



AFFECTING R.E.E.L. CHANGE

RETAIN. EQUIP. ENGAGE. LEAD.

FOR DIVERSITY & INCLUSION



A Diversity Implementation Plan for the University of Wisconsin Madison

Our Mission: The mission of the Office of the Vice Provost and Chief Diversity Officer (OVPCDO) and Division of Diversity, Equity, and Educational Achievement (DDEEA) is to collaborate with campus and external partners to make progress toward the campus’s strategic diversity goals. This mission is accomplished through the seeding of new efforts, consultative advice, and the coordination of various institutional initiatives, while supervising a group of key offices and programs that constitute the DDEEA. The division leads and fosters new partnerships and collaborations among students, faculty, teaching assistants and staff as central to an inclusive environment, thereby stimulating student achievement and enriching the experiences of all members of the global UW–Madison community. In the spirit of the Wisconsin Idea, the DDEEA works to expand the influence of diversity beyond the four walls of the campus.

It is essential to note that the majority of UW-Madison’s diversity efforts exist in the schools, colleges, divisions, and departments of the university broadly. Diversity offices, centers and other important diversity initiatives remain in their respective academic and administrative homes across campus, as well as other areas of the Provost’s Office, including the Chancellor’s Scholars/Powers-Knapp Program, the Multicultural Student Center, LGBT Campus Center and the campus shared-governance designated diversity committees. All substantially contribute to the university’s proud 40+-year history of pursuing inclusive excellence.

An Inside Look...

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Forward Together: From Framework to Implementation

Learn more about the process of creating a campus diversity plan from the development of a framework to a plan for implementation.

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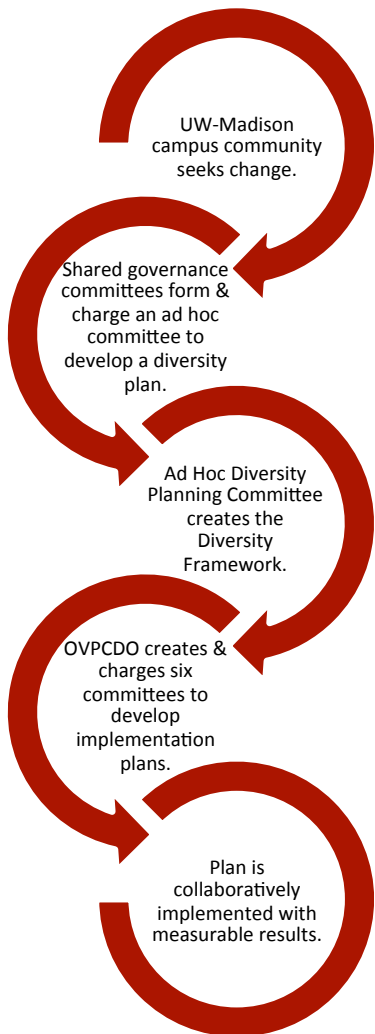
The Measure of Success:

Every initiative in the Diversity Implementation Plan showcases measures to monitor the success of the campus as we work toward our goals.



“The University of Wisconsin-Madison will be a model public university in the 21st century, serving as a resource to the public and working to enhance the quality of life in the state, the nation, and the world... remain[ing] a preeminent center for discovery, learning, and engagement by opening new forms of access to people from every background; creating a welcoming, empowered, and inclusive community; and preparing current and future generations to live satisfying, useful, and ethical lives.” – Campus Strategic Framework, UW-Madison

Forward Together: From Framework to Implementation



Creating a Framework

For more than 40 years, the University of Wisconsin-Madison has made diversity, equity and inclusion high-level priorities of institutional life. While much work remains to create an environment that is inclusive and excellent for all, progress toward this goal is happening daily. In fall 2012, the Ad Hoc Diversity Planning Committee as a shared-governance group appointed by the University Committee, was comprised of a cross-section of students, faculty, staff, and community constituents. The following goals, provided by the Ad Hoc Diversity Planning Committee, offer a framework to continue and strengthen our efforts to make UW-Madison a leader among universities in fostering a diverse and inclusive community.

Goals of the Framework:

- Goal 1:** Promote shared values of diversity and inclusion.
- Goal 2:** Improve coordination of campus diversity planning.
- Goal 3:** Engage the campus leadership for diversity and inclusion.
- Goal 4:** Improve institutional access through effective recruitment of diverse students, faculty, staff and through effective relationship building with the wider community.
- Goal 5:** Improve institutional success through improved retention.

