

**D R A F T FOR REVIEW BY UNIVERSITY  
COMMUNITY**

**University of Wisconsin – La Crosse**

**Plan 2008: Phase II**

Educational Quality through Racial and Ethnic Diversity

**A PLAN FOR ACTION**

**2004-2008**

## TABLE OF CONTENTS

|      |   |    |
|------|---|----|
| I.   | Context for the Plan .....  | 3  |
| II.  | Vision Statement.....   | 4  |
| III. | Background: Federal Statutes.....                                 | 5  |
| IV.  | Institutional Values.....   | 6  |
| V.   | Campus Climate Goals, Objectives, and Action Steps.....           | 7  |
| VI.  | Recruitment and Retention Goals, Objectives, and Action Steps.... | 11 |
| VII. | Structure Goals, Objectives, and Action Steps.....                | 24 |

## Context for the Plan

The University of Wisconsin – La Crosse is deeply committed to preparing all of its students for an information-based, rapidly changing, and high technology world. The ability to adapt easily to rapid economic, social, and cultural changes is an imperative. Skills and competencies to deal with diverse cultures and societies have literally become survival skills to function in tomorrow's workplaces, in addition to increasing capacities to enrich one's life.

The University of Wisconsin – La Crosse shares a belief in the following assumptions with other institutions and associations that provide a foundation for its *Plan 2008*:

- **Diversity enriches the educational experience.** We learn from those whose experiences, beliefs, and perspectives are different from our own, and these lessons can be taught best in a richly diverse intellectual and social environment.
- **It prompts personal growth – and a healthy society.** Diversity challenges stereotyped preconceptions; it encourages critical thinking; and it helps students learn to communicate effectively with people of varied backgrounds.
- **It strengthens communities and the workplace.** Education within a diverse setting prepares students to become good citizens in an increasingly complex, pluralistic society; it fosters mutual respect and teamwork; and it helps build communities whose members are judged by the quality of their character and their contributions.
- **It enhances America's economic competitiveness.** Sustaining the nation's prosperity in the 21<sup>st</sup> century will require us to make effective use of the talents and abilities of all our citizens, in work settings that bring together individuals from diverse backgrounds and cultures. \*

\* - *Modification of AASCU statement, February 1999.*

## Vision Statement

UW-L is committed to ensuring an intellectually challenging and welcoming learning environment for all members of the campus community. Students, administrators, faculty, staff and community members learn and work in a physically and psychologically safe environment where they are valued for their similarities and their differences. Differences have been recognized as valued resources for the academic, cultural, and personal development that has occurred in our country and our world; therefore, they are viewed as essential to an intellectually stimulating environment. An atmosphere that fosters the exploration of issues from multiple perspectives will be commonplace for academic exploration and growth. Because diversity is an integral part of UW-L, students graduate with a commitment to being culturally knowledgeable world citizens.

The diversity goals of the UW-L's strategic plan are as follow:

- Build a campus culture that fosters recruitment and retention of a diverse administration, faculty, staff and students;
- Infuse diversity throughout the curriculum;
- Develop a structure for faculty and staff that includes and values diversity;
- Centralize and coordinate diversity resources and programs to optimize impact and efficiency and
- Foster the mutual expansion of diversity through reciprocal relationships between the campus and the community.

The goals listed in the UW-L's *Building our Academic Community of Learning and Inquiry* will form the basis for the goals of *Plan 2008*.

## Background: Federal and State Statutes

The University of Wisconsin - La Crosse Affirmative Action Program has been prepared to meet the requirements of Executive Order 11246, as amended, and more specifically to comply with its implementing regulations, standards, and guidelines as set forth in 41 CFR Chapter 60: Equal Employment Opportunity, Office of Federal Contract Compliance Programs, and U.S. Department of Labor. In addition to women and racial/ethnic minorities, the UW-L Affirmative Action Program includes persons with disabilities protected under the Rehabilitation Act of 1973, the Americans with Disabilities Act, and the implementing regulations set forth in 41 CFR Chapters 60-250 and 741; and disabled veterans and veterans of the Vietnam Era under the Vietnam Era Veterans Readjustment Assistance Act of 1974.

Under the Wisconsin Statutes 36.34 on minority student financial aid programs, a “minority student means a student who: 1) is a Black American; 2) is an American Indian; 3) is a Hispanic, as defined in s. 560.036 (1) (d); and 4) is a person who is admitted to the United States after December 31, 1975, and who is either is a former citizen of Laos, Vietnam or Cambodia or whose ancestor was or is a citizen of Laos, Vietnam or Cambodia. Consistent with UW System *Plan 2008*, the University of Wisconsin – La Crosse’s *Plan 2008* addresses issues relate to the following underrepresented racial/ethnic (synonymous to “minority”) populations: African American, American Indian, Hispanic/Latino(a) and Asian American (with an emphasis on Southeast Asian). These groups are often referred to as the “targeted populations” in this document. International students, faculty, and staff are not a targeted population. The enhancement of ethnic studies programs focus primarily on the United States experiences of the targeted populations. Although, the goals focus on the underrepresented racial/ethnic population, the plan has impact upon the entire campus community. It is important to review recent developments in the evolution of diversity plans and efforts.

