

# 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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# Overview of Presentation

## *Final Report on Plan 2008*

- Background & Introduction
- Plan 2008 Findings
- Recommendations

## *Toward Inclusive Excellence*

- Intermediate Actions
- Inclusive Excellence

***Policy Questions & Discussions***

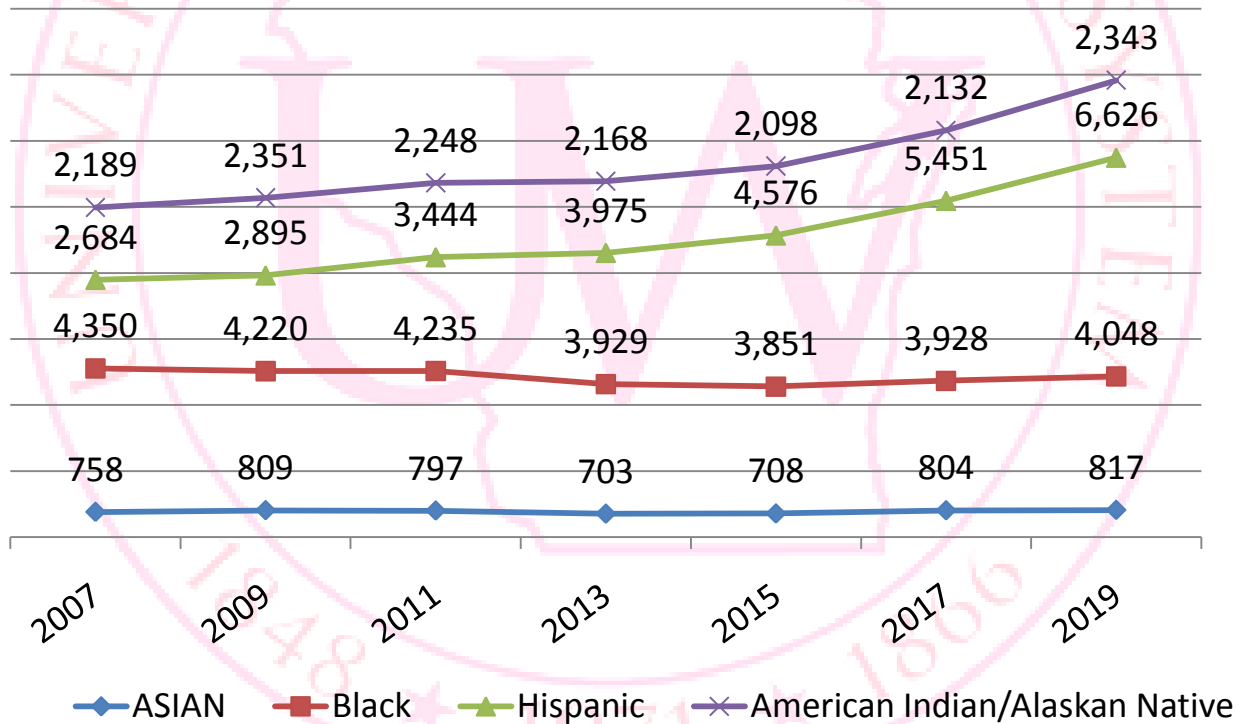
# Growth Agenda

## *People, Jobs, Communities*

- Enroll More Wisconsin Residents
  - Collaborate with K-12
  - Increase Access
- Affordability
  - Making Opportunity Affordable
  - Hold Harmless (families with  $\leq$  \$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



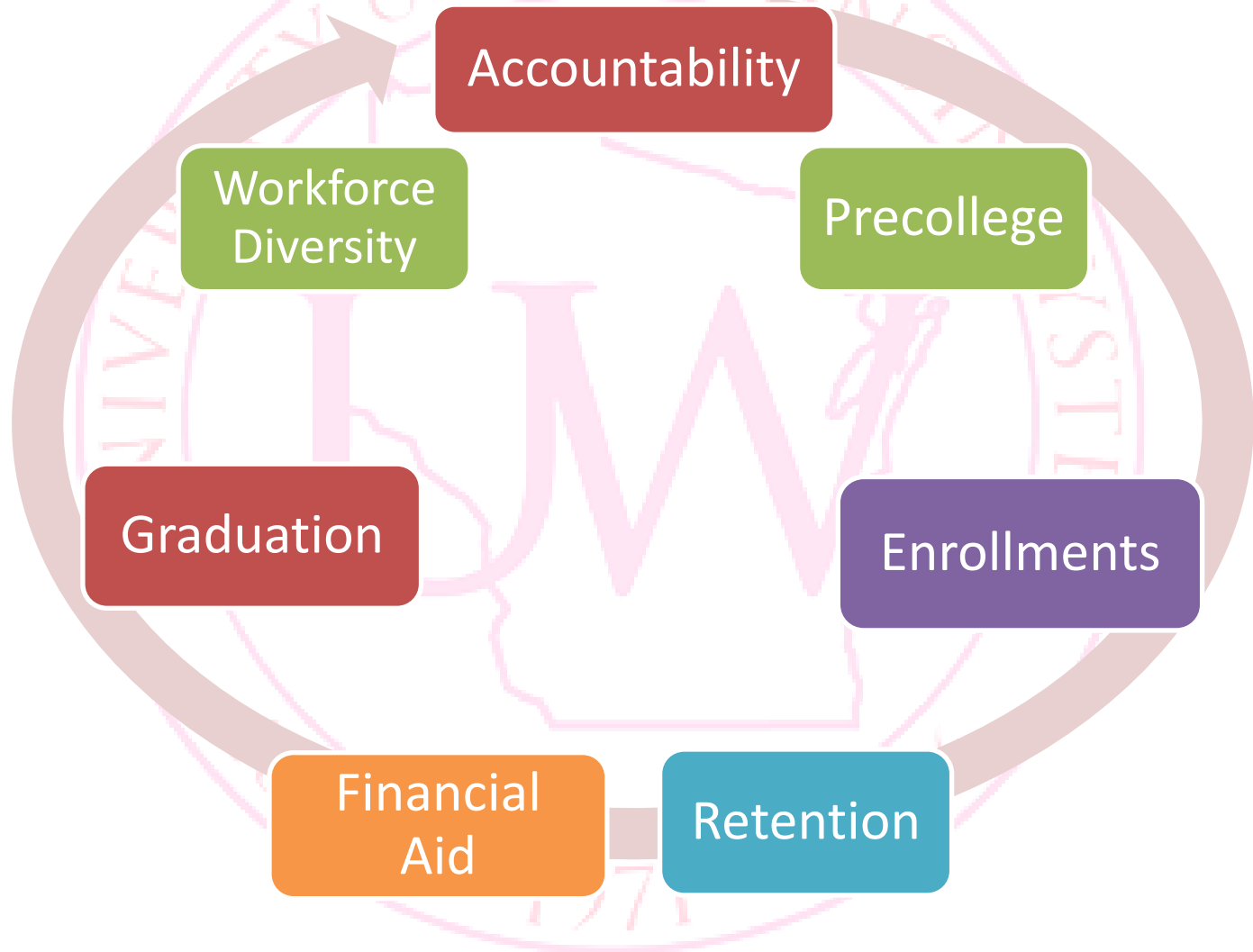
# History of Diversity Efforts in UW System

