

## **UWL Strategic Planning: Achieving Excellence Through Equity and Diversity with Year One Goals with Action Steps**

**(Priority Content Liaisons: Dean Johnson & Associate Dean Haro)**

**Achieving Excellence Through Equity and Diversity Goal 1: UWL will achieve demographic equity in access and retention for students, staff, faculty, and administrators.**

- **Accountability Point People for Goal 1: Julia Johnson**

<b>Action Steps</b>
1. Establish a liaison program focused at the departmental or unit level with support and coordination from the college or division level. The liaison will coordinate department/unit-level efforts to assess equity gaps in the recruitment and retention of students, staff, and faculty from underrepresented groups, and to develop strategies to remedy these gaps. (Departments/Units, Deans, VCs, Convener of Liaisons and Diversity Trainer for Liaisons)
2. Units and Departments will collaborate with Admissions to develop and implement focused recruitment strategies to assist in reaching demographic equity. (Enrollment Services; Deans; Admissions, Department and Unit Heads, A&F)
3. Review results from year one action steps and develop year two action plan.

**Achieving Excellence Through Equity and Diversity Goal 2: The university will provide fully inclusive educational experiences for all students.**

- **Accountability Point People for Goal 2: CATL - Deb Hoskins**

<b>Action Steps</b>
1. Governance groups will collaborate to develop a question related to diversity & inclusion to be added to standard campus-wide SEI. (Faculty Senate)
2. Explore the feasibility and viability of restorative justice as a university-wide model of restoration and reconciliation of conflict. (Student Affairs {particularly Student Life and Res Life}and HR.)
3. Implement best practices for continuous/ongoing instructor support for inclusive teaching practices, such as culturally relevant pedagogies, universal design of learning, and anti-bias instruction. (CATL, Provost, College Offices, Offices of Diversity and Inclusion, Student Life)

4. Create an icon or badge symbolizing an instructor's skill in, and commitment to, inclusive educational practices. This symbol should be one students, staff and faculty can meaningfully identify. Provide support for faculty in universal design for learning and develop incentives for incorporation of inclusive teaching practices within curricula (e.g. college-specific workshops on developing culturally competent curricula; funding of small grants for course development to embed inclusive criteria).

**Achieving Excellence Through Equity and Diversity Goal 3: UWL’s Equity & Diversity efforts will be highly visible and coordinated across campus.**

- **Accountability Point People for Goal 3: Roger Haro**

<b>Action Steps</b>
1. Individuals and offices communicating on behalf of the university shall integrate concepts of equity, diversity, and inclusion into their communications, as core values of UWL’s identity. These values shall be intentionally prioritized in the university's messaging to new and prospective students and employees (of all backgrounds) and the community. (Senior leadership, Marketing, Advancement, Admissions)
2. Identify the unmet needs associated with supporting students from underrepresented backgrounds and the resources needed to achieve said needs. (D&I Leadership)
3. Evaluate potential options for a more coordinated UWL diversity leadership structure.
4. Review results from year one action steps and develop year two action plan.

## **UWL Strategic Planning: Increased Community Engagement with Year One Goals with Action Steps**

(Priority Content Liaisons: Dean Milner & Assistant Dean Moeller)

**Increased Community Engagement Goal 1: Initiate strategies that create and promote increased opportunities for students' community engagement that are academically grounded.**

- **Accountability Point People for Goal 1: Community Engagement Council (CEC) and Provost**

<b>Action Steps</b>
1. Educate campus on outreach opportunities and connections, community engagement portal, outreach best practices, outreach as a High Impact Practice (HIP), funding for outreach opportunities and practices, community engagement events, relationship-building best practices, etc. (CEC)
2. Codify the work of the Community Engagement Council (CEC) with a direct report to the Chancellor's Cabinet and coordinated by the Provost. As this group involves all offices and locations across campus, having this kind of outreach to these groups will ensure that we are, at all levels, promoting and supporting all outreach work to the best of our abilities. (CEC and Provost)
3. Professional development for faculty, staff, and administration on service-learning/community engagement. (CEC)
4. Review results from year one action steps and develop year two action plan.

**Increased Community Engagement Goal 2: Measure, assess and create accountability structure for community engagement across UWL**

- **Accountability Point People for Goal 2: Institutional Research/Natalie Solverson**

<b>Action Steps</b>
1. Identify current metrics for community engagement for UWL.
2. Create accounting mechanism for cataloging community engagement activities across campus. Differentiate university-based as compared to individual engagement. <ol style="list-style-type: none"><li>a. Instructional Staff: Digital Measures—add community engagement checkbox.</li><li>b. Non-instructional Staff: Use Outside Activity Report or expand DM to encompass all UWL employees.</li></ol>

- c. Students: Track numbers through Eagle Opportunities (interns), Ugetconnected (volunteers), Community Partnership Portal (course-embedded research, independent research, client-service projects, etc.).
  - d. Provide campus with best practices in outreach assessment rubrics, relying on research from Carnegie, AAC&U Value Rubrics, ACE, and outreach-experienced faculty/staff on the UWL campus.
  - e. Survey faculty, staff, students, and community partners who have participated in outreach activities to garner qualitative data regarding experience, processes, and potential revision suggestions/formative feedback.
3. Review results from year one action steps and develop year two action plan.