## Institutional Values

*Plan 2008* is consistent with the University of Wisconsin-La Crosse's (UW-L) institutional values as articulated throughout our strategic planning document, *Building our Academic Community of Learning and Inquiry* that was approved in 2004.

A basic premise of the *Building our Academic Community of Learning and Inquiry* is consistent with the very essence of *Plan 2008*. The University of Wisconsin – La Crosse community, in collaboration with the larger Coulee Region, acknowledges the importance of maintaining academic excellence and preparing students for the next millennium. This will require a strong and sustained commitment to diversity. Similarities and differences among different nationalities, languages, races, and ancestries need to be valued in order to better prepare our students.

## Campus Climate

Goal 1: Formally and systemically integrate racial and ethnic diversity into teaching curricula across campus. (Formerly Goal #5 of *Plan 2008*)

**Action Step 1:** Develop a series of seminars and workshops in each college to provide faculty and staff with information to help enhance the curriculum content of their courses to include multicultural and diversity topics.

Actions Taken

- Designated a Multicultural Librarian in the fall of 1999. (UW-System commendation)

Action In Progress

- Continuing development of the Murphy Library web-based multicultural teaching resources for all disciplines.

Actions Needed

- Develop and conduct faculty/staff seminars to enhance curricular content on topics pertaining to diversity and multiculturalism.
- Develop diversity scorecard to measure the integration of diversity in the curriculum.
- Develop a strategy to insure better promotion and coordination of workshops on curriculum infusion to maximize attendance.

**Accountability:** Provost and College Deans

**Timeline:** July 2006

**Action Step 2:** Identify and commit resources to support the campus community in enacting this goal (*new action step*).

Actions Taken

Actions In Progress

Actions Needed

- Provost and Campus Climate Coordinator will disseminate information about grants or funding opportunities for departments to work on integrating racial and ethnic diversity into the curricula.
- Establish clearinghouse on Provost's website for grant-writing workshops for curricular diversity
- Provost and Deans will commit some Teaching Improvement and Faculty development funds specifically for faculty working to integrate racial and ethnic diversity into teaching curricula.

**Accountability:** Provost, College Deans, and Campus Climate Coordinator

**Timeline:** January 2006

## Plan 2008: Phase II

**Action Step 3:** Continue to implement a visiting scholar program to bring to campus scholars working in the area of racial and ethnic studies

### Actions Taken

- Developed a Visiting Diversity Scholar Program through the Provost's Office. (UW-System commendation)

### Actions In Progress

- Under the leadership of the Assistant to the Provost, there have been Visiting Diversity Scholars for the 2002, 2003, and 2004 Academic Years.

### Actions Needed

- Continue program.

**Accountability:** Assistant to the Provost

**Timeline:** Ongoing

**Action Step 4:** The Provost will work with Deans and Department Chairs to develop strategies and mechanisms to assist each academic department in integrating racial and ethnic diversity into teaching curricula.

### Actions Taken

- Approved an Ethnic Studies minor in the fall of 2000 and recruiting another faculty member to teach in the Institute of Ethnic and Racial Studies. (UW-System commendation)

### Actions In Progress

- Developing and conducting a survey of all campus academic departments to gather information on all courses that contain extensive racial and ethnic content;
- Defining "extensive racial and ethnic content" to departments for the JMAC report.
- Developing a series of seminars and workshops to provide faculty and staff with information to help them enhance curriculum content of their courses to include multicultural and diversity topics.

### Actions Needed

- Encourage individual departments to examine courses for curricular infusion during periodical planning statements.

**Accountability:** Provost, College Deans, and Department Chairpersons

**Timeline:** July 2006

Goal 2: Provide a physical campus conducive to an environment that is rich in racial and ethnic activities and programming. (Formerly Goal #1 of *Plan 2008*)

**Action Step (Not Ranked):** The General Education Committee will commit to the infusion of diversity in the curriculum (*new action step*).

Actions Taken

- Continue to explore the possibility of increasing the General Education diversity requirements from 3 to 6 credits.

Actions In Progress

Actions Needed

- Saturate availability of curricular offerings on diversity.

**Accountability:** General Education Committee

**Timeline:** July 2006

**Action Step 1:** Provide financial and staff resources to ensure racial and ethnic programming and activities on the university campus. (*new action step*)

Actions Taken

- In the process of hiring a Campus Climate Coordinator (UW-System commendation).
- Initiated the process of developing credit-bearing internships for multicultural programming (UW-System commendation).

Actions In Progress

- Initiating active participation in the State of Wisconsin's Summer Affirmative Action Intern program.
- Reprinting of the University Publications Guidelines to indicate that all campus publications demonstrate the racial and ethnic diversity of UW-L.

Actions Needed

- Develop a plan that will direct a campus review of our physical facilities to ensure a diverse and comfortable environment for all members of the university community.