- Design for Diversity (1988 – 1998)
- Plan 2008 (1998-2008)
- Midpoint Review (2004)
- Regent Resolution (2005)
  - Reaffirmed Commitment to Diversity
  - Close Gaps in Achievement
  - Equity Scorecard
  - Diversity Award

The background features a large, faint watermark of the University of Wisconsin System seal. The seal is circular and contains the text "UNIVERSITY OF WISCONSIN SYSTEM" around the top edge and "1848 \* 1971 \* 1866" around the bottom edge. In the center of the seal is a shield with a book and a torch, and a large letter "W" is superimposed over the shield.

***Plan 2008 Final Report***  
***Educational Quality...***  
***Through Racial and Ethnic Diversity***  
***1998 – 2008***

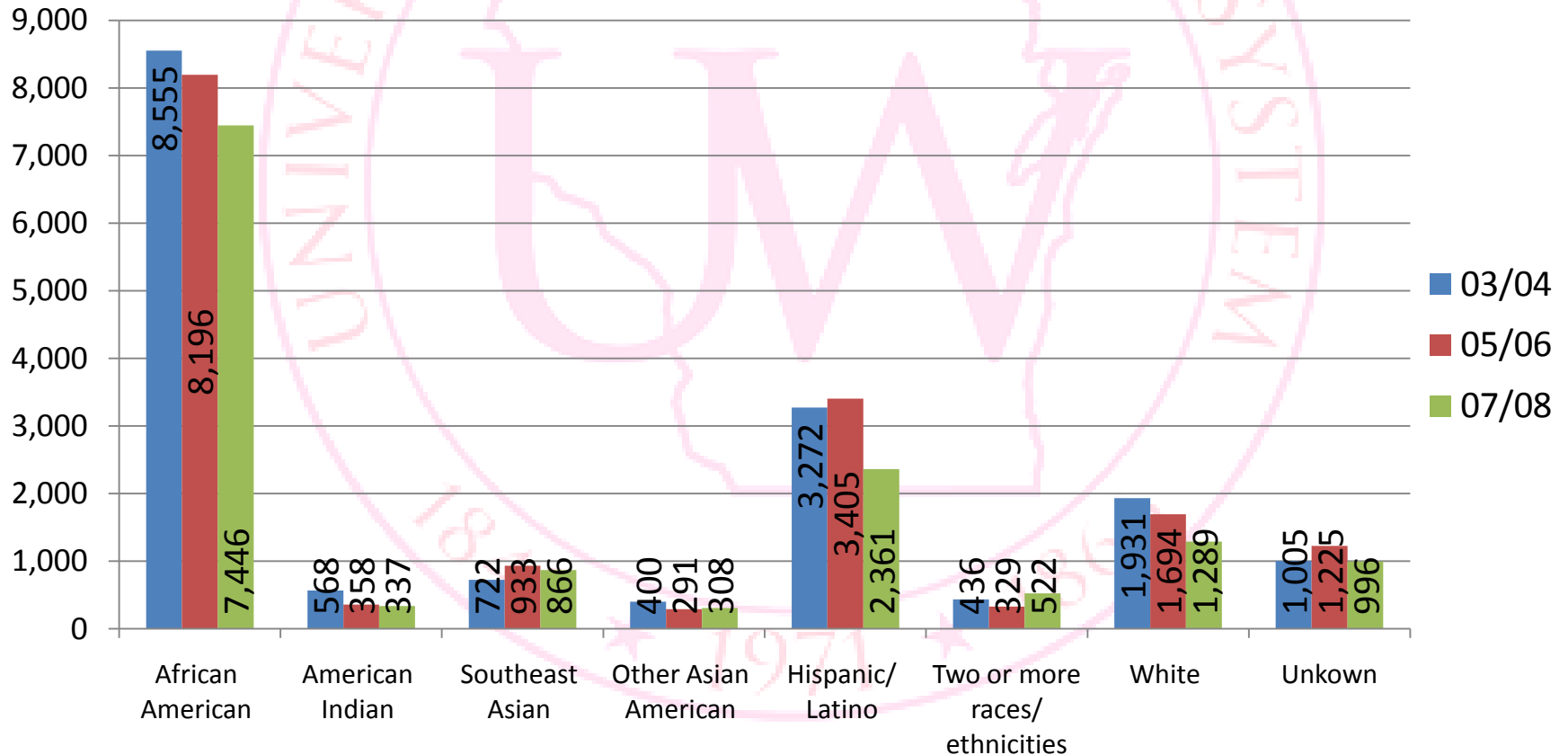
# ***Plan 2008: Key Findings***



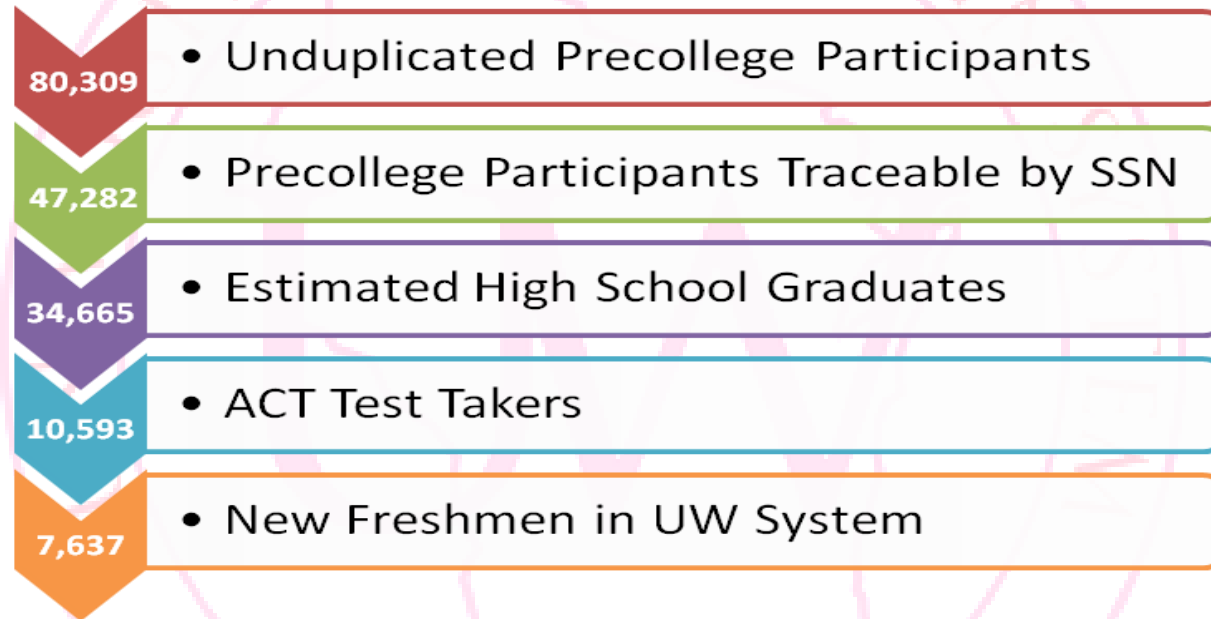


