide support for faculty research, grant writing)
 - continue to recognize the value that tenure-track faculty, active in research, bring to the university and continue to emphasize faculty positions that involve research-scholars in accordance with the Wisconsin Idea.

Pillar: Advancing Transformational Education

The College of Science and Health will continue to be a leader in education, both at the undergraduate and graduate levels, of the natural, physical, and health science professions. We are committed to providing high impact practices for students across the entire university, which integrate our exceptional teaching, research, and service efforts.

- Support departments and faculty in the development of interdisciplinary courses and programs (minors, concentrations, certificates, study abroad programs) through grant opportunities (e.g., CSH-specific curricular redesign grants).
- Support faculty mentoring undergraduate and graduate research projects by providing release time.
- Provide greater access to funded research opportunities for undergraduate and graduate students.
- Promote the college by developing a college-wide research symposium for the fall. This could enhance student recruitment as many student visits occur in the fall.
- Promote recruitment of graduate students at the national level through :
 - allocating funding (e.g., research assistantships, teaching assistantships) and awards like the undergraduate Dean's Distinguished Fellowship.
 - marketing efforts and supporting web design/maintenance efforts (e.g., through iComm partnerships, release time, summer stipends for design/maintenance).
 - enhanced online/hybrid learning opportunities developed during the pandemic to recruit future traditional and non-traditional students (e.g., working with the Center for Advancing Teaching and Learning (CATL), providing small grants and/or release time).