**Accountability:** Vice Chancellor for Administration and Finance

**Timeline:** July 2005

Plan 2008: Phase II

**Action Step 2:** Establish regular forums for the discussion of racial and ethnic diversity within and among all campus entities. (*new action step*)

Actions Taken

- Conducted a conference entitled “Race in the Humanities” by the English Department (UW-System commendation).
- Give Coordinator of Campus Climate the responsibility for diversity dialogue series.

Actions In Progress

- Convening focus groups to discuss diversity issues; progress unclear.

Actions Needed

- Develop a diversity scorecard or institutional effectiveness model for assessment and accountability purposes.

**Accountability:** Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** July 2005

## Recruitment and Retention

Goal 1. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age. (Formerly Goal #6 of Plan 2008).

### **Action Step 1**

Expand school and technical college partnerships within Wisconsin and Minnesota. In an effort to open networks with high schools and technical colleges, the Assistant Vice Chancellor for Enrollment Management, in cooperation with the Associate Vice Chancellor and School of Education, will develop a plan to form partnerships with multicultural middle schools, high schools, and technical colleges.

#### Actions Taken

- Assessed pre-college program efforts; (UW-System Commendation)
- Maintained partnerships with La Crosse, Madison, Milwaukee, and Chicago high schools and technical colleges;
- Expanded the Norwalk pre-college program to meet the educational and career needs of migrant Hispanic population; (UW-System Commendation)
- Participated actively with the City of La Crosse Chamber of Commerce's Council of Racial and Ethnic Diversity. (UW-System Commendation)

#### Actions In Progress

- Designing strategies to reach children and their parents based upon the pre-college program assessment that was submitted in May 2000 and possibly developing a Western Wisconsin Pre-College Center.

#### Actions Needed

- Recruit in Twin Cities, Albert Lea, and Austin, MN; in Iowa counties; and in urban centers: Milwaukee, Chicago, Kansas City, and Detroit.

**Accountability:** Assistant Vice Chancellor for Enrollment Management

**Timeline:** September 2005

### **Action Step 2**

Hire Coordinator and establish a pre-college center.

#### Actions Taken

- Joint Minority Affairs Committee (JMAC) requested information from the divisional leaders about their progress with pre-college programs. The reports were completed during fall 1999 and reviewed by JMAC during the spring semester 2000. A final report was submitted to the Chancellor during May 2000.

#### Actions In Progress

- The development of a Western Precollege Center is being planned but the implementation date is uncertain.

Actions Needed

- Immediate action needed to hire an overall coordinator, and staff, for pre-college center.
- Determine site for the center.

**Accountability:** Provost and Dean of Student Development

**Timeline:** September 2005

Goal 2. Increase the number of high school graduates and undergraduates of color who apply, are accepted and who enroll at UW-La Crosse.

**Action Step 1**

Identify Coulee Region's targeted high school students using a high contact recruitment model.

Actions Taken

- Created a "Community Outreach in Science" summer program for students of color.
- The Office of Multicultural Student Services was awarded an \$8000 grant from the Fleck Foundation.
- Hosted over 750 4<sup>th</sup> graders on campus to learn about Native American culture.

Actions In Progress

- Identifying high school students of color through contacts with high school guidance counselors and teachers.
- Forming a "student team" of UW-L students of color to aid in recruitment.
- Preparations were made in May 2002 to hold an all-campus pre-college workshop but time and details still need to be completed in order for the workshop to occur.

Action Needed

- Complete plan for pre-college workshops.
- Coordinate responsible parties so that workshop can happen by Fall 2005.

**Accountability:** Director of Multicultural Student Services

**Timeline:** September 2005

**Action Step 2**

The Assistant Vice Chancellor for Enrollment Management will develop a plan that will increase multicultural student applications from the current 5.9% of total applicants to ten percent of the total applications received until 2008.

Actions Taken

- Developed a new recruitment plan to increase students of color applications.(UW-System Commendation)

## Plan 2008: Phase II

### Actions in Progress

- Each year there has been an increase of multicultural student applications from 4.3% in 1998 to 6.0% in 2004.

### Actions Needed

- To develop a recruitment program targeted specifically to African American, American Indian, Hispanic/Latino, and Asian American adults age 25 and older.

**Accountability:** Assistant Vice Chancellor for Enrollment Management

**Timeline:** September 2005

### **Action Step 3**

The Joint Minority Affairs Committee, in collaboration with the Assistant Vice Chancellor of Enrollment Management and Director of Multicultural Student Services, will review and evaluate annually student recruitment and retention progress. The committee will then provide a report to the Chancellor, for action.

### Actions Taken

- New multicultural student enrollment data filed by the Office of Institutional Research indicated that 481 new multicultural students represented 5.5% of the student population in 2004.

### Actions in Progress

- Hired a multicultural student recruiter to assist with the overall recruitment team to increase the efforts of diversifying the university.

