

## HUMAN RESOURCES WORKING GROUP: ACTION PLAN

### VISION PRIORITY: MAXIMIZING OUR HUMAN RESOURCES

“Diversity of viewpoints, diversity of backgrounds, including gender and ethnic differences, as well as variety within academic specialties, are all vital components of the intellectual life of this great university. This not only contributes to the academic vitality of the campus, but also makes us more competitive among our peer institutions. While parts of the campus have made significant gains, our progress in reaching greater gender and ethnic diversity overall has been too modest. If we are to be successful in the future, we must tap the rich potential of all our citizens by incorporating them into our faculty, staff, and student body.”

From David Ward, “A Vision for the Future,” p. 9.

This document lists the human-resource goals and plans of the Office of Human Resources, the Equity and Diversity Resource Center, and the Office of the Provost (including Office of Quality Improvement and Employee Assistance Office) working in collaboration on faculty, academic staff, and classified staff issues, in support of the Chancellor’s vision.

### GOALS AND INDICATORS OF SUCCESS:

1. Improve **CLIMATE AND INSTITUTIONAL CULTURE** for all employees, in partnership with the community.

#### Indicators of Success:

- ▶ *The rate of successful recruitment of candidates improves in targeted areas.*
- ▶ *Employee retention rates improve (taking into account qualitative data, e.g., exit interviews, and types of terminations).*
- ▶ *Equity and Diversity Committees are fully operational in school, colleges, and divisions.*

2. Promote **PROFESSIONAL DEVELOPMENT** and career advancement opportunities for all employees.

#### Indicators of Success:

- ▶ *An increased percentage of academic staff and classified staff have professional development plans (measured by the number of recorded professional development plans).*
- ▶ *Professional development, educational, and training opportunities increase (measured by the total number of offerings).*
- ▶ *More members of intended audiences attend professional development, educational, and training programs (measured by the percentage of invited individuals attending each event).*
- ▶ *Employees apply knowledge and skills gained through participation in professional development, educational, and training programs (measured by self-report follow-up evaluations).*

3. Increase **DIVERSITY** in faculty, academic staff, and classified staff.

#### Indicators of Success:

- ▶ *Representation of diversity candidates in applicant pool increases.*
- ▶ *Selection rates of diversity candidates increase.*
- ▶ *Promotion rates of diversity candidates increase.*
- ▶ *Retention rates of diversity candidates increase.*
- ▶ *The number of minorities and women holding higher level administrative positions (e.g., department chairs, directors, deans) increases at the department, division, and campus level.*

4. Use **PLANNING AND IMPROVEMENT** approaches to help enable employees to advance the mission of the university.

Indicators of Success:

- ▶ *The number of academic and administrative units that have strategic plans increases.*
- ▶ *The Equity & Diversity Resource Center, Office of Human Resource Development, Office of Quality Improvement, Employee Assistance Office, and other offices integrate their services (e.g., joint assessment and training projects) for maximum gains.*
- ▶ *Activities and service are improved through the use of reliable data and planning.*
- ▶ *Staff at all levels are involved in improving processes and services.*

ACTION PLAN FOR MAXIMIZING OUR HUMAN RESOURCES: FACULTY AND STAFF

This action plan includes both ongoing and new initiatives. Some ongoing initiatives are among the most important for achieving the four Human Resources Goals. To them, we have added new initiatives that are necessary to meet the goals. Actions are listed under the goal they chiefly meet. Implementation dates and point persons are attached to action items.

**Abbreviations:**

- \* indicates a **new initiative** that has been **added** to the comprehensive action plan.
- √ indicates a **new or ongoing initiative** that is being **implemented as planned**.
- C indicates a **new or ongoing initiative** that is being **implemented with significant changes**.
- indicates a **new or ongoing initiative** that is being **implemented more slowly than planned**.
- 0 indicates a **new or ongoing initiative** that is **not being implemented** at this time.

