

UNIVERSITY OF WISCONSIN-LA CROSSE

SUSTAINING EXCELLENCE



Strategic Plan December 2019 update Here's how UWL is 'Sustaining Excellence'

This update will identify many of the accomplishments of our four strategic planning pillars from January 2019 to November 2019. As many of you know, I will be finishing up my term as Special Assistant to the Provost this academic year. In Spring 2020 my focus will be on easing the transition to a new phase of strategic planning at UWL: I will be working to develop detailed implementation plans for each of the pillars and will be sharing this work for feedback with governance groups and campus stakeholders in the Spring 2020 semester. My last update in May 2020 will include a draft of the Sustaining Excellence final report. In the meantime, please know that my door is always open if you have any questions, concerns, or ideas related to current or possible future strategic initiatives.

Just a reminder that our previous updates are always available for review on the amazing [Strategic Planning website](#), with a big thank you to the Office of Institutional Research, Assessment and Planning and University Communications for their wonderful work in giving Sustaining Excellence a new public face.

In this time of transition, I remain grateful for the incredible enthusiasm and hard work of the many faculty, staff, and students who make Sustaining Excellence come alive.

With my best wishes for a lovely holiday,
Kate Parker
Associate Professor of English
Special Assistant to the Provost—Strategic Planning

Increasing community engagement



Community Engagement Coordinator: We are pleased to welcome Lisa Klein as the University's Community Engagement Coordinator. Since August, Lisa has been convening the Community Engagement Council (composed of UWL faculty and staff active in community-based practices) and has begun gathering data on existing campus community engagement initiatives and partnerships. [Read about Lisa Klein.](#)



Experiential Learning at UWL: Supported by a Margins of Excellence grant, the UWL website now houses a number of videos highlighting experiential learning experiences at UWL—most of which involve community partners or other high impact practices such as education abroad. Kudos to all who worked on these videos. [Watch the videos.](#)

Achieving excellence through equity & diversity



Equity Liaison Initiative: The [Equity Liaison Initiative](#) continues to thrive; over 95% of UWL departments and units have appointed an

Equity Liaison. The Initiative hosted its Fall Gathering in October; another gathering is planned for Spring 2020. The initiative now focuses on the joint needs of all units with attention to the individualized needs of academic departments as a group and non-academic departments as a group.



Excellence in Diversity & Inclusion Certificates: Thanks to the hard work of IE Specialist Deb Hoskins and CATL, the University now offers a [certificate program](#) with specific tracks organized by roles: instructors, employees, supervisors/department chairs, and Equity Liaisons. Each certificate will require participants to engage in at least eight equity- and inclusion-related workshops, trainings, or events over two years. Participants must apply those experiences in a project. Currently, 60 staff are enrolled in the program.



Equity Reports Now Formalized in UAPR process: In Spring 2019 the Undergraduate Academic Program Review committee approved a requirement in the self-study form for departments to include equity reports and plans as a part of their review materials.



Inclusive Teaching: The Institute for Social Justice and CATL partnered to offer a Summer Institute in Inclusive Teaching Practices; six instructors received stipends to participate in an intensive course redesign centered on inclusive teaching practices. This initiative was funded by a Curriculum Redesign Grant and is expected to again be offered in Summer 2020. In addition, the ISJ has formed a Subcommittee on Inclusive Teaching Practices at UWL that has met regularly throughout Fall 2019.



Restorative Justice: Equity Liaisons will pilot a workshop introducing Restorative Justice to UWL. The workshop will provide feedback to help determine next steps for our campus. The workshop counts toward the Equity Liaison Excellence in Diversity and Inclusion Certificate.

Investing in our people



Faculty and Staff Compensation: According to the [FYS 19 UWS System Report on Faculty Turnover & Compensation](#)

adjustments UWL reported the highest amount of base adjustments and number of faculty receiving compensation adjustments for the UW comprehensive institutions. UWL also reported the highest amount of one-time compensation adjustments for both faculty and staff. Thanks to the leadership of Bob Hetzel for his continued support and commitment to the priorities within *Sustaining Excellence*.