**Increased Community Engagement Goal 3: Market mutually beneficial relationships between UWL and private/public organizations in the greater La Crosse community, state, region, and globally. In particular, focus on the importance of public/community engagement in advancing UWL’s mission centered on the value of a Liberal Arts education.**

- **Accountability Point People for Goal 3: iComm- Maren Walz**

<b>Action Steps</b>
1. Develop campaign to create and promote mutually-beneficial relationships between internal and external constituencies; focus on educational component. (iComm)
2. Internal marketing campaign re: outreach portal, CEC, importance/possibilities of outreach work.
3. Review results from year one action steps and develop year two action plan.

**Increased Community Engagement Goal 4: Secure funding to support continued community engagement**

- **Accountability Point People for Goal 5: VC Greg Reichert and Dean Sandheinrich**

<b>Action Steps</b>
1. Increase Rada Margins of Excellence Experiential Learning Opportunities Endowment.
2. Review results from year one action steps and develop year two action plan.

## **UWL Strategic Planning: Investing in Our People with Year One Goals with Action Steps**

**(Priority Content Liaisons: Vice Chancellor Bob Hetzel & Professor Kim Vogt)**

### **Investing in Our People Goal 1: Prioritize employee compensation**

- **Accountability Point People for Goal 1: Bob Hetzel & Greg Reichert**

<b>Action Steps</b>
1. Use national data metrics for assessing employee compensation.
2. Increase self-funding- non-state monies. Look for alternative sources for funding faculty and staff compensation. Reallocation of funding to compensation from streamlined business processes and services (e.g., In-sourcing and/or Out-sourcing).
3. Review results from year one action steps and develop year two action plan.

### **Investing in Our People Goal 2: Promote an environment of employee inclusion, ownership, and engagement.**

- **Accountability Point People for Goal 2: Kathy Accola (or other HR representative)**

<b>Action Steps</b>
1. Create a survey to assess the extent of employee engagement (feelings of reward, value, and respect) and workload fairness.
2. Review results from year one action steps and develop year two action plan.

### **Investing in Our People Goal 3: Create clear and consistent assessment and accountability policies for all employees**

- **Accountability Point People for Goal 3: Mary Grattan and HR representative**

<b>Action Steps</b>
1. Explore best practice models of evaluation procedures for all higher education employees
2. Review results from year one action steps and develop year two action plan.

## **UWL Strategic Planning: Transformational Education with Year One Goals with Action Steps**

**(Priority Content Liaisons: PVC Morgan & VC Knudson)**

**Transformational Education Goal 1: Increase the percentage of students who have engaged in at least one high impact practice by graduation.**

- **Accountability Point People for Goal 1: Provost/IR**

<b>Action Steps</b>
1. Conduct a systematic study of high impact practices (HIPs) on campus, looking for evidence of the success of particular experiences and which students are getting them, and investigate best practices on other campuses and relevant research literature. Expand/implement the HIPs that work best. (IR)
2. Educate campus on the Liberal Education and America's Promise initiative (LEAP) and HIPs, and promote/advertise the HIPs that are working for students at UWL. (Provost)
3. Review results from year one action steps and develop year two action plan.

**Transformational Education Goal 2: Expand international/global learning opportunities for all students**

- **Accountability Point People for Goal 2: IEE/Emelee Volden and IEC Chair**

<b>Action Steps</b>
1. Review best practices in international/global learning and establish best practices to implement at UWL. (IEE, IEC)
2. Document and highlight current international/global learning at UWL and increase the opportunities that exist for the UWL community both on and off campus. (IEE, IR, University Centers).
3. Review results from year one action steps and develop year two action plan.

**Transformational Education Goal 3: Enhance graduate education**

- **Accountability Point People for Goal 3: Provost**

Action Steps
1. Shift Graduate Education from a decentralized administration toward a coordinated approach between departments and central administration. (Office of Graduate Studies, Provost Office, Graduate Council, Vice Chancellor for Finance and Administration, Department Chairs and Graduate Program Directors)
2. Review results from year one action steps and develop year two action plan.

**Transformational Education Goal 4: Increase opportunities for, and awareness of, experiential learning**

- **Accountability Point People for Goal 4: Provost & Dean of Students**

Action Steps
1. Establish a definition of experiential learning on campus, and a common understanding of best practices. (Provost/Deans, Student Affairs, Career Services)
2. Review results from year one action steps and develop year two action plan.

**Transformational Education Goal 5: Increase opportunities for cross-disciplinary teaching and learning**

- **Accountability Point People for Goal 5: Dean Sandheinrich and Dean Johnson**

Action Steps
1. Explore models at other schools and on our campus for delivering cross-disciplinary courses and programs. (Provost, Deans, Department Chairs)
2. Review results from year one action steps and develop year two action plan.

**Transformational Education Goal 6: Evaluate and revise the General Education program**

- **Accountability Point People for Goal 6: Faculty Senate**

<b>Action Steps</b>
1. Utilizing resources and research, map a process by identifying criteria for evaluating the structure and requirements of the general education program. (Faculty Senate, GEC)
2. Review results from year one action steps and develop year two action plan.