1. Improve **CLIMATE AND INSTITUTIONAL CULTURE** for all employees.

Indicators of Success:

- ▶ *The rate of successful recruitment of candidates improves in targeted areas.*
- ▶ *Employee retention rates improve (taking into account qualitative data, e.g., exit interviews, and types of terminations).*
- ▶ *Equity and Diversity Committees are fully operational in school, colleges, and divisions.*

Action Plan:

*Strategic Planning and Consultation*

- √ ▶ Determine what initiatives to pursue regarding compensation and benefit issues by consulting with relevant faculty and academic staff committees (Office of Human Resources; ongoing).
- √ ▶ Determine what initiatives to pursue regarding management practices and work conditions affecting faculty and academic staff by consulting with governance bodies and personnel representatives (Office of Human Resources; ongoing).
- √ ▶ Inform schools/colleges and departments of human resources consultation services available to them (Office of Human Resources, Equity & Diversity Resource Center, Employee Assistance Office, Office of Quality Improvement, Office of the Provost; ongoing).

### *Recruitment and Hiring*

- ✓ ► Review recruitment procedures to determine whether they are effective, efficient, fair and courteous (Equity & Diversity Resource Center, Office of Human Resources; 1996-1999).
- ✓ ► Support and consult with Equity and Diversity Committees in schools, colleges, and divisions (Office of the Provost, University Committee, Equity & Diversity Resource Center, Deans; 1998-1999).
- ✓ ► Support minority, women in science, spousal, and vision hires through Strategic Hire Initiative (Office of the Provost; 1996-2000).

### *Compensation and Promotion*

- ✓ ► Conduct gender/race pay equity studies periodically (Office of Human Resources, Office of Budget Planning & Analysis; ongoing).
- ✓ ► Monitor annual merit exercises to ensure equal allocation among males and females, minorities and non-minorities (Office of Budget Planning and Analysis, Office of Human Resources; ongoing).
- ✓ ► Monitor external market and seek extraordinary salary ranges when UW ranges fall below the market causing recruitment and retention problems (Office of Human Resources; ongoing).
- ✓ ► Require each division to review annually, using published criteria, all faculty and academic staff who are eligible for promotion (Office of Human Resources; ongoing).

### *Family Friendly Benefits and Services*

- ✓ ► Coordinate services of university-operated and assisted child care centers included in the University of Wisconsin-Madison Campus Child Care System created in 1996-1997 (Campus Child Care Coordinator, Campus Child Care Committee; ongoing).
- ✓ ► Implement recommendations of the Campus Child Care Master Plan Work Group (September 1996), including fulfilling priorities for service expansion: infant/toddler care, flexible enrollment options and extended-hours care, and school-age programming (Campus Child Care Coordinator, Campus Child Care Committee; 1996-1999).
- ✓ ► Improve family friendly personnel policies, e.g., family leave and funding options for dependent and elder care (Office of Human Resources, Office of the Provost; 1997-1999).
- ✓ ► Extend the faculty or academic staff probationary period for one year for new parents, following childbirth or adoption (Office of the Provost; ongoing).

### *Other Management Practices that Improve Climate and Retention*

- ✓ ► Continue and strengthen policies and procedures to ensure access for persons with disabilities (ADA Coordinator, Equity & Diversity Resource Center, Deans/Directors, McBurney Center, Equity and Diversity Committees; ongoing).
- ✓ ► Improve the process for response to concerns and complaints by students and employees (Office of the Provost, Equity & Diversity Resource Center, Office of Administrative Legal Services, Deans; 1997-1998).
- ✓ ► Increase planning regarding numbers of, benefits for, contributions by retiring faculty (Retirement Issues Committee, Office of Human Resources, Office of Budget Planning & Analysis, University of Wisconsin Foundation; 1997-2000).
- ✓ ► Periodically review existing recognition programs that acknowledge employee contributions and excellence (Office of Human Resources; ongoing). Among these are:
  - *Academic Staff Excellence Awards for Leadership and Public Service* (Office of Human Resources, Wisconsin Alumni Association, University of Wisconsin Foundation; ongoing).
  - *Classified Employee Recognition Award* (Office of Human Resources: Classified Personnel Office; ongoing).
  - *Distinguished Teaching Awards* (Office of the Secretary of the Faculty, Teaching Awards Committee; ongoing).
  - *Hilldale Awards* (Office of the Secretary of the Faculty, Divisional Executive Committees; ongoing).
- ✓ ► Provide Employee Assistance counseling and consultation services (Employee Assistance Office; ongoing).