# University of Wisconsin System

## UW System M/D Precollege Enrollments by Race/Ethnicity 2003-04 through 2007-08

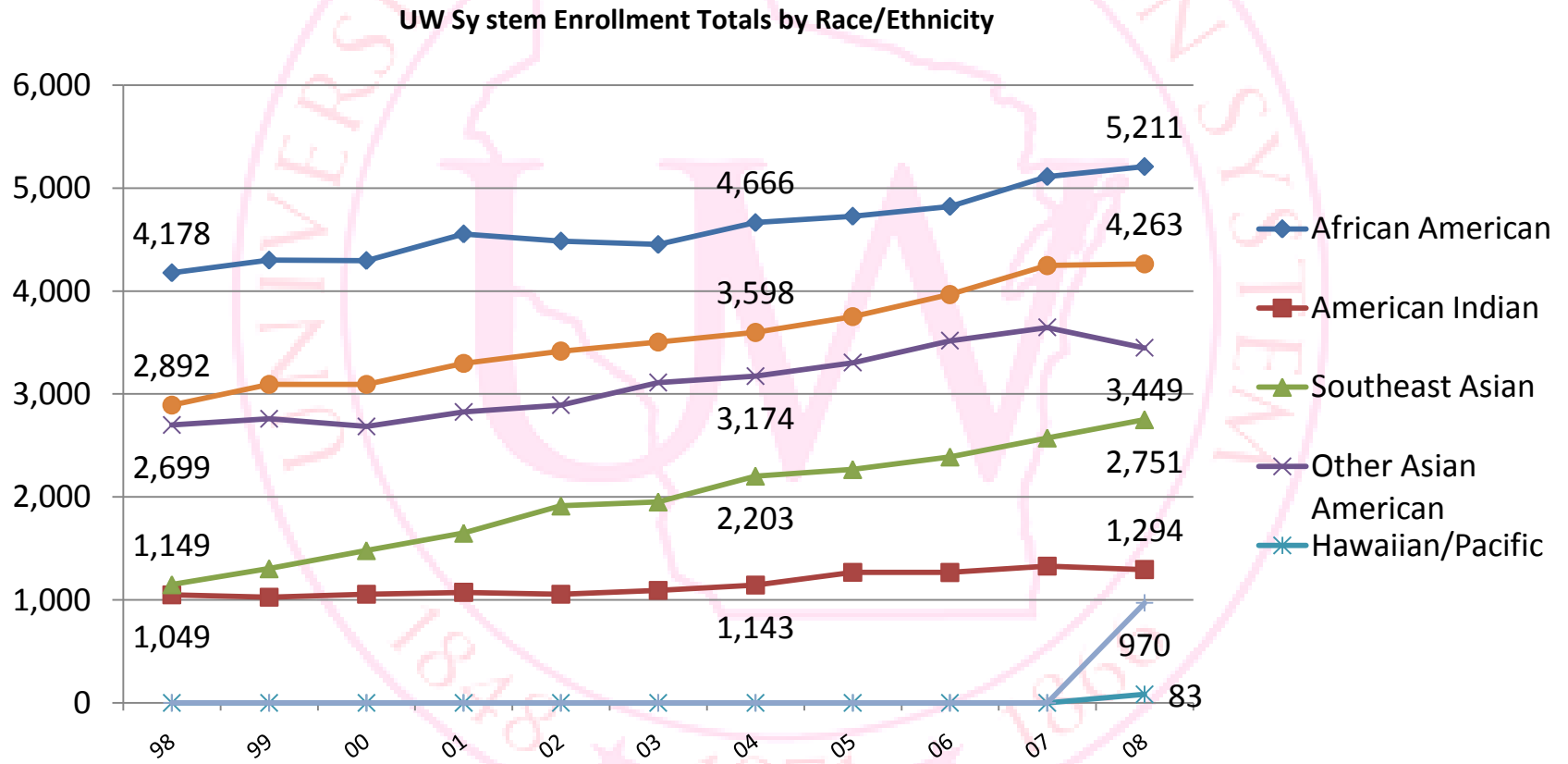


# M/D Precollege Pipeline 1993-94 through 2007-08

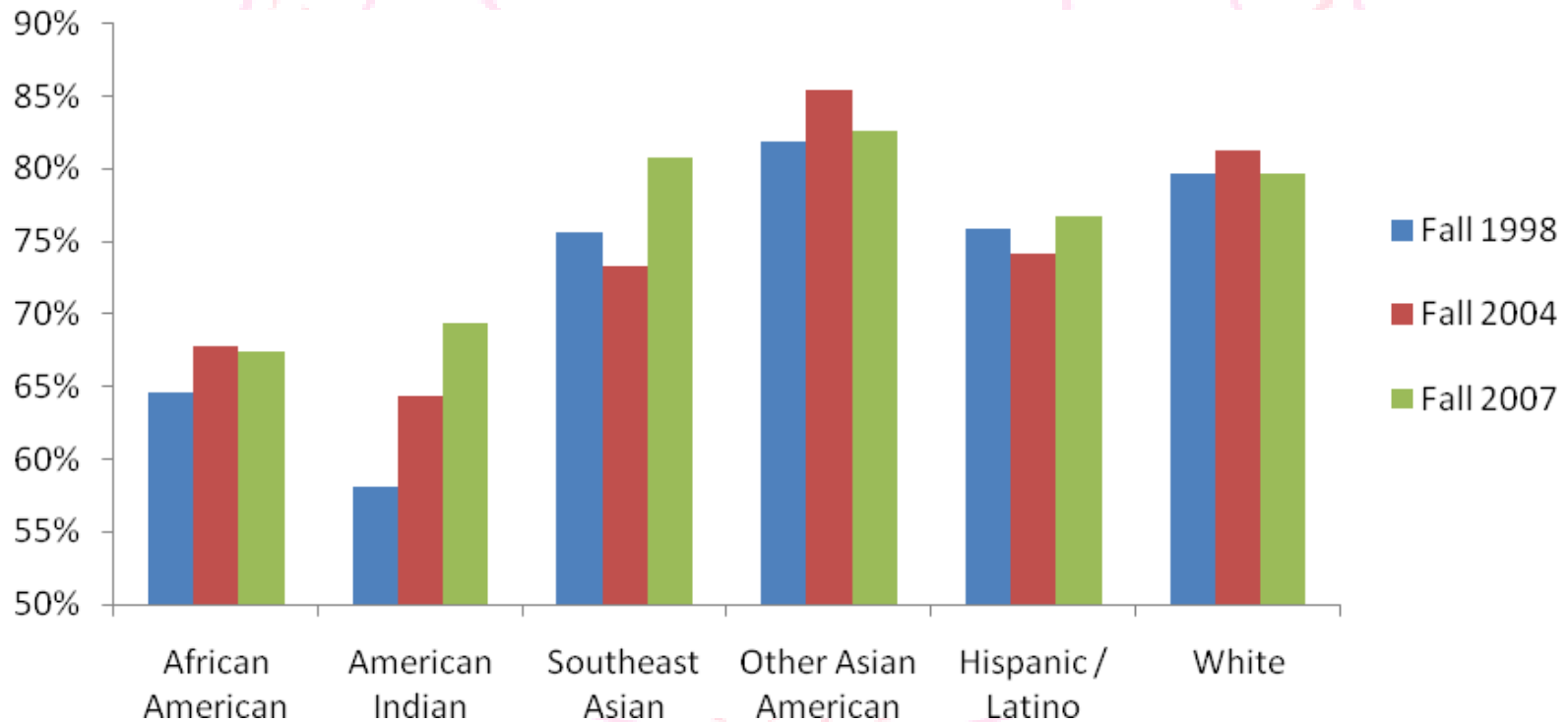


# University of Wisconsin System

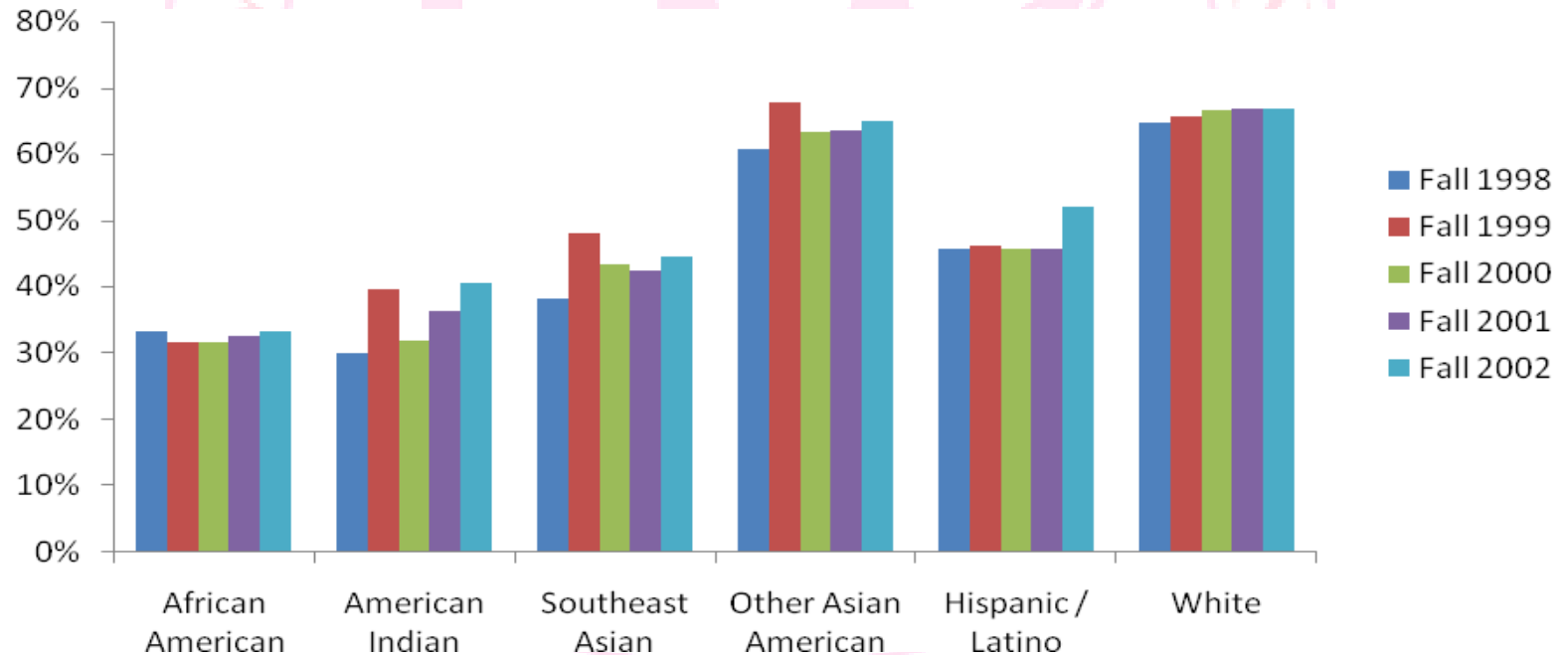
## Enrollments by Race/Ethnicity Fall 1998 Fall 2004 Fall 2008



