

UNIVERSITY OF WISCONSIN-LA CROSSE

SUSTAINING EXCELLENCE



Strategic plan January 2019 update

Here's how UWL is 'Sustaining Excellence'

Colleagues,

As we move into the final weeks of the January term, I remain inspired by the dedication of the many staff, faculty and administrators committed to the daily work of Sustaining Excellence. This update identifies the many accomplishments of our four strategic planning pillars from September 2018 to December 2018. (Our previous updates from 2017 and 2018 are always available on our [Strategic Planning website](#).)

Before I acknowledge the accomplishments of each of the pillars, I am pleased to announce that Chancellor Gow, in collaboration with the Joint Planning and Budget Committee (JPB), has invited me to stay on in my half-time position for the 2019-20 academic year. JPB and the Chancellor will discuss other models for advancing strategic planning into the future in the coming year. With this new, extended timeframe in mind, I have updated our [original strategic plan document](#) to reflect our progress after two years of implementation, and to identify key aspects of the plan that will comprise our focused, ongoing work for Year 3 and beyond. This revised plan has been vetted by the current heads of each pillar. I will be visiting the Chancellor's Cabinet, Joint Planning and Budget Committee, the Provost's Council and the various student, faculty and staff governance groups in early Spring 2019 to answer any questions and solicit feedback regarding the revised document and/or our implementation efforts thus far. The revised document will be available on our strategic planning website in mid-January.

With my best wishes for a happy and productive 2019,
Kate Parker
Associate Professor of English
Special Assistant to the Provost—Strategic Planning

Increasing community engagement



- ✓ **Community Engagement Coordinator:** In consultation with the Joint Planning and Budget Committee and Chancellor's Cabinet, UWL will be going forward with advertising for a Community Engagement Coordinator in Spring 2019. The position will be supervised by Vice Chancellor for Advancement Greg Reichert with a dashed line to the Chancellor.
- ✓ **Updating the Community website:** CEC has been working with University Communications and Provost Betsy Morgan to review and revise the Community Engagement web presence, with a specific emphasis on making our student-facing and partner-facing pages more user-friendly. [See the updates.](#)
- ✓ **Visit from Campus Compact:** On Nov. 8, UWL hosted a visit with Trina Schyndel, Director of the [Wisconsin Campus Compact](#). While on campus Schyndel met with administrators in Academic and Student Affairs, the Community Engagement Council, and faculty and students who are active in community engagement efforts at the University. Schyndel commented on how passionate our UWL folks are in their commitment to community engagement work.

Achieving excellence
through equity & diversity



Making E&I More Visible: A major goal was to make the work of equity and inclusion more visible on campus and in the community. In Fall 2018, the Equity Liaison Initiative was featured in a Campus News story. In addition, the Division of Diversity and Inclusion held an open forum in August. E&I leads will continue to work with University Communications to highlight equity and inclusion efforts at the University.



Equity Liaison Initiative (ELI): The ELI hosted a number of professional development opportunities this semester, including workshops dedicated to compiling and writing annual Equity Plans (for non-academic units) and Inclusive Excellence Plans (for academic departments), Equity Chats (informal meetings and gatherings for equity liaisons), and access to professional talks from nationally-recognized diversity leadership, such as Dr. Aaron Bruce, Chief Diversity Officer at San Diego State University.



Restorative Justice: Efforts to make restorative justice a campus-wide effort continue in earnest, with a current focus on developing a process for implementation. The process for Spring 2019 involves the development of an official campus-wide steering committee to offer brown bag lunches to educate campus about restorative justice best practices and to bring an external speaker for a campus-wide training in late Spring 2019.



Ongoing E&I Partnerships with other Pillars: Many efforts ongoing in other pillars of the strategic plan have intersected with those of the Equity and Inclusion pillar. The efforts of **Transformational Education** have the explicit goal of better retaining students from underrepresented populations. College-level strategic planning efforts (for example, in the College of Liberal Studies, headed up by Enilda Delgado) are looking specifically at addressing equity gaps with high-impact practices at the department level. Conversations about compensation

ongoing in the **Investing in our People** pillar have, as one explicit aim, efforts at retaining underrepresented faculty and staff.

Investing in our people



Employee Engagement Survey Action Team: In Spring 2019, an EES Action Team headed up by lead PI Dr. Christa Kiersch, Management, will meet to assess the results of the survey and to develop suggested action steps to implement prior to the next survey, scheduled for AY 2019-2020.



Faculty and Staff Compensation: The University is continuing to make faculty and staff compensation a priority and will be allocating \$475,000 for salary equity adjustments in January of 2019. UWL received \$250,000 in funding from UW System and identified institutional resources amounting to \$225,000 for the compensation adjustments.

Transformational education



General Education Reform: General Education reform has hit its stride. The First Year Seminar pilot has 27 instructors, all of whom are completing a required course of workshops (coordinated by CATL) in AY 2018-2019. FYS 100 was recently vetted by both the General Education Committee (GEC) and the Undergraduate Curriculum Committee (UCC). The General

Education Working Group also passed a [new mission and program goals](#) by a unanimous Faculty Senate vote in October. In November three Advisory Groups—a student advisory group, an assessment advisory group, and a logistical advisory group—were formed and vetted by Faculty Senate and the Student Association. These groups will begin work in December 2018 and meet through the Spring to offer targeted, specific feedback on the final revisions to Gen Ed.



Living Learning Communities: A group of faculty and staff recently attended the American College Personnel Association (ACPA) Institute on the Curricular Approach to learn more about implementing Living Learning Communities at UWL.



ACE Internationalization Laboratory: The ACE (American Council of Education) Internationalization Laboratory presented its December report at the ACE Internationalization Laboratory cohort meeting in Washington, D.C. Emelee Volden (Director of International Education and Engagement), Tim McAndrews (Faculty Assistant to the Provost) and Karolyn Bald (Assistant Director, Academic Advising and Career Services) were in attendance at the December 6th meeting. This report summarized the findings of six different working groups across campus focused on everything from institutional assessment, to sustaining a comprehensively internationalized campus, to developing strategic partnerships between UWL and the community.



Graduate Education: To address the goal of increased visibility and enrollment for graduate programs at UWL, Graduate Ed hosted the first-ever UWL Graduate School Visit Day in September, bringing more than 30 visitors to campus to learn about their graduate programs. The office of Graduate Education also worked with campus partners in the Office of Multicultural Student Services, the Financial Aid Office, and the Deans to develop an online application process for the Advanced Opportunity Program, which will go live later this month. To address the goal of advocating for graduate faculty, the Office of Graduate Education worked with the Graduate Council to develop a survey about Graduate Program Director workload and compensation, to better understand the work of those campus

leaders. Graduate Council also reviewed the Graduate Strategic Plan and selected priorities for action over the coming year.



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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