



# Strategic Framework

## Our Mission

*We provide the foundational teaching and research that form the heart of the university's efforts to meet its mission of creating, integrating, transmitting, and applying knowledge.*

## Our Vision

*We are at the forefront in moving the university forward to improve the world around us.*

- We provide leadership within the university to address key research questions and to understand and create in the arts, humanities, natural sciences, and social sciences.
- We provide leadership in developing and implementing the Wisconsin Experience, the unique undergraduate educational experience that is only found at the University of Wisconsin-Madison. We lead the campus in ensuring that our students achieve the following essential learning outcomes:
  - Knowledge of Human Cultures and the Physical and Natural world.
  - Critical Creative, Intellectual and Practical Skills
  - Personal and Social Responsibility
  - Integrative Learning
- We continually improve our efforts to turn out the future professoriate, researchers, and leaders.
- We continually improve the working relationships among the classified staff, academic staff, faculty, and students within the college.
- We pursue diversity in our faculty, staff, and student body to improve the educational experience for everyone.
- Our faculty, staff, and students use their knowledge and experience to improve the quality of life for citizens of the state, the nation, and the world.

## Guiding Principles

- The College of Letters & Science has a unique place on campus among other schools and colleges. Other schools and colleges could not educate their majors without the assistance of the College of Letters & Science. The College of Letters & Science has a special responsibility to assess and address campus-wide needs. In addition we have a responsibility to address the constantly changing needs of our own undergraduate and graduate students.
- The College is the major guardian of the university's efforts to pursue core research questions. Many of our best faculty and staff members are pursuing fundamental questions and creative activities in their fields that lead to a deeper understanding of the world. Others are involved in applying knowledge to solve critical problems.

- Many of our faculty and staff members collaborate with people and units in other schools and colleges and contribute to both basic and applied research in all fields of study.
- The College works closely with the Division of International Studies to further the involvement of the university in study, research, and service abroad and in bringing the best scholars and students from other parts of the world to our campus for short and long periods of time.
- The College is a leader in facilitating the free exchange of ideas and in promoting untrammelled inquiry in a civil and collegial setting that respects a variety of conflicting views and perspectives.
- The College is a leader in pursuing additional funding for undergraduate and graduate students.

## Long Term Priorities for 2009-2014

*In its role as the heart of the university, the College of Letters & Science plays a critical part in advancing the priorities of the campus Strategic Framework. Given that, we view the campus Strategic Framework as the strategic framework for the College. We also embrace the goals of the Madison Initiative. At the same time, L&S has unique and critical roles in advancing the priorities. Specifically, we have identified key initiatives for L&S under each of the campus priorities.*

Campus Priority: Provide an exemplary undergraduate education

- Continue to provide timely access to a wide variety of courses meeting the general education requirements and requirements of all UW-Madison undergraduate programs.
- Continue to provide leadership, courses, and infrastructure for key undergraduate programs including First Year Interest Groups, Undergraduate Research Scholars, and Pathways to Excellence, Writing Fellows, etc. as a way of advancing the Wisconsin Experience.
- Continue to provide and improve TA training program that serves several schools/colleges on campus.

Campus Priority: Reinvigorate the Wisconsin Idea and renew our commitment to our public mission

- Continue to build on service learning opportunities and infrastructure within the College.
- Consider greater possibilities in community based research, particularly at the graduate level.
- Articulate to larger community the importance of liberal education in our society.
- Launch Master's in Social Work program for non-traditional students in both Madison and Eau Claire.
- Continue training clinics and programs for the public in areas such as Communicative Disorders, Clinical Psychology, Library and Information Studies.
- Partner with the Madison Metropolitan School District and the School of Education to improve middle school math education.

Campus Priority: Invest in scholarly domains in which we have existing or potential strength and impact

- Continue to pursue ways of providing more support to graduate students.
- Work with rest of campus to provide effective research infrastructure and support for the physical and biological sciences.
- Continue to support the humanities via the Institute for Research in the Humanities, Center for Humanities, the Arts Institute, and the Language Institute.
- Continue to support the social sciences through support of key departments and interdisciplinary institutes and centers.

Campus Priority: Recruit and retain the best faculty and staff, and reward merit

- Continue to utilize a college-wide strategic approach to determining need for faculty positions.
- Continue to pursue innovative ways to connect donors strategically to program that provide supplemental faculty support.
- Continue to create opportunities for faculty to participate in rewarding teaching and mentoring experiences such as FIGs, undergraduate research, team teaching, etc.

Campus Priority: Enhance diversity in order to ensure excellence in education and research

- Provide support for the Title VI Centers and continue to teach 60 foreign languages, possibly more than any other U.S. university.

- Continue to provide College-based AOF programs
- Ensure that departments actively include diversity as a goal in all recruitment of faculty, staff, and students.
- Expand Summer Collegiate Experience and related programs.
- Work to expand current scholarship opportunities for all students.
- Provide infrastructure and faculty lines to support Title VI Centers.

Campus Priority: Be responsible stewards of our resources

- Consider reorganizations and business processes that make optimal use of our personnel, financial, and environmental resources.
- Continue to include all staff in governance processes where appropriate and call upon their expertise to assist in College and campus-wide efforts.
- Continue efforts to use technology for information sharing in committee work, business processes, etc.

## **Focused Initiatives for 2009-2011:**

Enrich the undergraduate experience

- Cultivate a broader understanding of the goals of undergraduate education among faculty, staff, and students.
- Enhance the first year experience.
- Increase quantity and quality of undergraduate research experiences with faculty, including new ways of involving undergraduates in research.
- Explore use of technology to resolve the “achievement gap.”
- Encourage experimentation and innovation in teaching, e.g., on-line learning and collaborative teaching.
- Increase the number and quality of internships.
- Increase the number of faculty through the Madison Initiative.

Increase graduate student support

- Develop internal and external messages about the key roles of graduate students in the research, teaching and outreach missions of the university.
- Explore increases in pay for lecturers in order to provide more graduate student support.
- Work with the UWF to raise additional gifts to support graduate students.
- Increase the number of teaching assistant positions through the Madison Initiative.