### Actions Needed

- In Spring 2005, JMAC will meet with the Campus Climate Coordinator, Institutional Research, and the Vice Chancellor of Enrollment Management to establish a plan for receiving disaggregated data on student and faculty recruitment and retention annually.
- JMAC will use data to develop an Equity Scorecard.

**Accountability:** Joint Minority Affairs Committee, Assistant Vice Chancellor for Enrollment Management, Campus Climate Coordinator, and Director of Multicultural Student Services

**Timeline:** September 2005

### **Action Step 4**

Increase the number of graduate school applicants of color.

### Actions Taken

- Director of Graduate Studies attends graduate school fairs to promote UWL programs; special follow-up efforts are made by program directors to students of color who attend these events.

### Actions in Progress

- Physical Therapy Department launched a number of initiatives to recruit students of color. They include working collaboratively with

## Plan 2008: Phase II

Black River Falls High School and following up with students identified at recruitment fairs that have indicated an interest in the PT department. Biology has established a scholarship fund for graduate students from traditionally underrepresented groups.

### Actions Needed

- Associate Vice Chancellor for Academic Affairs will reactivate symposia aimed at providing information on enrolling in undergraduate and graduate studies for students of color at UWL and other regional institutions.

**Accountability:** Associate Vice Chancellor for Academic Affairs

**Timeline:** January 2006

### **Action Step 5**

Increase the number of multicultural students on Vanguard to 15%, which would be four to five students (of 30).

### Actions Taken

- Active recruitment of the Admissions staff working with the Office of Multicultural Student Services to increase ethnic diversity within the Vanguard.

### Actions in Progress

- There are four students of color currently involved with Vanguards.

### Actions Needed

- For assessment, data is collected annually to determine the number of multicultural students currently on Vanguards.

**Accountability:** Director of Admissions

**Timeline:** July 2005

Goal 3. Increase the amount of financial aid available to needy students and reduce their reliance on loans.

### **Action Step 1**

The Director of Financial Aid will work cooperatively where possible with other relevant University and System entities to develop a process and a financial funding source to award students of color a “Regents’ Scholarship” (suggested name). This is a global financial support mechanism that includes four-year full support, based on need and academic accomplishment. (Suggested criteria include, high school class rank in the top 25% or an ACT composite score of at least 21 [SAT 990], demonstrated leadership and/or involvement in high school or community activities.) (*new action step*)

### Actions Taken

### Actions In Progress

### Actions Needed

- Identify relevant entities to assist with this process
- Establish funding source

## Plan 2008: Phase II

- Establish criteria for the scholarship
- Promote the scholarship among qualified applicants

**Accountability:** Director of Financial Aid

**Timeline:** Ongoing

### **Action Step 2**

The Assistant Chancellor for Advancement and the Assistant to the Chancellor will work cooperatively with the UW-La Crosse Foundation to develop and fund “Scholars of Color Scholarship Program”. The program will establish scholarships for undergraduate and graduate students of color, and economically disadvantaged students who have achieved a high standard of academic excellence and provided service to the University and their community. Scholarships will consist of room, board, in-state tuition and fees per year with a maximum of four years’ funding.

#### Actions Taken

- Established and awarded six \$1000 science scholarships from designated gifts to the College of Science and Allied Health to first-year students of color.

#### Actions in Progress

- Assistant to the Chancellor for Affirmative Action and Diversity has developed and implemented fund raising efforts targeting diversity giving.

#### Actions Needed

- Using RADA scholarship model, expand scholarship program to all colleges.

**Accountability:** Assistant Chancellor for Advancement and Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** July 2006

### **Action Step 3**

The Associate Vice Chancellor of Academic Affairs, the Director of Multicultural Student Services and the Director of Financial Aid and Graduate Program Directors will develop an annual plan to increase the number of graduate students of color who are eligible to receive financial aid. The plan should use a combination of recruiting strategies and funding sources such as Advanced Opportunity Program grants (AOP) and encourage participation in graduate assistantships.

#### Actions Taken

- The Office of Multicultural Student Services met with the Director of Graduate Studies to discuss the types of aid and how to get the information to more students, and recommended making information about financial aid more available to graduate students and offering more graduate assistantships by not making the graduate students part of the Full Time Equivalency count of position counting.

## Plan 2008: Phase II

### Actions in Progress

- The Financial Aid Office meets annually with the Director of Graduate Studies to determine the number and amount of AOP awards that would be available.

### Actions Needed

- Call meeting of identified officers.
- Determine the number of graduate students of color who are currently eligible to receive aid.
- Develop recruiting information that identifies potential financial aid.
- Promote financial aid when recruiting graduate students of color.

**Accountability:** Associate Vice Chancellor of Academic Affairs, Director of Multicultural Student Services, and Director of Financial Aid

**Timeline:** September 2005

### **Action Step 4**

The UW-L Foundation will conduct a fund raising program to provide increased funding for the “Chancellor’s Choice Award Program. The increased funding will be used to provide more awards and significantly reduce tuition costs a means of recruiting level one or special talent students of color and economically disadvantaged students.

