



Chapter 1
Criterion ONE

Mission and Integrity



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UWSP operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff and students.

UWSP is responsible for fulfilling a mission that supports the mission of the University of Wisconsin System. UWSP's mission documents describe the campus' commitment to student learning, serving the needs of constituents, and behaving with integrity. Revised campus mission and values statements are currently under review through a collaborative, shared governance process. These statements will begin a new phase in the evolution of the campus's strategic decisions. In addition, the University has procedures and policies in place to ensure that the organization operates with fairness and consistency.

Core Component 1a

UWSP's mission documents are clear and articulate publicly its commitments.

1a-1

The Board of Regents has adopted mission documents that clearly and broadly describe UWSP's mission.

UWSP's current mission statements were finalized in 1988 following an evolutionary process that began with the establishment of the University of Wisconsin System (UWS). Created in 1974 as a result of the merger of the University of Wisconsin and the Wisconsin State Universities, the UWS is comprised of two doctoral institutions, eleven comprehensive institutions (collectively known as the University Cluster), and thirteen two-year colleges. The Stevens Point campus, originally a member of the Wisconsin State Universities, became part of the University of Wisconsin in 1971. UWSP is one of the eleven comprehensive institutions, charged with providing undergraduate and select graduate degrees. UWSP, in addition to sharing in the missions of the UWS and the University Cluster, has its own list of select goals and responsibilities.

In the 1973-74 UWSP *Catalog*¹ no specific mission statement was identified for the campus. However, a paragraph describing the “Purpose and Long Term Goals” made clear the responsibilities of the Stevens Point campus:

The primary purpose of the University of Wisconsin-Stevens Point is to provide opportunities in higher education for citizens of the State of Wisconsin. Academic programs are offered in general education, liberal and applied arts, pre-professional and professional study, and adult education. It is the objective of the university that each student, regardless of his curricular program, develop a concept of the signal value of knowledge to mankind and acquire competence in skills of rigorous thinking. He should also achieve an appreciation of the perspective, judgment, and wisdom of a liberally educated person, attain a higher level of creativity, and know the importance of physical fitness.

The catalog then lists seven goals of the university, “stated as characteristics of the individual student as he becomes an educated person.” These goals are:

1. He communicates effectively by developing the skills of observing, listening, and reading critically, and of writing and speaking with clarity and force.
2. He has an understanding of the history of man and the forces and ideas that have affected human societies, including his own; he is aware of the problems and achievements of various civilizations; and he recognizes that all fields of knowledge are inter-related.
3. He shows concern for the ideals of democracy and social justice and for his responsibility to his fellow man.
4. He attains competence in a particular field of endeavor.
5. He appreciates and values the life of the mind as shown by: his ability to think clearly and rationally; the development of his intellectual curiosity; and his understanding of and participation in the arts, philosophy, and scientific disciplines.
6. He is able to think clearly about what he, as a person, is, and about his life’s purpose, thus reflecting the beginnings of wisdom.
7. He develops an awareness that learning is a life-long process and increasingly becomes self-directed in continuing his education.

A three-part mission statement for the university appeared for the first time in the 1974-75 UWSP *Catalog*. This lengthy statement includes the “System Mission” of the UWS, the “Core Mission” of the University Cluster, and the “Select Mission” of the UWSP campus. The “Select Mission” for the campus was re-titled as the “Select Goals and Responsibilities” for UWSP and lengthened in 1989-91. The mission statements have remained essentially unchanged since that time.²

The mission of the UWS broadly defines the purpose of the entire University system:

The mission of this system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond

the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities; scientific, professional, and technological expertise; and a sense of purpose. Inherent in this broad mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.

The mission statement of the University Cluster makes more specific statements about the role of the comprehensive campuses, including the responsibility for offering undergraduate and select graduate degrees, fostering teaching excellence, and encouraging faculty to engage in outreach activities (among many other things):³

As an institution in the "University Cluster" of the University of Wisconsin System, UW-Stevens Point shares the following core mission with other universities of the cluster. Each university in the cluster shall:

- a. Offer associate and baccalaureate degree level and selected graduate programs within the context of its approved mission statement.
- b. Offer an environment that emphasizes teaching excellence and meets the educational and personal needs of students through effective teaching, academic advising, counseling, and through university-sponsored cultural, recreational, and extracurricular programs.
- c. Offer a core of liberal studies that supports university degrees in the arts, letters, and sciences, as well as specialized professional/technical degrees at the associate and baccalaureate level.
- d. Offer a program of pre-professional curricular offerings consistent with the university's mission.
- e. Expect scholarly activity, including research, scholarship, and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its approved mission statement.
- f. Promote the integration of the extension function, assist the University of Wisconsin-Extension in meeting its responsibility for statewide coordination, and encourage faculty and staff participation in outreach activity.
- g. Participate in inter-institutional relationships in order to maximize educational opportunity for the people of the state effectively and efficiently through the sharing of resources.
- h. Serve the needs of women, minority, disadvantaged, disabled, and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.
- i. Support activities designed to promote the economic development of the state.

The select goals for UWSP define specific programs that, along with the offering of a broad-based liberal education, are the responsibility of the campus:⁴

The select goals and responsibilities of UW-Stevens Point are to:

- Provide a broad foundation of liberal studies and selected degree programs in the fine arts, humanities, natural sciences, and social sciences, imparting the heritage of human civilization, critical intelligence, and the skills necessary for a lifetime of learning and upon which education in the professional fields may be built.
- Provide undergraduate professional programs in communicative disorders, teacher education, home economics*, the visual and performing arts, paper science, and natural resources with emphasis on the management of resources.
- Provide graduate programs in teacher education, communicative disorders, natural resources, home economics*, communication and other select areas clearly associated with this University's undergraduate emphases and strengths.
- Provide programs in wellness and health promotion.
- Provide quality undergraduate and graduate instruction through innovative methods using print and non-print library resources, computing, communication technology, and direct student assistance.
- Expect scholarly activity, including research, scholarship and creative endeavor, that supports its programs at the associate and baccalaureate degree level, its selected graduate programs, and its special mission.
- Cooperate with UW-Extension in the development and coordination of statewide outreach programming, integration of the extension function into the institution, and appropriate and adequate recognition of those involved in outreach activities.

*The former home economics programs are now offered as child and family studies, dietetics, early childhood education, family and consumer education, human development, nutrition, and interior architecture.

Taken together, these three components comprise a clear definition of the mission for UWSP, and have formed the basis for operation since their approval by the Board of Regents in 1988. These mission statements are published in both the printed and online versions of the *University Catalog*.

1a-2

UWSP evaluates and revises mission documents when appropriate.

Since last undertaking the accreditation process in 1998 the UWSP campus community has embarked on extensive strategic planning processes, one goal of which has been to identify a succinct statement of the campus mission and values.

One regularly-voiced complaint with the current mission statements is that they are rather cumbersome. Despite their thoroughness and specificity, they make it difficult for those outside the University to gain a quick, clear idea of what UWSP is and what makes it distinctive. In 2001 Chancellor Thomas George asked the Faculty Senate Executive Committee to commission the creation of a more succinct, definitive mission statement. The task was assigned to the Academic Affairs Committee, which created an ad hoc committee for the review of UWSP's mission statement. The committee worked diligently to modify the Select Goals and Responsibilities for the University, and, in 2003, put forth its recommendations in a report.⁵ Ultimately, however, the revised mission statement was judged no more concise than the original, and no changes in the mission statement occurred.

Continuing this effort, Interim Chancellor Virginia Helm convened a group of twenty-eight representatives from across all campus constituencies in February 2004. This group was charged to spend a day with a consultant from the consulting firm Station 1 Inc. to "identify elements of UWSP mission, values and vision for the future that will be shared with group members' constituencies for feedback." The group's work is documented only in the minutes of their meetings.⁶ This group identified three concepts to be included in the statement of fundamental purpose:

- Exceptional Education;
- Nurturing student success; and
- Community involvement, participation.

Further, the group identified eleven possible campus values:

- a. The supportive relationship between the campus and the Stevens Point community;
- b. A sense of family and a learning community that is friendly and caring toward all its members;
- c. Opportunities for students to learn through performing for and interacting with the community;
- d. The impact of teaching and scholarship beyond our own community;
- e. An entrepreneurial, bold, risk-taking spirit;
- f. Academic achievement;
- g. The mentoring role that all UWSP faculty and staff members play for students;

- h. A commitment to helping all students develop their full potential;
- i. The wellness of faculty, staff, students;
- j. International experiences and programs to broaden students' perspectives and extend UWSP to the rest of the world; and
- k. Our institutional history.