*New or Intensified Initiatives for 1998-2000*

- \* ► Aim for hiring in relation to availability pools. Measure success in recruitment/retention against availability pools, and encourage departments to do so (Office of the Provost, Office of Human Resources, Equity & Diversity Resource Center; 1998-2000).
- \* ► Use results of surveys or focus groups to identify issues/obstacles and improve employee satisfaction with management practices, work conditions, and climate (Equity and Diversity Resource Center, Office of Human Resources, Office of the Provost; 1998-2000).
- \* ► Foster mutual respect among all types of employees, with special emphasis on the role of classified staff in meeting the university's mission (Office of Human Resources, Office of Human Resource Development, Office of Quality Improvement, Employee Assistance Office, Creating a Collaborative Academic Environment, Office of the Provost, Office of the Chancellor; 1998-2000).
- \* ► Recommend that deans/directors and departments/units be held accountable for improvements in climate, recruiting for diversity, and retention, offering a partnership with Bascom offices in working toward these ends (Office of the Provost, Office of Human Resources, Equity & Diversity Resource Center; 1998-2000).
- \* ► Implement a user-friendly, interactive system for employees to enter personal data and choose benefit options (Office of Human Resources, Employee Compensation & Benefits Services, 1997-2000).

2. Promote **PROFESSIONAL DEVELOPMENT** and career advancement opportunities for all employees.

Indicators of Success:

- *An increased percentage of academic staff and classified staff have professional development plans (measured by the number of recorded professional development plans).*
- *Professional development, educational, and training opportunities increase (measured by the total number of offerings).*
- *More members of intended audiences attend professional development, educational, and training programs (measured by the percentage of invited individuals attending each event).*
- *Employees apply knowledge and skills gained through participation in professional development, educational, and training programs (measured by self-report follow-up evaluations).*

Action Plan:

*Consultation, Networking, and Strategic Planning*

- ✓ ► Career Paths Task Force studies employment opportunities for academic staff in various functional areas (Academic Staff Executive Committee; Spring 97-98).
- ✓ ► Coordinating Committee for Professional Development & Training meets monthly to coordinate professional development and training initiatives on campus (Office of Human Resource Development, Employee Assistance Office, Office of Facilities Planning & Management, Wisconsin Union, Professional Development & Applied Studies, Division of Information Technology, Office of Quality Improvement).
- ✓ ► Creating a Collaborative Learning Environment (CCLE) provides an intensive, voluntary faculty development program in which cross-disciplinary groups learn about learning and collaborate in re-envisioning their approaches to teaching and curriculum (Creating a Collaborative Academic Environment (CAAE), Office of the Provost; ongoing).
- ✓ ► Outreach Consortium provides an opportunity for faculty and staff to establish a collegial network across schools and colleges, share program ideas, and provide professional growth opportunities (Outreach Development; ongoing).
- ✓ ► Create and support learning networks to help people learn from each other's planning and improvement efforts (Office of Quality Improvement, Creating A Collaborative Academic Environment; ongoing).