### Actions Taken

- The UW-L Foundation Diversity Scholarships Endowment Fund was established. (Received UW-System Commendation.)
- The UW-L Foundation Board and its development committee developed funds for the Chancellor’s Choice Award Program.
- An annual fund raising event was developed to increase the number of scholarships for students of color.

### In Progress

- Soliciting gifts from individuals, businesses and organization f for the UW-L Foundation Diversity Scholarship Endowment Fund and other Foundation efforts for students of color and economically disadvantaged.

### Actions Needed

- Develop an annual plan to increase the number of financial contributions toward Foundation Diversity Scholarships.
- Establish a committee from JMAC to oversee coordination of diversity scholarships awarded through the Foundation.

**Accountability:** Assistant Chancellor for Advancement

**Timeline:** September 2005

### **Action Step 5**

The Directors of Financial Aid and Multicultural Student Services will work cooperatively to develop a process for awarding the Board of Regents’ Lawton Grants to students of color based on demonstrated need and scholarship of the students who apply.

## Plan 2008: Phase II

The guidelines developed as part of the plan will include the 10% non-need portion of the grant funds.

### Actions Taken

- This action step has been completed. A process has been developed to award the Lawton Grants to students of color based on demonstrated need and scholarship.

### Actions in progress

- Implementing process.

### Actions needed

- Continue to manage the process and award scholarships.

**Accountability:** Directors of Financial Aid and Multicultural Student Services

**Timeline:** Ongoing

Goal 4: Improve the graduation and retention rates of targeted racial/ethnic students so those rates will be comparable to the student population of the campus as a whole.

### **Action Step 1**

All incoming first year students of color will be assigned a faculty member as a mentor from their college. Every effort will be made to insure that the student is placed with a mentor who has similar academic interests to the student. Efforts will also be made to insure that the mentor has at least a basic understanding of the student's race/ethnicity. Mentors will develop a yearlong in-depth relationship with students.

### Actions Taken

- The College of Business has established a rudimentary mentoring program, which has been in place since 2001.

### Actions in Progress

- The College of Business continues to operate its mentoring program.

### Actions Needed

- Expand the efforts that started in the College of Business.
- Develop mentoring programs in the other three colleges.
- Hold Deans of the College accountable for this action step.

**Accountability:** College Deans

**Timeline:** September 2006

### **Action Step 2**

Develop community-based student mentoring groups representing respected members of the community. The groups may take the form of an Elders Council/s, Alumni support Group/s and/or Advisory Council/s.

### Actions Taken

- Created a Multicultural Alumni Advisory Board (UW system Commendation)

## Plan 2008: Phase II

### Actions in Progress

- Multicultural Alumni Advisory Board meetings are held four times a year.

### Actions Needed

- Involve alumni of color who are members of the community as mentors.
- Identify community groups and leaders with whom to establish relationships.
- Work with community groups to establish mentoring programs for students of color to help them connect with the La Crosse area community.

**Accountability:** Director of Alumni Services and Director of Multicultural Student Services

**Timeline:** January 2006

### **Action Step 3**

The Office of Multicultural Student Services (OMSS) will develop and monitor an academic tracking program for each student of color. A proactive plan of intervention will be developed to address the academic needs of each student of color who is experiencing academic difficulty.

### Actions Taken

- A plan has been developed to track the academic progress of students of color by contacting their instructors for feedback at mid-semester.

### Actions in Progress

- Feedback has been received from faculty members and follow-up advising and counseling provided when needed.

### Actions Needed

- Assess the success of the tracking program, make adjustments as necessary and continue the program if outcomes warrant.

**Accountability:** Director of Multicultural Student Services

**Timeline:** January 2006

### **Action Step 4**

The Provost, College Deans, and Dean of Student Development will develop a strategic plan with the focus being coordination of existing retention efforts and development of creative retention programs that would increase graduation rates.

### Actions Taken

- A strategic plan to increase retention and graduation of students of color has been developed.
- Develop an exit interview program for departing students of color leaving UW-L without a degree.
- Expanded the Academic Success Institute to a year round program. The Academic Success Institute includes a summer bridge program,

## Plan 2008: Phase II

intensive academic advising, mentoring, tutoring, and social enrichment programs.

### Actions in Progress

- The strategic plan is being updated with specific attention to recruitment and retention of students of color.
- Programming through the Division of Student Development is being provided to multicultural students.

### Actions Needed

- Work to reduce the percentage multicultural students released from UW-L for academic difficulties (currently 18%) commensurate with majority students (currently 3.4%).

**Accountability:** Provost, College Deans and Dean of Student Development and Academic Support

**Timeline:** January 2006

### **Action Step 5**

Expand the Academic Success Institute (ASI) to a yearlong program. This program is an extension of the eight-week summer bridge program that runs concurrently with the regular eight-week summer session. The Academic Success Institute will address the retention of students of color with an intensive, academic year combination of academic pre-advisement, tutoring, mentoring/work, early intervention and contact with students' families.

### Actions Taken

- This has been completed. The summer institute has been expanded into a year-round program. (UW System commendation)

### Actions in Progress

- The program is being operated on a year round basis.