Employee Engagement Survey Action Team: The EEAT was convened throughout Spring 2019 by Christa Kiersch, Associate Professor of Management and John Acardo, Director of Human Resources to respond in concrete ways to the results of the Employee Engagement Survey data collected in 2018. Highlights of the Action Team's work include:

- strengthening partnerships with Human Resources and the Division of Diversity & Inclusion
- alignment of training and professional development opportunities within Human Resources with needs indicated by the survey
- two completed initiatives designed to provide better communication of and access to resources for all faculty and staff: the [HR Calendar feed](#) emphasizing professional development opportunities and the employee-specific resources available at the [Be Well @ UWL site](#)



Diversity training: The EEAT and the Steering Committee of the Equity Liaison Initiative partnered to pilot and implement an online course, "Diversity: Inclusion in the Modern Workplace." This course will be the first step in the Excellence in Diversity & Inclusion Certificates program but is available for all staff and faculty and will be a required part of the onboarding process for new employees.

Advancing transformational education



First-Year Seminar: The First-Year Seminar is currently completing its pilot phase, with 21 instructors offering seminars in Fall 2019. Over 100 instructors are currently enrolled in the FYS 100 Instructor Certification course (which includes online and in-person training components) to prepare for FYS going to scale in

Fall 2020. You can [learn more about FYS on its website](#) and you can also [preview the Common Experience modules](#) (the 1-credit shared online component of the course). Both the students and the faculty involved in the pilot will be providing feedback to help inform the full rollout.



General Education Working Group: The General Education Working Group has drafted a final proposal and rationale for revising the General Education curriculum. In Fall 2019, the proposal was shared with various governance groups, including the General Education Committee of the Faculty Senate, for feedback. Campus-wide feedback was also sought through an online survey and open forum sessions. The group is currently soliciting feedback from specific stakeholders and will finalize a proposal to bring before Faculty Senate in early spring. View the most recent [draft of the proposal](#) and also [visit the website](#).



General Education Assessment Advisory Working Group: This group met throughout Summer 2019 to propose a new model for program-level assessment of General Education. This programmatic assessment model has been vetted by Faculty Senate Executive Committee, the General Education Committee and the General Education Assessment Committee and is currently in its implementation phase. [View the working group's final report](#).



Global Learning: After completing participation in the ACE Internationalization Laboratory (2017-2019), an Internationalization Advisory Group has been established with oversight on:

- Developing a framework to coordinate and promote **all internationalization activities** at UWL—UWgLobal
- Internationalization of UWL curriculum
- Establishing an International Enrollment Advisory Group
- Expanding Education Abroad Committee updates and communication will be shared on the [UWL Comprehensive Internationalization website](#)



ACE Internationalization Laboratory: The University welcomed the ACE Peer Review team on April 8. UWL finished its Lab participation in July and is now in the implementation phase of the [Comprehensive Internationalization plan](#).



Graduate Education: In Spring 2019 Graduate Education continued its progress through the Graduate Strategic Plan:

- **Graduate Program Director Workload and Compensation Report:** Director Meredith Thomsen and the Graduate Council developed a survey for Graduate Program Directors (GPDs) which was submitted to Academic Affairs leadership and the Graduate Council. Two major initiatives supported by the findings of the report are the creation of new graduate admissions portals in TargetX (which Admissions is taking the lead on developing). We will start paying nine-month contract Grad Program Directors \$1,000 in summer salary.
- **Graduate Education: Interdisciplinary Projects Grants:** With input from Graduate Council and the Grad Program Directors, Graduate Studies have begun offering a new [grant to support interdisciplinary projects serving graduate programs](#). The first deadline for the new grant was in September 2019.
- **Orientation and Resource Guide:** Graduate Studies has created an [online Orientation and Resource Guide](#), which provides students with information about living and studying in La Crosse. Graduate Studies GA Lysianne Peacock (Recreation Management) took the lead on this project.



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.

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