- √ ► Develop customized training and provide consultation services to facilitate various planning and improvement efforts (Office of Quality Improvement; ongoing).
  - ► Encourage the integration of professional development plans that guide leadership and career potential into strategic planning projects and diversity reviews, (Equity & Diversity Resource Center, Office of Human Resource Development, Office of Quality Improvement, Deans/Directors; ongoing).
- Professional Development Workshop Series: Promoting Effective Leadership & Management*
- √ ► Academic Leadership Series provides an orientation and core curriculum for new chairs, deans, and directors, complemented by topical workshops addressing current issues for new and continuing chairs and other academic leaders (Office of Human Resource Development, Office of the Provost; ongoing).
  - √ ► Administrative Development Program gives those who currently hold administrative positions opportunities to familiarize themselves with the university (Office of Human Resources, Joe Kauffman; ongoing).
  - √ ► CIC Academic Leadership Program familiarizes faculty and staff from CIC institutions with major issues facing large public research universities (Outreach Development; ongoing).
  - C ► Departmental Effectiveness Series (for Department Administrators) is developed (1997-1998) to enhance departmental administrators and secretaries' ability to manage processes and procedures in their department effectively (Office of Human Resources, Office of Human Resource Development, Equity & Diversity Resource Center, Office of Quality Improvement, Office of Administrative Legal Services, Employee Assistance Office, Division of Information Technology, Coordinating Committee for Professional Development & Training; on-going).
  - C ► Division Level Representatives Program provides timely information about disability-related issues and policies to Division Level Representatives. In 1998-1999, the program's mission will be expanded to extend information and training to managers and supervisors in each division (Equity & Diversity Resource Center; ongoing).
  - √ ► Leadership Institute [see Goal 3 (Increase **DIVERSITY**): *New or Intensified Initiatives for 1998-2000*, p. 7].
  - C ► Manager and Supervisory Training enhances managers/supervisors' abilities to lead in a decentralized educational institution. (Office of Human Resources, Office of Human Resource Development, Equity & Diversity Resource Center, Office of Quality Improvement, Administrative Legal Services, Employee Assistance Office, Division of Information Technology, Coordinating Committee for Professional Development & Training; development of new programming in 1997-1998, ongoing).
  - √ ► New Faculty Workshop Series orients and addresses current issues for new faculty (Office of the Secretary of the Faculty/New Faculty Services, Office of the Provost; ongoing).
  - √ ► Office Professionals' Conference, a one-day conference presented annually, focuses on skill development, offers career building ideas, and provides opportunities for networking to approximately 300 University of Wisconsin-Madison office support staff (Office of Human Resource Development, Office of Human Resources; ongoing).
  - \* ► OHRD Learning Series offers all employees opportunities to participate in workshops on a range of topics including: increasing workplace effectiveness, understanding the academic staff system, planning for professional development, deciphering workplace dynamics, communicating using e-mail, and enhancing customer services (Office of Human Resource Development; summer 1998).

#### *Orientation*

- ► New Employee Orientation is being developed for academic and classified staff (Office of Human Resource Development, New Employee Orientation Committee/Design Team; Summer 1999).
- √ ► New Faculty Orientation [see *New Faculty Workshop Series*, above, p. 4].
- √ ► Orientation and Core Curriculum for New Academic Leaders [see *Academic Leadership Series*, above, p. 4].
- √ ► Wisconsin Idea Seminar familiarizes new faculty and staff with the role of the university in the state during a five-day study tour (Outreach Development; ongoing).

### *Mentoring Programs*

- ✓ ► Academic Staff Mentoring Program two year pilot begins (1997-1998) and continues (Academic Staff Mentoring Program Advisory Committee, Office of Human Resource Development; 1997-1999).
- 0 ► Mentoring Program for Minority Faculty is created (Office of the Provost, Equity & Diversity Resource Center, Office of Human Resource Development, Office of the Secretary of the Faculty?; Spring 1998).
- ✓ ► Women Faculty Mentoring Program continues and develops new programming to increase retention of both junior and senior women faculty (Janet Hyde, Office of the Secretary of the Faculty, Office of the Provost; ongoing).
- ✓ ► Guidance Person/Committee, as well as Oversight Committee, required for probationary faculty members (since 1992), with workshops on mentoring and the tenure process provided annually (Office of the Provost, Office of the Secretary of the Faculty, departments; ongoing).

### *Content-Specific Professional Development Workshops/Conferences*

- ► Conflict Resolution and Communication Skills segment/session will be delivered within various series (Employee Assistance Office, Equity & Diversity Resource Center, ongoing).
- ✓ ► Distance Education Symposia enable faculty and staff participants to develop their understanding of distance technology and its uses (Division of Information Technology, Office of Outreach Development, ongoing).
- \* ► Expanded Intercultural Model (EIC) Workshops [see Goal 3 (Increase **DIVERSITY**): Strategic Planning..., p. 6].
- ✓ ► Handling Complaints and Allegations of Misconduct: university-wide training program (Equity & Diversity Resource Center, Office of Administrative Legal Services, Office of the Provost, Office of Human Resource Development; new programs in Spring 97).
- ✓ ► Measuring Your Unit's Success (January 1998) is the first of a series of campus-wide workshops on planning and improvement methods (Office of Quality Improvement; ongoing).
- \* ► Sexual Harassment Informational Sessions [see Goal 3 (Increase **DIVERSITY**): New or Intensified Initiatives for 1998-2000, p. 7].
- ✓ ► Graduate Assistant Equity Workshops focus on discrimination and harassment issues (Equity & Diversity Resource Center, Office of Human Resources, McBurney Center, Teaching Assistant Association; ongoing).
- ✓ ► Teaching Workshops (Office of the Provost, Office of the Secretary of the Faculty, Creating A Collaborative Academic Environment, Teaching Academy).