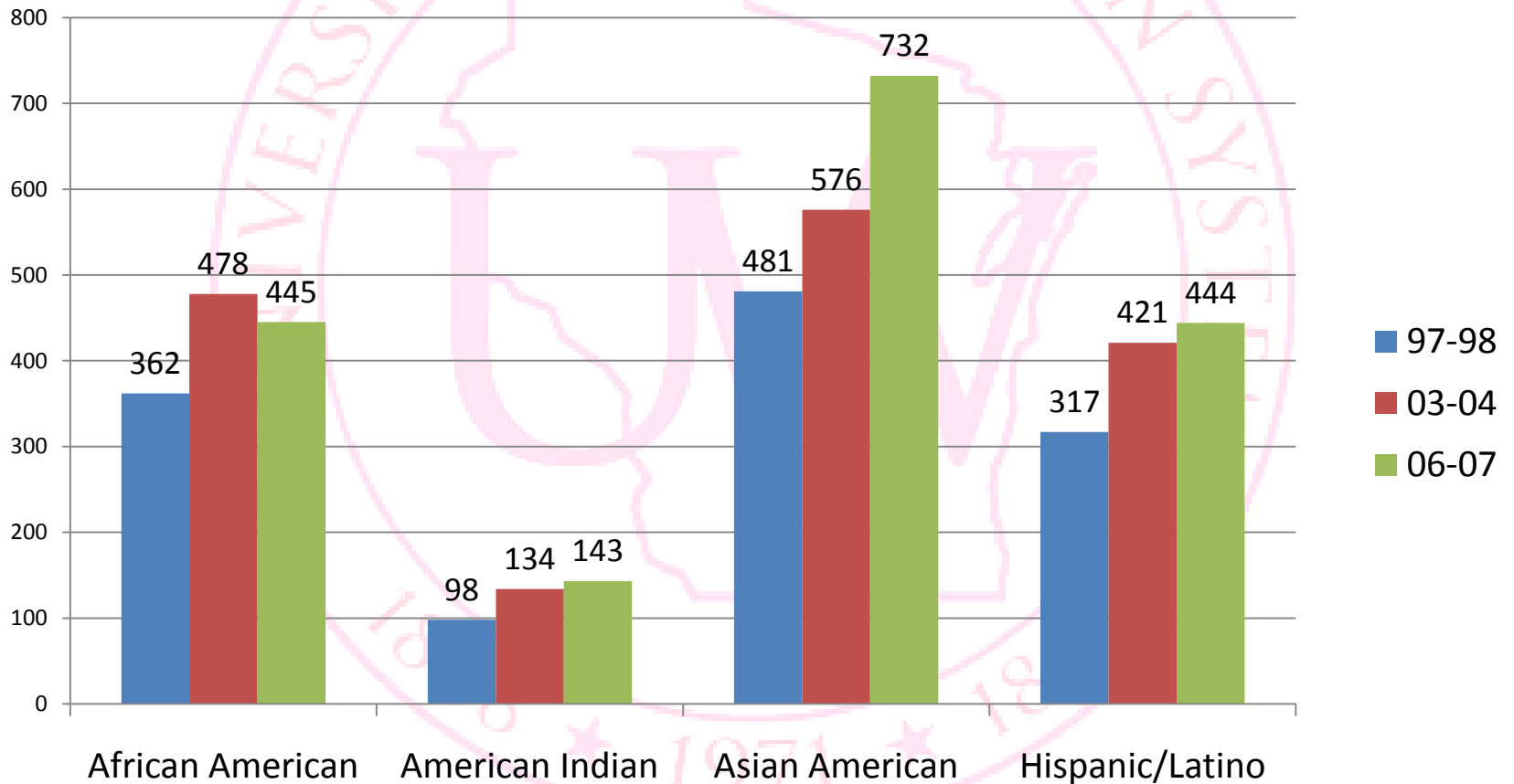
## First-to-Second-Year Retention by Race & Ethnicity 1998 , 2004 & 2007