A Plan for Implementation

The vetted final version of *Forward Together: A Framework for Diversity and Inclusive Excellence* was introduced in October 2014 and presented in a series of sessions to students, faculty and staff across campus, including the annual Diversity Forum. The sessions, which were attended by more than 300 participants, included a call for members to serve on six committees. The committees were comprised of faculty, staff and students charged with developing priorities from the recommendations embodied by the initial Framework.

Working Committees:

- 1: Faculty/Staff Professional Development and Capacity-Building Experiences
- 2: Administration and Accountability
- 3: Access and Recruitment
- 4: Retention and Research
- 5: Undergraduate Curriculum
- 6: STEM Initiatives



Implementation Process

Retain. Equip. Engage. Lead.

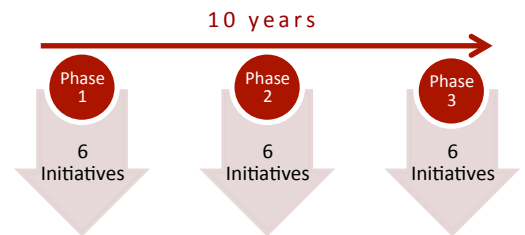
Forming Recommendations

The six committees, along with the Campus Diversity and Climate Committee (CDCC), worked to meet a March 1, 2015 deadline for formulating the first round of recommendations called for in the Framework's goals and recommendations. As a labor and time intensive process, the OVPCDO appreciates the commitment, effort and enthusiasm the committee members invested in the process. In addition to exploring specific projects and action steps within the topic areas outlined in the framework, each committee was charged with:

- Developing a clear implementation timeline, including suggestions for transition from pilot to full implementation and/or lifespan of the particular recommendations
- Developing measurable outcomes and metrics for success
- Exploring opportunities to share data to promote best practices that foster a more inclusive campus climate
- Providing estimates of efforts and costs

Implementation Timeline

Initiatives will be implemented in three phases within a 10-year period. In the first phase, initiatives that have already begun and those deemed “high priority” will be implemented. In the second phase, additional initiatives which are important yet need further resources (i.e. time, financial investment) to fully develop will be put into place. In the third phase the remaining initiatives will come to fruition.



R.E.E.L. CHANGE MODEL

Retain.	Equip.	Engage.	Lead.
<ul style="list-style-type: none"> • Improve institutional success through improved retention. (Framework Goal 5) • Improve institutional access through effective recruitment of diverse students, faculty, staff and through effective relationship building with the wider community. (Framework Goal 4) 	<ul style="list-style-type: none"> • Improve coordination of campus diversity planning. (Framework Goal 2) 	<ul style="list-style-type: none"> • Promote shared values of diversity and inclusion. (Framework Goal 1) 	<ul style="list-style-type: none"> • Engage the campus leadership for diversity and inclusion. (Framework Goal 3)

Recommended Initiatives

The following initiatives are the result of recommendations provided by the working committees. These initiatives are grouped according to the R.E.E.L. Change Model concerning diversity and inclusion efforts at the institutional level: Retain, Equip, Engage and Lead. Each category correlates to the goals identified in the original *Forward Together: A Framework for Diversity and Inclusive Excellence*; to view the final document please visit:

<http://diversityframework.wisc.edu/documents.htm>

Retain.

Goal: Improve institutional success through improved retention.

Impact: *Greater access to knowledge of promising practices that lead to culturally competent decision-making processes and increased retention of diverse faculty, staff and students.*

Initiative 1: Assess and improve the quality of interactions affecting retention of diverse faculty, staff and students, with an emphasis on how these experiences vary by demographic group. A core set of questions related to climate will be developed in partnership with Academic Planning and Institutional Research (APIR), Office of Quality Improvement (OQI) and UW-Madison Survey Center to determine a baseline of student, faculty and staff experiences. Data will be collected via surveys that examine variables, i.e. workplace satisfaction, campus climate and cultural awareness.

Measure: Improvement of campus climate based on regularly distributed surveys once every 2 or 3 years. After the initial distribution, later surveys will be distributed campus-wide on a regular basis to continually assess climate.

 **Phase 3**

In Progress, NEW!

Diversity is a collaborative effort.