### *Grants and Professional Development Programs*

- ✓ ► Academic Staff Professional Development Grant Program (Office of Human Resources, Academic Staff Executive Committee, Professional Development & Recognition Committee, UW System; ongoing).
- ✓ ► Anna Julia Cooper Fellowship Program [one year pre-appointment, post-doctoral fellowship program for minority and women faculty] (Office of the Provost, Office of the Chancellor; ongoing).
- ✓ ► Faculty Development in the Creative Arts Program (Arts Institute; ongoing).
- ✓ ► Faculty Development Grant Program (Office of the Provost, UW System; ongoing).
- ✓ ► Faculty Sabbatical Leave Program (Office of the Provost, Office of Human Resources, Office of the Chancellor; ongoing).
- ✓ ► Research Service Grant Program, [for untenured faculty members, especially women and members of minority groups, with extensive service contributions] (Office of the Provost, Office of Human Resources; ongoing).
- ✓ ► Romnes Faculty Fellowships, Vilas Associates Awards [for faculty] (Graduate School Research Committee; ongoing).
- ✓ ► Undergraduate Teaching Improvement Grant Program [for faculty and teaching academic staff] (Office of the Provost, Office of Human Resources, UW System: Undergraduate Teaching Improvement Committee; ongoing).
- ✓ ► Wisconsin Teaching Fellows Program [for faculty] (Office of the Provost; UW System: Undergraduate Teaching Improvement Committee; ongoing).

*New or Intensified Initiatives for 1998-2000*

- \* ► Initiate and support employee-driven and maintained professional development planning that connects professional effectiveness with departmental and campus-wide needs (Office of Human Resource Development, Equity & Diversity Resource Center, Office of the Provost; 1998-2000).
  - Solicit support of deans, directors, department chairs, and managers/supervisors.
  - Deliver educational workshops on career development and professional planning that includes individual assessment.
  - Increase professional development opportunities on campus to meet increased demand.
  - Develop and maintain an on-line professional development transcript program accessible to every employee.
  
- \* ► Creating a Collaborative Academic Environment (CAAE) creates and supports programs for collaboration in learning and teaching, research, and service. By extending the structure and philosophy of the teaching-based Creating a Collaborative Learning Environment (CCLE) to include sister programs for research and service, CCAE hopes to enrich the total faculty work experience and create opportunities for new collaborations across disciplines. In addition to supporting three faculty development programs:
  - Creating a Collaborative Learning Environment (CCLE) [see above, p. 4],
  - Creating a Collaborative Research Environment (CCRE), and
  - Creating a Collaborative Service Environment (CCSE).

CAAE will participate in teaching and learning-related initiatives (e.g., the AAHE Peer Review of Teaching Project) and assist in fostering communication among teaching & learning initiatives across campus (Office of the Provost; 1998-2000).

- \* ► Increase asynchronous learning opportunities (on-line education) as appropriate to meet the growing need for professional development and education (Office of Human Resource Development; 1998-2000).

3. Increase **DIVERSITY** in faculty, academic staff, and classified staff.

Indicators of Success:

- *Representation of diversity candidates in applicant pool increases.*
- *Selection rates of diversity candidates increase.*
- *Promotion rates of diversity candidates increase.*
- *Retention rates of diversity candidates increase.*
- *The number of minorities and women holding higher level administrative positions (e.g., department chairs, directors, deans) increases at the department, division, and campus level.*

Action Plan:

*Strategic Planning and Consultation*

- √ ► Implement a comprehensive diversity plan (developed in 1996-1997), designed to (1) strengthen the affirmative action process in the short term and (2) initiate a permanent diversity process (Equity & Diversity Resource Center, Deans/Directors; ongoing).
- C ► Assess, improve, and continue to provide diversity education (Expanded Intercultural Model (EIC) Workshops) campus wide and by invitation in individual schools, colleges, and divisions (Equity & Diversity Resource Center, Office of Human Resource Development, Creating A Collaborative Academic Environment; ongoing).