### Actions Needed

- Assess the effectiveness of the Academic Success Institute, make adjustments as needed and expand if indicated.

**Accountability:** Director of Multicultural Student Services

**Timeline:** September 2005

Goal 5. Increase the recruitment and retention of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW-La Crosse workforce in proportion to their current availability in relevant job pools. (Formerly Goal #4 of Plan 2008).

### **Action Step 1**

The Chancellor will direct deans and division heads to develop mentoring programs to provide support for new faculty and academic staff. The programs should be geared toward developing new faculty and staff potential and maximizing success at University of Wisconsin - La Crosse.

## Plan 2008: Phase II

### Actions Taken

- Recognized as important by the Chancellor.
- Collected data on recruiting, retention, and promoting faculty and staff of color to identify any adverse impact and assisted departments and units to address such issues in their policies or programs\*. (\*UW-System Commendation)

### Actions In Progress

- Seeking to become the site of a new Ronald McNair Post-Baccalaureate Achievement Program.
- Developing a campus-wide recruitment plan to increase the number of racial/ethnic applicants applying for positions.
- Monitoring the recruitment, retention, and promotion of represented and non-represented classified staff of color to ensure parity with campus rates.

### Actions Needed

- To establish specific plans for recruitment and partnerships with multiple historically Black colleges and universities and Latino doctoral-based institutions.
- To investigate formal mentoring programs that support new faculty and academic staff.

**Accountability:** Chancellor, Provost, Deans, and Division Leaders

**Timeline:** January 2006

### **Action Step 2**

The Assistant to the Chancellor for Affirmative Action & Diversity and the Executive Director of Human Resources will develop a transactional administrative database that includes personnel and EEO information. The database will enable the Affirmative Action & Diversity Office to track hiring, retention, non-renewals and conversions of rolling horizon academic staff contracts, tenure decisions, promotions, layoffs, terminations and other personnel transactions to determine if people of color are adversely impacted by such personnel decision..

### Actions Taken

- Created a web-based diversity directory with diversity recruitment resources available on the Internet

### Actions in Progress

- Continuing to explore possibilities of the developing a database.

### Actions Needed

- Where adverse impact has been identified the Affirmative Action & Diversity Office will assist departments and units in the formulation and implementation of policies and/or programs to address these areas

**Accountability:** Assistant to the Chancellor for Affirmative Action and Executive Director of Human Resources

**Timeline:** July 2006

### **Action Step 3**

The Assistant to the Chancellor for Affirmative Action & Diversity should conduct a university-wide evaluation of personnel patterns, and university policies and procedures to ensure compliance with AA/EEO goals and objectives. The evaluation should identify climate issues, which if addressed, could lead to a higher rate of retention for people of color at UW-L.

#### Actions Taken

- The Affirmative Action and Diversity Council, working with the Women's Advisory Council and the College of Liberal Studies, developed a campus climate survey instruments for staff and students that was distributed in spring 2004 and fall 2004.

#### Actions in Progress

- Data from the faculty and staff campus climate survey has been assessed and distributed to the campus community. Discussions have occurred with the Chancellor's Staff and College Deans. Data from the students' campus climate survey is being assessed during first quarter of 2005.

#### Actions Needed

- The data allows the Campus Climate Coordinator and senior administration, Faculty Senate, Academic Staff Council, and Student Association to facilitate strategies that address retention efforts for diverse underrepresented populations.

**Accountability:** Assistant to the Chancellor for Affirmative Action and Diversity  
**Timeline:** July 2006

### **Action Step 4**

The Chancellor will charge the Affirmative Action and Diversity Council to add the following wording to position descriptions, "experience and knowledge of diversity is highly desirable" to all unclassified position advertisements.

#### Actions Taken

- Is being pursued in administrative searches

#### Actions in Progress

- Affirmative Action Officer is reporting that this action step has occurred in some searches, but not in all. A paradigm shift needs to occur in order for the statement to be located in all advertisements.

#### Actions Needed

- Provost and Deans will need to make a statement about the need for such wording in the advertisements in order for this to happen on a more consistent basis.

**Accountability:** Provost and Deans  
**Timeline:** July 2005

### **Action Step 5**

The Provost working with the Assistant to the Chancellor for Affirmative Action & Diversity will continue to monitor recruitment, retention, and promotion rate of targeted racial/ethnic faculty and staff and report anomalies to the Chancellor, Provost/Vice Chancellor, and governance groups.

#### Actions Taken

- Recognized as important by the Chancellor
- Collected data on recruiting, retention, and promoting faculty and staff of color to identify any adverse impact and assisted departments and units to address such issues in their policies or programs\*; (\*UW-System Commendation)

#### Actions in Progress

- Affirmative Action Plan is completed early spring on an annual basis.
- Hiring reports are completed early fall on an annual basis.
- Affirmative Action Officer and Executive Director of Human Resources have met with the Deans Council twice during 2004 to discuss in particular the topic of recruitment of racial/ethnic faculty and staff.