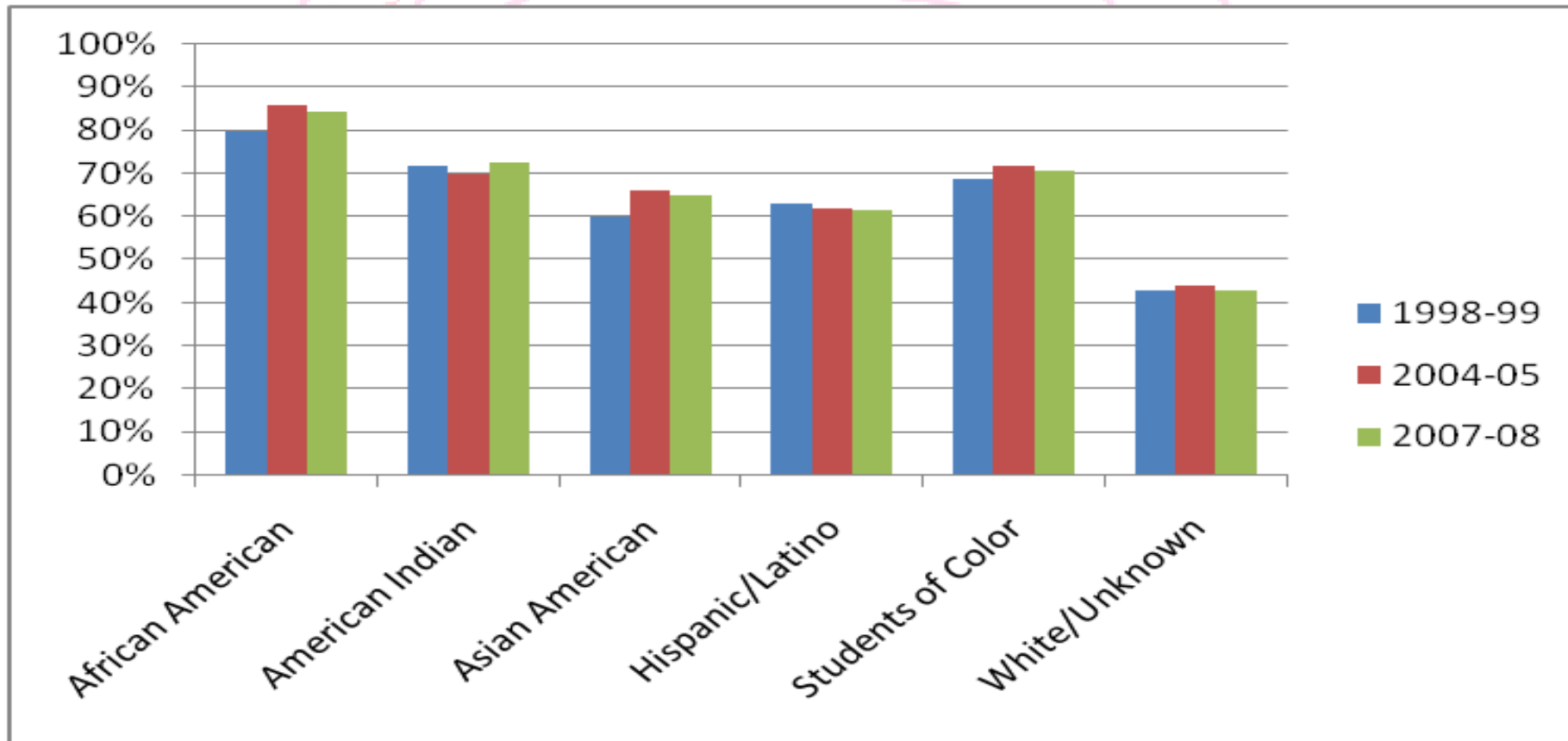
## Six-Year Graduation Rates by Entering Year and Race/Ethnicity 1998-2002