- ✓ ► Integrate applicant pool and exit data into current appointment system (Equity & Diversity Resource Center, Office of Human Resources; 1997-1999).
- ✓ ► Orient and consult with Equity & Diversity Committees in each school/college/division (Equity & Diversity Resource Center, Equity & Diversity Resource Center Advisory Committee; 1997-1998, ongoing).
- ✓ ► Provide consultation to Schools, Colleges, and Divisions in the design of development plans for faculty and staff (Equity & Diversity Resource Center, Office of Human Resource Development, Deans/Directors; 1996, ongoing).
- ✓ ► Schools, Colleges, and Divisions consult with the Equity & Diversity Resource Center to eliminate organizational barriers that hinder the development of diversity initiatives (Equity & Diversity Resource Center, Deans/Directors; 1996, on-going).

#### *Recruitment and Hiring*

- ✓ ► Assess and improve recruitment procedures for academic and classified staff, as well as faculty (Equity & Diversity Resource Center, EDRC Advisory Committee, Committee on Women, Office of Human Resources; 1997-1998).
- ✓ ► Conduct targeted recruitments (Equity & Diversity Resource Center, Office of the Provost, Deans/Directors; ongoing).
- ✓ ► Help employers develop and use Recruitment Efforts Plans more effectively (Equity & Diversity Resource Center; ongoing, with new efforts 1997-1998).
- ✓ ► Increase short-term financial assistance to deans for hiring minority faculty and women in the sciences. (Office of the Provost; Fall 1996).

#### *Climate and Retention*

- ✓ ► Conduct gender/race pay equity studies periodically [*See Goal 1 (Improve CLIMATE): Compensation and Promotion, p. 2*].
- ✓ ► Conduct retention studies periodically (Office of Budget Planning & Analysis, Janet Hyde, Equity & Diversity Resource Center; ongoing.)
- ✓ ► Develop tool for conducting Diversity Assessment Reviews at the school, college, or division level (Equity & Diversity Resource Center; 1997-1998).
- ✓ ► Issue *Diversity Update* annually (Equity & Diversity Resource Center; ongoing).
- ✓ ► Provide refresher training for Sexual Harassment Contact Personnel periodically (Equity & Diversity Resource Center; ongoing).

#### *New or Intensified Initiatives for 1998-2000*

- \* ► Create and pilot Leadership Institute to provide emerging leaders with the skill sets to perform effectively in their current positions and advance their careers (Equity & Diversity Resource Center, Office of Human Resource Development, Creating a Collaborative Academic Environment, Office of Quality Improvement, Employee Assistance Office; 1998-2000).
- \* ► Work to increase the number of minorities and women holding higher level administrative positions (e.g., department chairs, directors, deans) at the department, division, and campus level.
- \* ► Conduct Diversity Assessment Reviews at the school, college, or division level (Equity & Diversity Resource Center, Deans/Directors, Equity & Diversity Committees; 1998-2000).
- \* ► Conduct legal research to determine whether undergraduate, graduate, and professional admissions policies comply with current law and make appropriate recommendations to the Provost (Equity & Diversity Resource Center, Office of the Provost; 1998-2000).
- \* ► Develop informational materials and voluntary informational sessions regarding sexual harassment issues and policies (Equity & Diversity Resource Center, 1998-2000).

4. Use **PLANNING AND IMPROVEMENT** approaches to help enable employees to advance the mission of the university.

Indicators of Success:

- ▶ *The number of academic and administrative units that have strategic plans increases.*
- ▶ *The Equity & Diversity Resource Center, Office of Human Resource Development, Office of Quality Improvement, Employee Assistance Office, and other offices integrate their services (e.g., joint assessment and training projects) for maximum gains.*
- ▶ *Activities and service are improved through the use of reliable data and planning.*
- ▶ *Staff at all levels are involved in improving processes and services.*

Action Plan:

*The Campus Vision and Priorities*

- ✓ ▶ Coordinate and facilitate implementation of the campus vision and priorities: monitor, evaluate, and report progress (Office of Quality Improvement, vision point people; ongoing).
- ✓ ▶ Assess institutional achievements and identify priorities for the future: develop/update vision and priorities accordingly (New Directions: The Reaccreditation Project, Office of the Chancellor, Office of the Provost, Office of Quality Improvement, vision point people; ongoing).
- ✓ ▶ Advance the vision and priorities through planning and facilitating the academic deans' council meetings, sponsoring Vision Dialogues with the Chancellor, and other Bascom meetings (Office of Quality Improvement, Office of Human Resource Development; ongoing).
- ✓ ▶ Provide consulting services to help units on campus advance and implement the vision and priorities (Office of Quality Improvement, Equity & Diversity Resource Center, Office of Human Resource Development; ongoing).
- ✓ ▶ Assess institutional achievements and identify priorities for the future (New Directions: The Reaccreditation Project; 1997-1999).
- ✓ ▶ Re-think/plan for improvement in teaching and learning (Ad Hoc Teaching and Learning Improvement Issues Group; ongoing).
- ✓ ▶ Work on Effective Departments initiative, providing assistance in defining and improving the role of chairs and department administrators, improving processes, and offering workshops (Office of Quality Improvement, Office of Human Resource Development, Office of the Provost; ongoing).

*Consultation and Training Services*

- ✓ ▶ Provide consulting services to enable units on campus to develop strategic plans, improve processes and structures, improve diversity efforts, and/or improve organizational effectiveness (Office of Quality Improvement, Office of Human Resource Development, Equity & Diversity Resource Center, Employee Assistance Office; ongoing).
- ✓ ▶ Develop and disseminate effective models for planning, improving processes, administering academic departments, et cetera, in order to leverage learning from successful pilot projects (Office of Quality Improvement; ongoing).
- ✓ ▶ Create connections and networks that enable people to learn from each other (Office of Quality Improvement, Office of the Provost, Creating a Collaborative Academic Environment, Equity & Diversity Resource Center; ongoing).
- ✓ ▶ Develop and maintain a facilitator pool for strategic planning and other improvement measures (Office of Quality Improvement; 1995, ongoing).
- ✓ ▶ Provide learning opportunities that enable people to plan and improve (Office of Quality Improvement, Creating a Collaborative Academic Environment; ongoing).
- ✓ ▶ Provide proactive services and training related to anger and violence in the workplace (Employee Assistance Office; ongoing).
- ✓ ▶ Provide professional consultation services for personal and workplace issues/concerns (Employee Assistance Office; ongoing).

*Data Analysis and Measures*

- √ ► Obtain reliable data and use it to improve activities and services: E.g., Undergraduate Survey, Advising Assessment Project (Office of Budget Planning & Analysis, Office of Quality Improvement, LEAD Center, UW Survey Center; ongoing).
- √ ► Prepare *Data Digest* annually (Office of Budget Planning & Analysis; ongoing).
- √ ► Provide assistance in data collection and analysis (Office of Budget Planning & Analysis, Office of Quality Improvement; ongoing).
- √ ► Host a campus-wide workshop on measures: "How Do We Know How We Are Doing: Measuring Your Unit's Success" (Office of Quality Improvement; January 1998).

*New or Intensified Initiatives for 1998-2000*

- \* ► In 1997-1998, the Office of Administrative Legal Services, Employee Assistance Office, Equity & Diversity Resource Center, Office of Human Resource Development, Office of Human Resources, and Office of Quality Improvement continued to implement separate strategic plans, with involvement of the Office of the Provost as needed, but also worked on common strategies, approaches, and questions. We explored connections between our offices, learned and shared ideas, and linked our services where it would benefit our customers. In 1998-2000, we will expand the linkages between offices and governance bodies, maximizing our resources for the greatest gains. We will continue to expand efforts to consult with units on organizational, planning, diversity, and improvement efforts. We will work to define and communicate the range of organizational consultation services at the University of Wisconsin-Madison.
- \* ► Network with other universities and industry to learn best approaches and practices (Office of Quality Improvement; 1998-2000).
- \* ► Host a national conference of leaders in industry and higher education focused on improving the quality of university graduates nationally: TQ Forum VIII. Use the Opportunity to Learn Best Practices from a Broad Spectrum of Organizations (Office of Quality Improvement; October 1998).
- \* ► Coordinate campus-wide events for the sesquicentennial -- focused on looking toward the future of the university while celebrating our accomplishments -- and link with the New Directions report (Office of Quality Improvement, Creating a Collaborative Academic Environment, Office of the Provost, New Directions Project; Spring 1999).