



**Administrative Recommendations for Creating  
Plan 2008: Phase II (2004-2008)**

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May, 2004

## Introduction

In May 1998, the UW System Board of Regents adopted *Plan 2008: Educational Quality Through Racial/Ethnic Diversity (Plan 2008)*. *Plan 2008* provided a ten-year framework for systemwide institutional efforts aimed at removing barriers associated with race, ethnicity, and economic disadvantage in order to expand educational opportunities statewide, and infuse ethnic and racial diversity within institutional cultures to enhance the educational experience of all students.

In order to be responsive to changing fiscal, demographic, and legal environments, UW institutions were asked to divide the ten-year planning horizon into two five-year phases. UW System has much to be proud of as a result of Phase I outcomes, and our collective experiences in the first five years can inform our planning efforts for Phase II. As we embark on Phase II, special attention should be given to retention and graduation, with the goal of narrowing the achievement gap between students of color and white students, and the development of assessment plans for identifying initiatives that effectively address *Plan 2008* goals.

To fully comprehend the UW System commitment to diversity, it helps to put *Plan 2008* in the context of the broader interest in diversity shared by our institutions, and by UW System Administration. There is no “one size fits all” strategy to address the varied needs and concerns of historically marginalized populations. Multiple efforts are underway which are designed to prepare our students for the increasingly diverse world that surrounds them. Statewide initiatives, programs, and services under the umbrella of diversity include the Status of Women Initiative, the Institute on Race and Ethnicity, the Office of Academic Diversity and Development, the Inclusivity Initiative on Lesbian, Gay, Bisexual, Transgender and Questioning People, the UW System President’s Committee on Disability Issues, the Coordinators of Services for Students with Disabilities, and the Women’s Studies Consortium. Many more institution-specific efforts exist under the diversity umbrella. More will come in the future. The recommendations contained in this document address a specific component of the larger diversity efforts: the development of *Plan 2008: Phase II (2004-2008)*.

UW System remains committed to the mission, the planning principles, and the seven goals of *Plan 2008*. While *Plan 2008* focuses on African American, Hispanic/Latino, Asian American (with an emphasis on Southeast Asian), American Indian and economically disadvantaged populations in Wisconsin, the diversity that those under-served populations bring to our institutions contributes to the educational experience of all students.

As UW institutions develop their institutional plans, attention must be paid to the link between diversity and institutional mission. Initiatives that have been found effective in addressing *Plan 2008* goals and institutional mission should be continued, whereas those that have proven ineffective should be reconsidered in light of the Phase I experience. Our ultimate goal is to infuse diversity within our institutions so that special efforts directed at particular populations are no longer necessary. We seek to foster activities that will accomplish that goal.

## Principles for Plan 2008: Phase II Institutional Plans

The following guiding principles are a reflection of the UW System's commitment to *Plan 2008* and the knowledge we have gained through Phase I. UW Institutions should consider these guiding principles as they craft their individual Phase II plans.

### ❖ **Plan 2008 goals and institutional mission**

The UW System will continue to address the seven original *Plan 2008* goals. Institutional plans should be linked to *Plan 2008* goals and the institution's mission. Each institution may emphasize goals and initiatives based on their specific institutional needs and priorities.

### ❖ **Target populations**

*Plan 2008* targets African American, Hispanic/Latino, Asian American (with an emphasis on Southeast Asian)<sup>1</sup>, and American Indian faculty, staff, and economically disadvantaged students who are citizens or permanent residents of the U.S., or refugees. International students are not a targeted population under *Plan 2008*.

### ❖ **Responsibility for diversity**

The responsibility for assuring full participation by people of color and the economically disadvantaged rests with all persons, at all levels in the institution and increases the educational quality of all students. Integrating *Plan 2008: Phase II* initiatives into the day-to-day leadership, administration, coordination, and supervision of all institutional units is key to its success.

### ❖ **Commitment to diversity**

The UW System recognizes the need to provide educational experiences in and out of the classroom that respect, cultivate, and build upon the diversity that both genders, the differently-abled, and people of all religions, nationalities, and sexual orientations bring to the university. Institutions are encouraged to continue, and to build upon their initiatives with these groups.

### ❖ **Narrowing the achievement gap**

As a system, and within the context of institutional experience, particular attention should be given to narrowing the achievement gap between students of color and white students by improving retention and graduation rates.

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<sup>1</sup> Southeast Asians include students who were admitted to the United States after December 31, 1975, and who are either a former citizen of Laos, Vietnam, or Cambodia or whose ancestor was or is a citizen of Laos, Viet Nam, or Cambodia.

## Considerations in Developing Phase II Institutional Plans

The outcomes of Phase I of *Plan 2008* have given the UW System a renewed sense of urgency with respect to improving the educational opportunities and success for students of color and economically disadvantaged students. With that in mind, UWS institutions should consider the following as they draft their Phase II plans:

### ❖ **Alignment of plan with existing UWS policy**

Commitment to policies and practices that foster full participation of all students, faculty, and staff, while ensuring alignment with existing UWS policies:

- **Admissions standards** - Students should continue to meet established institutional admissions standards.
- **Hiring criteria** - All faculty, administrators, and staff should continue to be hired using each institution's established hiring criteria.
- **Affirmative action** - Institutional plans should be consistent with existing state and federal affirmative action (equal opportunity) laws.

### ❖ **Needs and challenges specific to the institution**

The context in which the institution is operating and how that impacts Phase II initiatives, including such factors as demographic, fiscal, and other institutional considerations.

### ❖ **Implementation of Phase II initiatives**

The overarching vision behind programs and initiatives, and how they will help achieve *Plan 2008* goals, including purpose, target populations, timeframe, partnering departments or institutions, and possible funding sources.

### ❖ **Assessment and periodic review**

An assessment plan that informs the institution regarding the effectiveness of Phase II initiatives in addressing *Plan 2008* goals. The OADD website also provides systemwide best models (<http://www.uwsa.edu/oadd/>).

Institutional assessment should:

- Demonstrate the effectiveness of policies, programs, and practices in addressing *Plan 2008* goals.
- Provide feedback for continuous improvement through periodic review of policies, programs, and practices.
- Rely where possible on multiple indicators and measures.

## Timetable

<b>Phase II Institutional Plan Timetable</b>	<b>Deadlines</b>
UW Institutions submit final drafts to UW System Administration	December 15, 2004
UW System Administration provides feedback on final drafts	February 1, 2005
UW Institutions submit final plans to UW System Administration	March 1, 2005
UW System Administration submits final plans to the Board of Regents	March, 2005

## Conclusion

Phase II institutional plans officially launch the next five years in the implementation of *Plan 2008* with emphasis on closing the achievement gap between students of color and white students. Unless we close the gap, we fail our mission of providing greater educational opportunities for students of color and economically disadvantaged students, and of broadening the educational experience of all learners.

UW System Administration envisions an ongoing dialog with UW institutions throughout the planning process. For example, in fall 2004 UW System Administration will host a Best Practices Conference to explore effective initiatives as well as approaches to assessment and accountability.

Ultimately the success of *Plan 2008* depends on the commitment of all within UWSA and the UWS institutions including Chancellors, Provosts, Multicultural/Disadvantaged Coordinators, Deans, Chairs, faculty, staff, and students. Leadership, in particular, is key to integrating diversity into the day-to-day fabric of the institutions and UWSA. UWSA is committed to working in partnership with UW institutions to accomplish the goals of *Plan 2008*.