# Bachelor's Degrees Conferred by Race/Ethnicity 1998, 2004 & 2007

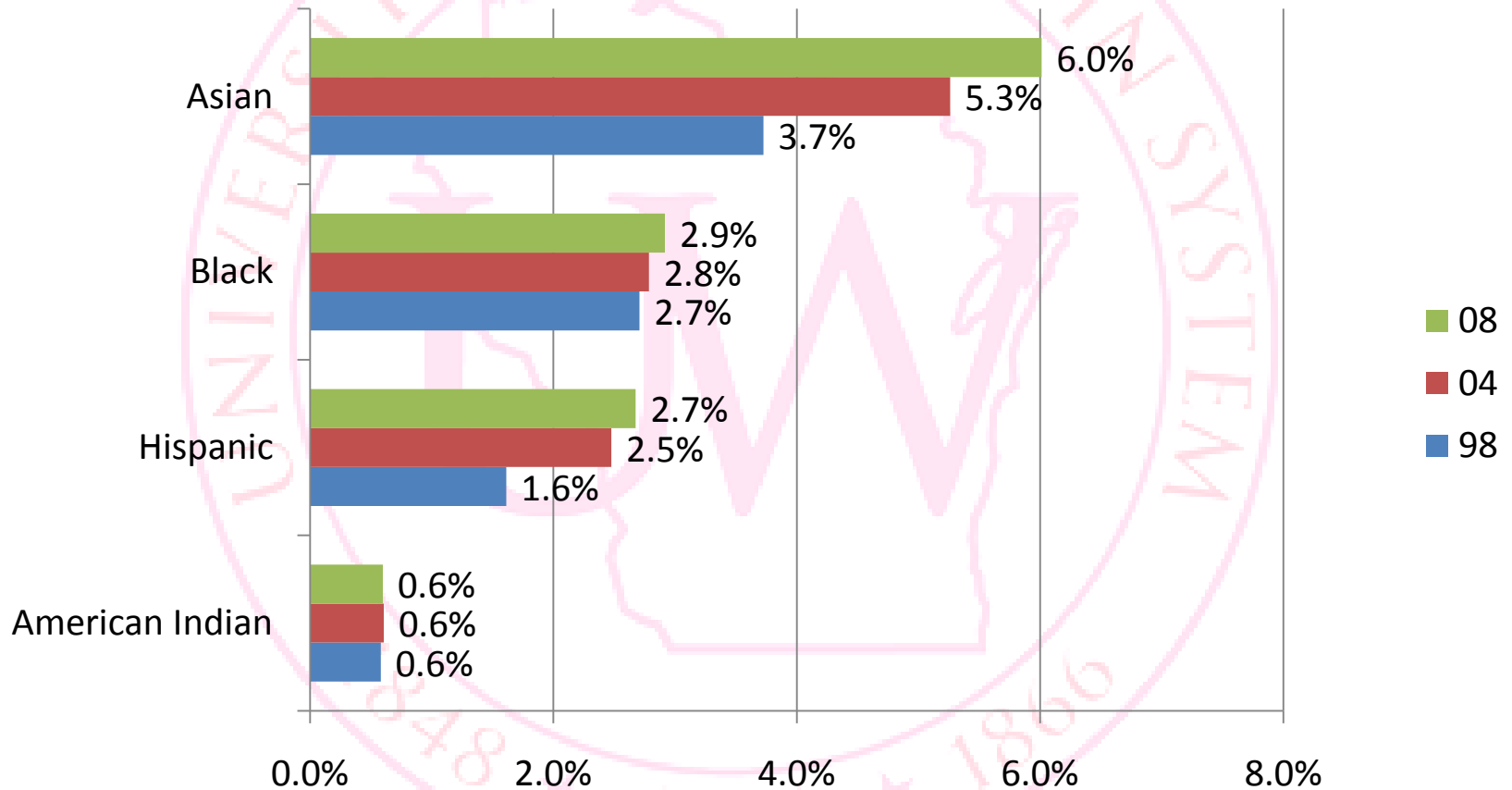


# Percent of Undergraduates with Financial Need by Race/Ethnicity 1998-99 through 2007-08



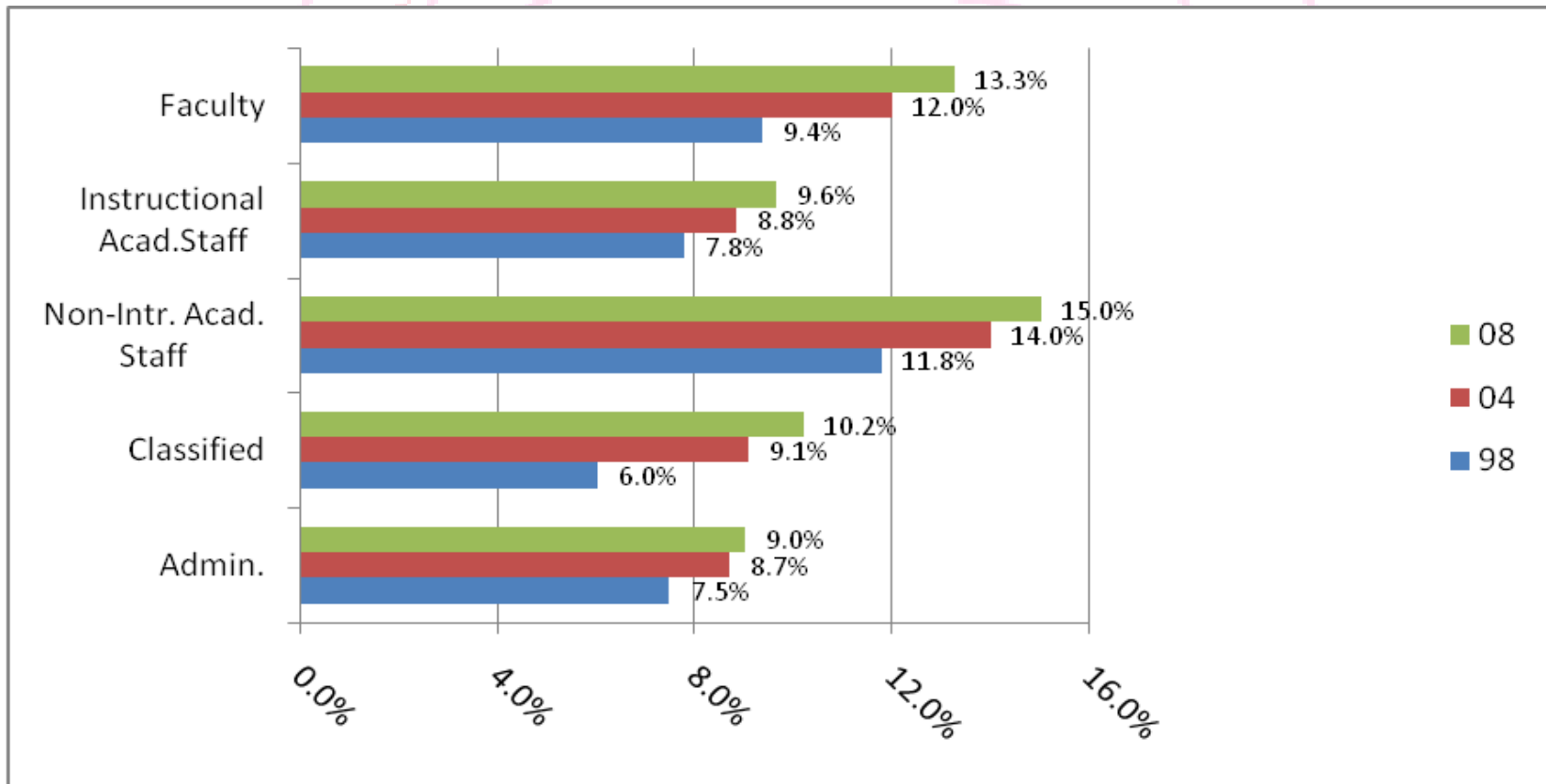
# University of Wisconsin System

## Employees of Color by Race & Ethnicity 1998 - 2008



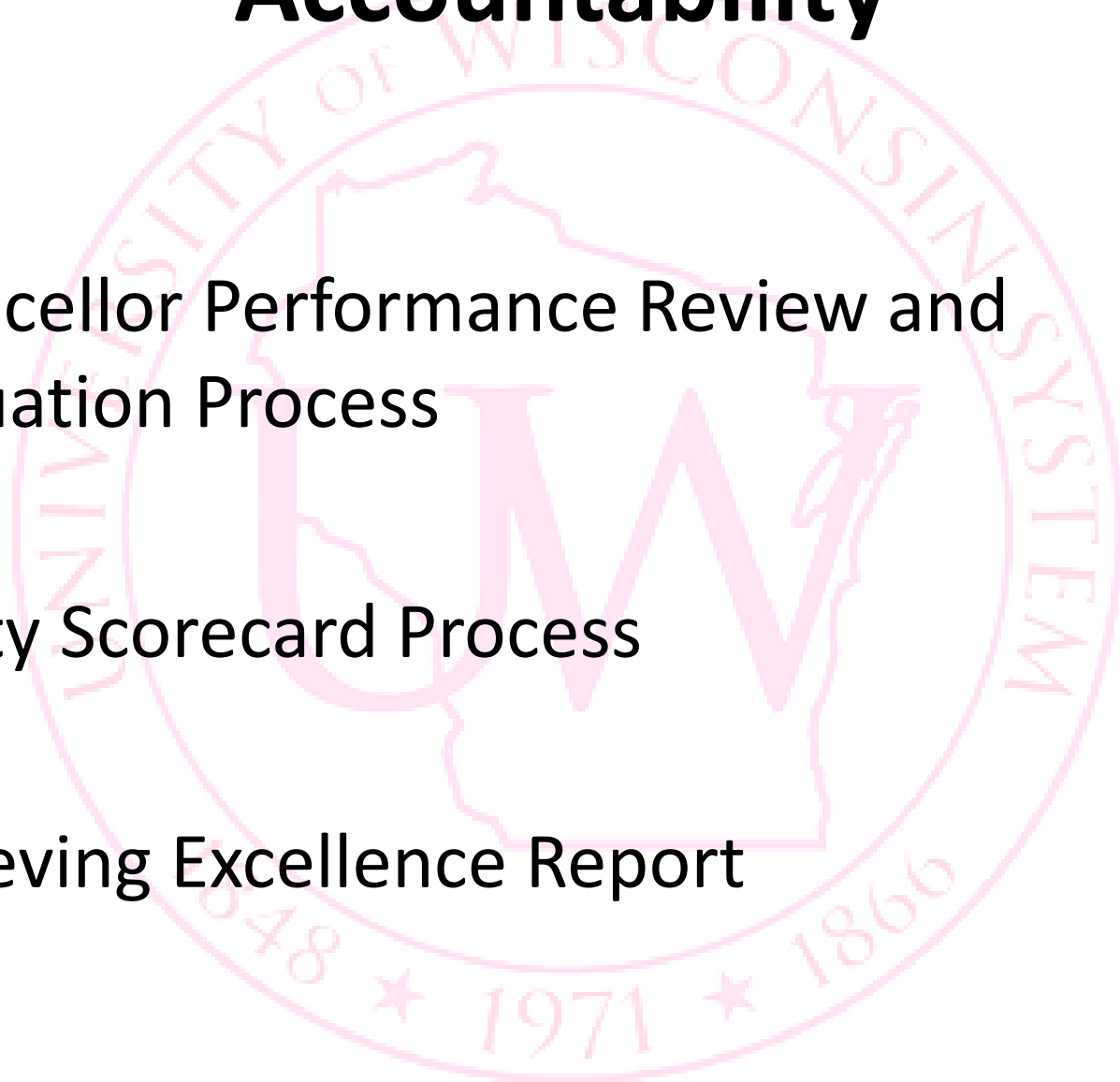


## Employees of Color by Employment Category and Year 1998 - 2008



# 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

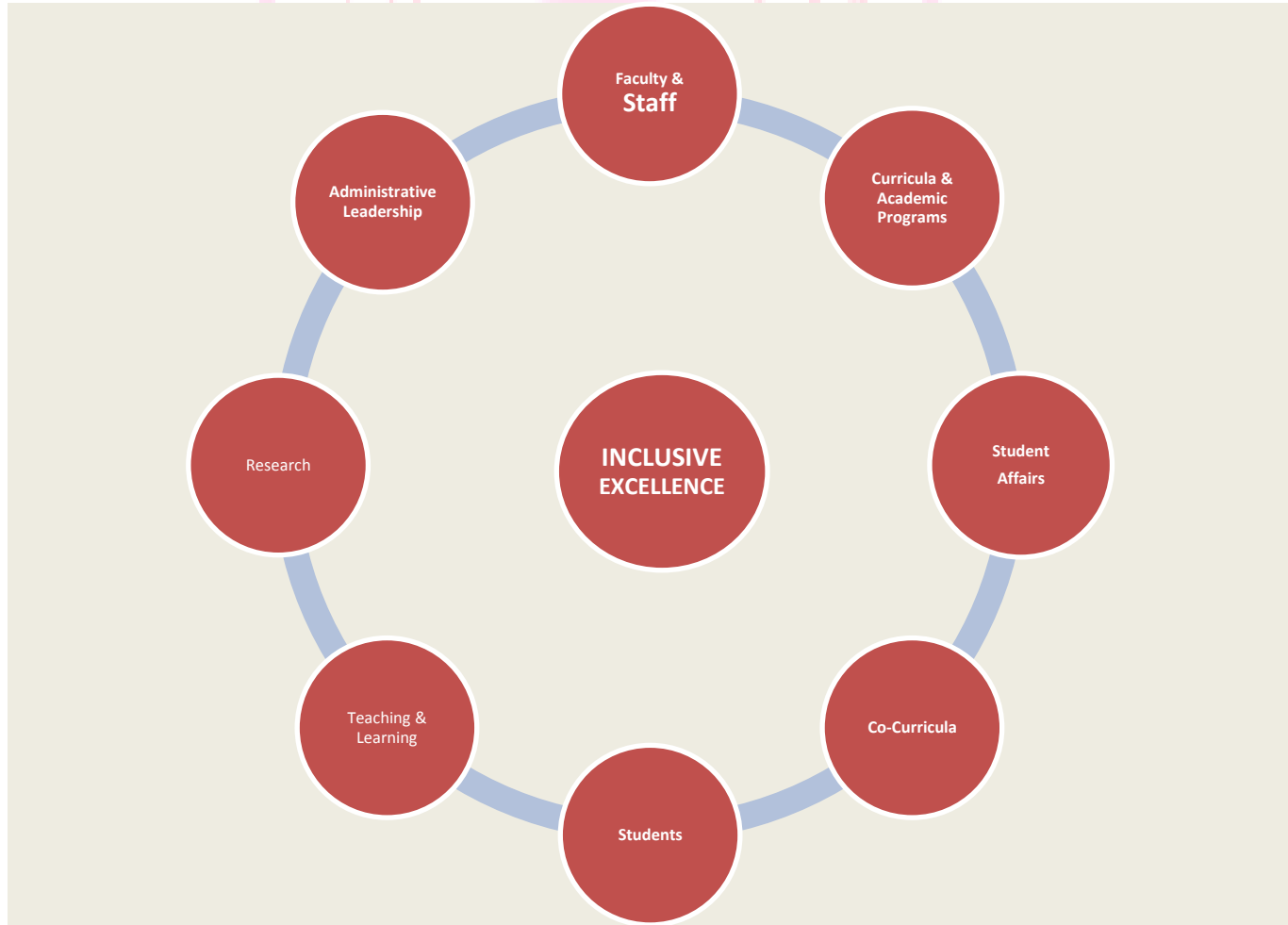
# Intermediate Actions: Access

- KnowHow2Go
- Wisconsin Covenant
- Making Opportunity Affordable
- Lawton/AOP
- “Hold Harmless” for Tuition Increases

The seal of the University of Wisconsin System is a circular emblem. It features a central outline of the state of Wisconsin. Overlaid on this map are the large, stylized letters 'U' and 'W'. The outer ring of the seal contains the text 'UNIVERSITY OF WISCONSIN SYSTEM' at the top and '1848 \* 1971 \* 1866' at the bottom, with small stars separating the years.

***Toward  
Inclusive Excellence***

# 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?