Plan 2008 and Beyond:

Reflections on The Past,
Prospects for the Future,
Toward Inclusive Excellence

University of Wisconsin System
Board of Regents
March 4, 2009
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Prospects for the Future,
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Overview of Presentation

Final Report on Plan 2008  Toward Inclusive Excellence

• Background & Introduction
• Plan 2008 Findings
• Recommendations

Policy Questions & Discussions
University of Wisconsin System

Growth Agenda

People, Jobs, Communities

- Enroll More Wisconsin Residents
  - Collaborate with K-12
  - Increase Access
- Affordability
  - Making Opportunity Affordable
  - Hold Harmless (families with ≤ $60,000)
- Increase Number of College Degree-Holders
- Attract College Graduates From Other States
- Grow Knowledge - Economy Jobs
Demographics - Wisconsin

Public High School Graduate Projections by Race/Ethnicity

- ASIAN
- Black
- Hispanic
- American Indian/Alaskan Native
History of Diversity Efforts in UW System


• Plan 2008 (1998-2008)

• Midpoint Review (2004)
• Regent Resolution (2005)
  - Reaffirmed Commitment to Diversity
  - Close Gaps in Achievement
  - Equity Scorecard
  - Diversity Award
Plan 2008 Final Report
Educational Quality...
Through Racial and Ethnic Diversity
1998 – 2008
Plan 2008: Key Findings

- Accountability
- Precollege
- Workforce Diversity
- Graduation
- Enrollments
- Financial Aid
- Retention
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UW System M/D Precollege Enrollments by Race/Ethnicity 2003-04 though 2007-08
M/D Precollege Pipeline
1993-94 through 2007-08

- Unduplicated Precollege Participants: 80,309
- Precollege Participants Traceable by SSN: 47,282
- Estimated High School Graduates: 34,665
- ACT Test Takers: 10,593
- New Freshmen in UW System: 7,637
First-to-Second-Year Retention by Race & Ethnicity
Six-Year Graduation Rates by Entering Year and Race/Ethnicity 1998-2002

- African American
  - 1998: 362
  - 2004: 478
  - 2007: 445

- American Indian
  - 1998: 98
  - 2004: 134
  - 2007: 143

- Asian American
  - 1998: 481
  - 2004: 576
  - 2007: 732

- Hispanic/Latino
  - 1998: 317
  - 2004: 421
  - 2007: 444
Percent of Undergraduates with Financial Need by Race/Ethnicity
1998-99 through 2007-08
University of Wisconsin System

Employees of Color by Race & Ethnicity
1998 - 2008

- **Asian**
  - 1998: 1.6%
  - 2004: 3.7%
  - 2008: 5.3%

- **Black**
  - 1998: 2.7%
  - 2004: 2.8%
  - 2008: 2.7%

- **Hispanic**
  - 1998: 0.6%
  - 2004: 2.7%
  - 2008: 2.5%

- **American Indian**
  - 1998: 0.6%
  - 2004: 0.6%
  - 2008: 0.6%
University of Wisconsin System

Employees of Color by Employment Category and Year
1998 - 2008

- Faculty: 13.3% (08), 12.0% (04), 9.4% (98)
- Instructional Acad.Staff: 9.6% (08), 8.8% (04), 7.8% (98)
- Non-Intr. Acad. Staff: 15.0% (08), 14.0% (04), 11.8% (98)
- Classified: 10.2% (08), 9.1% (04), 6.0% (98)
- Admin.: 9.0% (08), 8.7% (04), 7.5% (98)
Accountability

• Chancellor Performance Review and Evaluation Process

• Equity Scorecard Process

• Achieving Excellence Report
Major Challenges Moving Forward

• Fiscal
• Assessment & Accountability
• Workforce Diversity & Climate
• Institutional Excellence & Student Success
Recommendations

• Broad, institution-wide engagement
• Funding & Priorities
• Equity in Opportunity & Outcomes – Students & Workforce
• Workforce Diversity
• Compositional Diversity – Critical Mass (Students)
• Link Equity & Diversity with Quality & Excellence
• Organizational/Culture Change
• Accountability, Rewards & Incentives
Intermediate Actions: Accountability

• Equity Scorecard
• Transfer Equity Study
• Climate Study
• LEAP Compass Grant/ Making Excellence Inclusive
• Chancellor Evaluations
Intermediate Actions: Access

• KnowHow2Go
• Wisconsin Covenant
• Making Opportunity Affordable
• Lawton/AOP
• “Hold Harmless” for Tuition Increases
University of Wisconsin System

Toward Inclusive Excellence
University of Wisconsin System

Inclusive Excellence

Faculty & Staff

Administrative Leadership

Curricula & Academic Programs

Student Affairs

Research

Teaching & Learning

Co-Curricula

Students

INCLUSIVE EXCELLENCE
Inclusive Excellence—Working Definitions

• Diversity

Individual differences that can be engaged in the service of learning, e.g., gender, culture, race/ethnicity, sexual orientation, learning styles, group, social, religious & political differences, life experiences, and other differences.
Inclusive Excellence—Working Definitions

• Inclusion
  The active, intentional, on-going engagement with diversity – in people, the curriculum, co-curriculum and in communities – in ways that increase one’s awareness, cognitive sophistication, knowledge & empathic understanding of the ways people engage within institutions and systems.
Inclusive Excellence--Working Definitions

- **Equity**
  - Equity-Mindedness
  - Deficit-Mindedness
  - Representational Equity

- **Excellence**
  
  To achieve excellence, we must be inclusive. To be inclusive, we must be equitable.
Benefits of Diversity

• Individual
• Institutional
• Private Business
• Societal
How will we know if we are successful?

• Equitable representation and greater compositional diversity among students and in the workplace.

• No gaps in achievement – retention, graduation

• Equity in student outcomes in classes, courses of study and other opportunities for students that are indices of excellence.

• Improved campus climates, strong sense of community & belonging.
How will we know if we are successful?

• Increased multicultural competencies among administrators and institutional leaders (faculty, staff and students).

• Curricular infusion & transformation.

• Priorities, rewards and incentives aligned with IE goals and objectives.

• Adoption of institution-wide, departmental and academic indicators of excellence and inclusion.
Campus Perspective

• Each institution will develop their own approach to Inclusive Excellence
  — Addressing campus context and culture
  — Focusing on specific challenges
  — Building on ongoing efforts

• Chancellor Wells will give us a view from UW Oshkosh
Next Steps

February – May 2009

– Planning & Development
– Develop Operating Principles
– IE Feedback Group Meeting
– Campus visits
– Dialogue, Professional Development & Training
– President’s Council on Diversity
Next Steps

April – December 2009

– Planning & Development
– Meetings with constituency groups
– Continuing Campus visits
– Synthesize Feedback
– Draft framework for review
– Statewide/Regional IE Conference
– Inclusive Excellence Framework to Regents
Inclusive Excellence

• Pursuit of Equity & Excellence
• Core to Mission
• Close Attention to Students
• Widespread Engagement

• To achieve excellence, we must be inclusive. To be inclusive, we must be equitable.
Key Policy Issues

• What worked, what did not work, and what are the most important lessons from Plan 2008?

• Where should the UW System expend its energies and resources in the years to come?

• What type of leadership is required and expected from Chancellors, institutions and the UW System Administration?