#### Actions Needed

- Diversity Experts will chair Search and Screen Committees

**Accountability:** Provost and Assistant to the Chancellor for Affirmative Action

**Timeline:** July 2005

### **Action Step 6**

The Executive Director of Human Resources will monitor the recruitment, retention and promotion of represented and non-represented classified staff of color to ensure parity with campus rates. The Executive Director will consult with the Assistant to the Chancellor for Affirmative Action & Diversity on anomalies and provide a report to the Chancellor, Provost/Vice Chancellor, and governance groups.

#### Actions Taken

- Human Resources followed the Department of Employee Relations' regulations on recruitment, retention, and promotion. These regulations both facilitate and impede the goal of ensuring parity between represented and non-represented classified staff of color.

#### Actions in Progress

- Human Resources does take voluntary steps to increase the number of minorities in the hiring pools. The office contacts the HoChunk Nation Office, the Hmong Mutual Assistance Association, and the WWTC Director of Minority Affairs to facilitate informing persons of color about possible vacancies.

#### Actions Needed

- UW-L will follow the State Affirmative Action Plan for 2004-06 to monitor the recruitment, retention, and promotion of represented and

## Plan 2008: Phase II

non-represented classified staff of color. Action steps that were introduced in the affirmative action plan will be followed.

**Accountability:** Executive Director of Human Resources and Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** January 2006

### **Action Step 7**

The Chancellor will establish a Multicultural Advisory Board that would have a similar mission as the Women's Advisory Council. The purpose of the advisory board is to advocate and listen to issues related to multicultural faculty, staff, and students at University of Wisconsin - La Crosse.

#### Actions Taken

- The formation of the Multicultural University Faculty and Academic Staff Organization (MUFASO) in Sept. 2003.

#### Actions in Progress

- MUFASO has met several times during the 2003-04AY but has not met during this current academic year.

#### Actions Needed

- Regular meetings scheduled to facilitate discussions related to multicultural faculty and staff at University of Wisconsin – La Crosse.

**Accountability:** Joint Minority Affairs Committee

**Timeline:** Ongoing

### **Action Step 8**

The Assistant to the Chancellor for Affirmative Action & Diversity will improve the exit interview process to increase the number of departing employees who return the exit form and who participate in an exit interview. The exit interview will be used to address climate issues to increase the retention rates of minorities hired by the university.

#### Actions Taken

- Improved the exit interview process to increase the number of departing faculty and staff that respond formally>(\*UW-System Commendation)

#### Actions in Progress

- Monitoring the exit interview process.

#### Actions Needed

- Continue to monitor and improve the exit interview process.

**Accountability:** Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** Ongoing

## Structure

Goal 1: Examine, with the purpose of advancing, the various goals, staffing, physical facilities, and funding levels of all campus entities whose primary mission is related to racial and ethnic diversity.

**Action Step 1:** The Dean of Student Development and Academic Support Services, Director of Multicultural Services, the office staff, and a representative group of students of color will re-evaluate the OMSS and the Center. The evaluation and resulting recommendations should address mission, goals, organizational and reporting structure, staffing, physical facilities, and funding levels to determine which mix will best meet needs of multicultural students.

Actions Taken:

- Student and administrative assessment efforts completed, including restructuring of OMSS mission statement.

Actions In Progress

- Internal and external review in process, in connection with accreditation.

Actions Needed

- Improve capability of office so as to more effectively serve students;
- New physical facility needed.

**Accountability:** Dean of Student Development and Academic Support Services

**Timeline:** July 2005

Goal 2: Create structural entities and mechanisms that help in the design, delivery, and assessment of Plan 2008. (Formerly Goal #8 of Plan 2008)

**Action Step 1:** Create a diversity liaison program for campus departments for formal and systematic interaction with the Joint Minority Affairs Committee. (*new action step*)

Actions Taken

Actions in Progress

Actions Needed

- Joint Minority Affairs Committee will develop a diversity liaison program with input from campus' departments and units.

**Accountability:** Joint Minority Affairs Committee

**Timeline:** May 2005

**Action Step 2:** Create an ongoing forum, probably web-based, to show highlights and problems. Ideas: rolling ticker on campus home page for diversity; Campus Connection Kudos column; regular, ongoing columns in Racquet and Campus Connection. (*new action step*)

## Plan 2008: Phase II

### Actions Taken

#### Actions In Progress

- The commitment to *Plan 2008* is discussed in the Chancellor's opening address for the academic year as well as during the spring term address.
- In meetings and discussions throughout the Coulee region and the state, *Plan 2008* has been a topic of discussion from the Chancellor.

#### Actions Needed

- To create the mechanism and clearinghouse to gather the highlights of diversity efforts. Once highlights are gathered, Joint Minority Affairs Committee working with the Assistant to the Chancellor for Affirmative Action will develop the forums to showcase and educate the campus community and the Seven Rivers Region.