Initiative 2: Retain and recruit diverse faculty by strongly encouraging and expanding the use of recruitment and retention funds per the Strategic Hiring and Faculty Diversification Initiatives.

Measure: Increased percentage of those recruited through the Strategic Hiring Initiatives and improved retention rates of diverse faculty 6 years after initial hire.

 **Phase 2**

In Progress

Initiative 3: Deploy Green Zone and comprehensive data analysis to identify solutions to close the six-year graduation gap. The Green Zone is defined by a student achieving 54 credits by the end of one's sophomore year and achieving a GPA of 2.5 or better; these factors combined greatly improve the likelihood that a student will graduate within six years.

Measures: 1) Consistent increase of students in the Green Zone coupled with a decrease of students in Red and Yellow Zones. 2) Expand, increase utilization, and improve satisfaction of the learning centers in Physics, Chemistry, Math, Business, Engineering and Statistics.

Phase 1-2

 **In Progress, Expanded**

Goal: Improve institutional access through effective recruitment of diverse students, faculty, staff and through effective relationship building with the wider community.

Impact: *Stronger and increased engagement between UW-Madison and the community.*

Initiative 4: Retain and strengthen relationships between campus and community organizations to promote partnerships and culturally inclusive practices.

Measures: 1) Gauge success and impact of community partnerships designed to close the opportunity gap (i.e. pre-college pipeline programs which lead to greater educational attainment). 2) Actionable outcomes of collaboration with Wisconsin Center for Education Research (WCER) and the UW-Madison Opportunity Gap Working Committee. 3) Improved quality of the interactions between community and Community Partnerships and Outreach Staff Network. 4) Increase in internship and job placement opportunities. 5) Increase in recognition and support for non-traditional students, i.e. veterans and transfer students.

 **Phase 1-2**

In Progress


Equip.

Goal: Improve coordination of campus diversity planning.

Impact: *Improved communication about diversity through clear and consistent messaging.*

Initiative 5: Strategically engage campus and the broader community by establishing and integrating a consistent message about diversity and inclusion throughout all forms of internal and external campus communication.

Measures: Increased campus awareness of the institutional vision and commitment to diversity.

 **Phase 1**
In Progress, NEW!


Initiative 6: Designate diversity and inclusion as strategic priorities for fundraising purposes.

Measures: 1) Elimination of the \$45M gap in need-based aid. 2) Increased giving and financial aid for first-generation, low-income and targeted minority students.

 **Phase 1**
NEW!


Initiative 7: Equip the various campus-wide diversity-related committees by strengthening the coordination and collaboration of their efforts. These committees include the Chairs of Equity and Diversity Committees, Minority and Disadvantaged Coordinators, Campus Climate and Diversity Committee, Committee on Women in the University, GLBT Issues Committee, Committee on Access and Accommodations in Instruction, and Disabilities Accommodation Advisory Committee.

Measures: 1) Improved coordination of activities that have significant overlap. 2) Stronger correlation between committee efforts and recommendations and their impact on campus policies related to diversity and inclusion.

 **Phase 1**
In Progress


Initiative 8: Equip campus with an online database of UW-Madison diversity resources. Hire an external evaluation team to assist in conducting “diversity mapping” to create an overview of campus activities and how the campus advances diversity goals across units.

Measures: 1) Improvement and increased utilization of the Diversity Inventory Project (DIP). 2) Creation of a successful mapping tool of diversity efforts and resources on campus, resulting in an annual campus-wide report documenting objectives, goals, outcomes and resource allocations such as Full Time Employees (FTE) and fiscal expenditures.

 **Phase 2-3**
In Progress, NEW!

Initiative 9: Equip and enhance campus-wide STEM success through increased coordination and support for broader STEM initiatives, such as High Impact Learning Practices, student advising, and STEM conferences.


Measures: 1) An increase in the numbers of targeted minority, underrepresented minority, first-generation, and female students who intend, declare, and graduate in STEM fields. 2) Greater coordination between WISCIENCE, DDEEA STEM Initiatives, and Campus Learning Centers.

 **Phase 2**
In Progress, NEW!

Impact: *An increased skill set and knowledge base of biases and other social factors that affect campus climate.*


Initiative 10: Equip hiring managers by providing diversity and inclusion competency training to all individuals involved in campus hiring processes.

Measure: A notable increase in the diversity of applicant pools.

 **Phase 2**
In Progress, Expanded

Initiative 11: Equip faculty, staff, and teaching assistants with professional development programming regarding evidence-based, student-centered, inclusive teaching practices.