**Accountability:** Assistant to the Chancellor for Affirmative Action and Diversity and Joint Minority Affairs Committee

**Timeline:** Ongoing

**Action Step 3:** The Chancellor and the Assistant to the Chancellor for Affirmative Action and Diversity will provide a formal annual report of *Plan 2008* to the Joint Minority Affairs Committee. The Assistant to the Chancellor for Affirmative Action and Diversity is an ex-officio member of the Joint Minority Affairs Committee.

### Actions Taken

- Joint Minority Affairs Committee developed the annual report (2001 and 2003) to the Chancellor and campus community regarding the progress of *Plan 2008*.

#### Actions in Progress

- Assistant to the Chancellor and Diversity and Director of Multicultural Student Services are ex-officio members of Joint Minority Affairs Committee.
- Chancellor has met with the Joint Minority Affairs Committee during April and November 2004 regarding the progress of *Plan 2008*.

#### Action Needed

- To further assess if diversity is consistently and systematically considered in the merit review process for Deans, Division Heads, Department Chairs, and Directors
- Well-balance assessment is needed.

**Accountability:** Chancellor and Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** April (annually)

Goal 3. Establish a mechanism that recognizes and encourages faculty/staff participation in diversity-related activities.

**Action Step 1**

Merit recognition and awards for faculty shall be attached to efforts in relation to service to diversity. (*New action step*)

Actions Taken

- Ensured the merit increases of Deans, Division Heads, Department Chairpersons and Directors reflected their efforts in accomplishing the goals of the campus' commitment to diversity\* (\*UW-System Commendation)

Actions in Progress

Actions Needed

- Annual Chancellor's Multicultural Award under the aegis of JMAC.

**Accountability:** Joint Minority Affairs Committee

**Timeline:** September (annually)

**Action Step 2**

Create a diversity award. (*New action step*)

Actions Taken

Actions in Progress

Actions Needed

- Guidelines will be developed for the diversity award.

**Accountability:** Assistant to the Chancellor for Affirmative Action and Diversity

**Timeline:** September (annually)

**Action Step 3**

Create a diversity fund from which departments who demonstrated substantial faculty participation receive extra funds. Departments that do not demonstrate substantial participation give up a small portion of some discretionary fund that is used to build the diversity fund. (*New action step*)

Actions Taken

Actions in Progress

Actions Needed

- The location of financial resources for the creation of a diversity fund for academic departments that have actively participated in *Plan 2008*.
- Guidelines will be developed for the academic department diversity awards.

**Accountability:** Provost

**Timeline:** January 2006

#### **Action Step 4**

The Chancellor and Provost/Vice Chancellor will ensure that the merit increases of deans, division heads, department chairpersons, and directors reflect their diversity efforts in accomplishing the goals of the campus commitment.

##### Actions Taken

- Provost noted that department chairs and directors do not receive merit increases in their respective roles as chairs and directors. Merit increases are recommended for faculty members through their own respective departmental or program merit committees. At this point, it remains unclear whether diversity related effort is a criterion for merit consideration on the departmental level.

##### Actions in Progress

- Further investigation and discussion are required to facilitate a strategy.

##### Actions Needed

- Encourage departments to consider incorporating into bylaws.

**Accountability:** Chancellor and Provost

**Timeline:** April 2006

#### **Action Step 5**

The Assistant to the Chancellor for Affirmative Action and Diversity will provide input in the annual performance review of deans and division heads on their efforts of implementing *Plan 2008*.

##### Actions Taken

- Provided the Chancellor with an annual JMAC update of *Plan 2008* during the spring semester.

##### Actions in Progress

- Did occur at the Provost's level with the College Deans but not at the Chancellor's level.

##### Actions Needed

- The development of a diversity scorecard will assist in the annual performance review of deans and division leaders on their efforts of implementing *Plan 2008*.

**Accountability:** Provost

**Timeline:** April (annually)

### Goal 4. Provide resources and mechanisms to create an environment rich in racial and ethnic diversity

#### **Action Step 6**

Expand the role of UW-La Crosse's multicultural students within the recruitment process, developing a "student team." (*new action step*)

## Plan 2008: Phase II

### Actions Taken

- Students of color as active participants within the Vanguard.

### Actions in Progress

- Students of color represent fifteen percent of the Vanguard.

### Actions Needed

- Formation of multicultural student recruitment team that is active with high school visitations, follow-up and campus visits.

**Accountability:** Assistant Vice Chancellor for Enrollment Management

**Timeline:** June 2005

### **Action Step 7**

The Division of Student Development and, in particular, Student Activities staff, will provide multicultural student programming. The Division of Student Development will establish a Students of Color Campus Programming Advisory Council. The Council will be composed of the presidents of the campus multicultural student organizations. The Council will make recommendations on campus programming to ensure that programming is representative and responsive to the needs and interests of underrepresented racial/ethnic groups. (*new action step*)

### Actions Taken

### Actions in Progress

### Actions Needed

- Formation of the Students of Color Campus Programming Advisory Council. Guidelines and implementation strategies to facilitate the action step.

**Accountability:** Dean of Student Development and Academic Services

**Timeline:** September 2005