Measures: 1) Increased percentage of faculty, especially those at the rank of associate and full, who participate in this professional development. 2) Pre- and post-surveys that reflect how instructors self-report the inclusiveness of their teaching practices. 3) An increase in student satisfaction with regard to classroom experiences reported in surveys.

 **Phase 2-3**
In Progress, Expanded



Engage.

Goal: Promote shared values of diversity and inclusion.

Impact: *Improvement in campus climate and authentic engagement with campus diversity and inclusion efforts.*

Initiative 12: Engage all campus units to standardize the practice of including specific goals for diversity in their strategic planning (i.e. Recruitment and Retention, Equitable Access, Climate and Engagement, Equitable Treatment, and Individual Capacity Building).

Measures: 1) Percentage of campus units that participate will be 100% within five years. 2) Regular self-assessment of the impact and outcomes of stated strategic priorities.

 **Phase 1-2**

NEW!

Initiative 13: Engage students to complete their Ethnic Studies Requirement (ESR) within the first 60 academic credits and increase support for instructors of ESR courses.

Measures: 1) Increase in the completion rate of ESR for undergraduates within their first 60 credits. 2) An increase in the number of lower-level ESR courses offered over the course of a six-year period.

 **Phase 1**

In Progress, NEW!

Initiative 14: Engage and incentivize faculty, instructors and students to expand learning opportunities that complement the Ethnic Studies Requirement, through multiple one-credit experiences offered in collaboration with University Housing, Multicultural Student Center, LGBT Center, Counseling Psychology, Sociology and Anthropology.

Measures: 1) An increase in the number of students who participate in the one-credit option. 2) An increase in the quality and number of courses and learning experiences.

 **Phase 2**

NEW!

Initiative 15: Engage faculty and academic staff by encouraging and supporting the implementation of criterion-referenced learning.

Measures: 1) Degree to which students report higher satisfaction in classes that have a greater criterion-referenced focus as compared to those using norm-referenced grading. 2) Based on their experience in the classes that employ a criterion-referenced approach, students report greater mastery of course content utilized in subsequent courses, programs and majors.

 **Phase 3**

NEW!

Initiative 16: Engage the broader campus community through strengthened partnerships between the annual Diversity Forum and other campus-wide programming such as the Teaching and Learning Symposium; Engagement, Inclusion and Diversity (EID) Initiative; and Showcase.

Measures: 1) Increased participation of faculty, staff, and students in the Diversity Forum. 2) Increased participation in LCICE (Learning Communities for Institutional Change and Excellence) of faculty, staff and students. 3) An improvement in the quality of the campus climate.

 **Phase 1-3**

In Progress, NEW!



Lead.

Goal: Engage the campus leadership for diversity and inclusion.

Impact: *UW-Madison is a leader in the state and nation in fostering diversity, equity, and inclusion through active participation of all constituents of the UW-Madison community.*

Initiative 17: Identify current diversity and inclusion-related professional development opportunities. Evaluate the efficacy, identify unmet needs, and build individual and organizational capacities (i.e. WISELI, LCICE, OHRD, etc.).

Measures: 1) Increased participation in these training experiences. 2) Degree to which training has an impact on decision-making processes. 3) Strong alignment with Engagement, Inclusion and Diversity (EID) initiatives.

 **Phase 2-3**

In Progress, NEW!

Initiative 18: Lead by becoming the premiere institution in the CIC (Committee on Institutional Cooperation) that promotes and utilizes promising practices, such as the Diversity Scorecard or diversity commitment statements, that underscore diversity and inclusion as core values of UW-Madison.

Measures: 1) After a baseline is established, an improved grade or score will be achieved by 2020. 2) More research on diversity and inclusion in higher education produced than any of our peers in the CIC. 3) Greater synergy among diversity efforts campus-wide. 4) Improved campus climate. 5) Greater recruitment and retention of diverse faculty, staff and students.

 **Phase 3**

In Progress, NEW!

“Embedded across campus are our strategic partners who help to facilitate diverse contexts for student achievement, while actively promoting the recruitment and retention of students, faculty, and staff of diverse backgrounds, interests and abilities. We invite you to explore these units and programs on our campus that embrace diversity as a foundational tenet of higher education.” – Office of the Vice Provost and Chief Diversity Officer




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* Indicates Committee Chair