Finally, the group identified eight “big things” in their vision for UWSP’s future:

- a. Increased opportunities for international experiences and connections for the whole campus;
- b. UWSP is a national leader in civic engagement and public service;
- c. Welcomes diversity in race, culture, ethnicity, socioeconomic status, age, religion, sexual orientation, and disability status;
- d. Increased public and private resources;
- e. Campus as a showcase for sustainability;
- f. Increased visibility within the state, nationally, and internationally;
- g. Continued focus on effective teaching and student success; and
- h. Maintained and expanded campus-community relationships.

Work on this report was suspended with the arrival in June 2004 of a new Chancellor, Linda Bunnell. After becoming acquainted with the campus community and getting a sense of the campus ethos Chancellor Bunnell began the process of creating a vision for the coming decade. This process, which included open forums for campus discussion, resulted in *Vision 2015 – “UWSP: Connecting to the Future,”* which is now the guiding vision for the campus. *Vision 2015* states that:

Building on traditions of excellence and service to Central Wisconsin, UWSP will CONNECT TO THE FUTURE by:

- Providing challenging learning and leadership experiences that prepare students to be GLOBAL CITIZENS
- Projecting our history and values in the LIFE AND LOOK OF THE CAMPUS
 - Experience of the liberal arts and sciences
 - Responsibility for personal and community wellness
 - Stewardship of natural resources
 - The power of communication and the arts
- Partnering with others for a VIBRANT ECONOMY⁷

The inclusion of “Stewardship of natural resources” in the *Vision 2015* provided formal recognition of an increasing sense of environmental activism at UWSP. In addition to the internationally renowned work of the College of Natural Resources,

many projects on campus reflect the importance of sustainability: from the installation of solar water heating systems on dormitories⁸ to the Global Environmental Management Center in the College of Natural Resources⁹ to the inclusion of many sustainability features in the renovation of the Dreyfus University Center,¹⁰ UWSP is concerned about environmental impacts and sustainability. Recognizing UWSP's commitment to sustainability, Governor Jim Doyle recently named UWSP as one of four UW campuses involved in a statewide energy independence project in which the campuses will be moved "off the grid" within five years.¹¹

In the spring of 2007, a strategic planning initiative based on *Vision 2015* was undertaken. This effort produced a succinct statement of the UWSP campus mission and core values that was widely distributed on campus for feedback. This planning process is described more fully under Criterion 2.

Core Component 1b

In its mission documents, UWSP recognizes the diversity of its learners, other constituencies and the greater society it serves.

1b-1

UWSP addresses the importance of diversity in its mission documents.

The UW Cluster mission statement (see page 2) describes the expectations of the eleven comprehensive institutions in the UWS. Specifically, item h states that the institutions must "Serve the needs of women, minority, disadvantaged, disabled, and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff." To this end, the UWS identified seven goals that comprise the *UWS Plan 2008*.¹² These goals are to:

1. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.
2. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.
3. Close the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.
4. Increase the amount of financial aid available to needy students and reduce their reliance on loans.
5. Increase the number of faculty, academic staff, classified staff, and administrators of color, so that they are represented in the UW System workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.

6. Foster institutional environments and course development that enhance learning and respect for racial and ethnic diversity.
7. Improve accountability of the UW System and its institutions.

Each campus within the UWS has developed a plan to achieve these goals. UWSP's plan, designated *Plan 2008: Forging a Culture of Diversity*,¹³ consists of campus-specific versions of the seven goals, along with short, mid-range, and long term challenges and actions, and identifies the person(s) responsible for monitoring these goals. *Plan 2008* also focuses on "targeted populations" (African American, American Indian, Asian American/Pacific Islander, and Hispanic/Latino[a]), and states that "it is also UWSP's mission to continue making economically disadvantaged students a focus. UWSP will continue to work at making this a place for all persons regardless of age, race, color, religion, gender, national origin, ancestry, marital status, pregnancy, parental status, sexual orientation or disability." Diversity enhancement work guided by this new plan began in 1998.

A mid-course review of *Plan 2008* took place in 2004. The report of this review, entitled *Plan 2008-Phase II*,¹⁴ restated UWSP's commitment to the seven goals in the original plan. The review identified challenges and action steps for each of the goals, added specific assessments of the level of achievement of those goals, and identified person(s) responsible for the achievement of the goals. More information on UWSP's efforts to implement *Plan 2008* can be found in Chapter 5.

1b-2

UWSP provides resources to support diversity initiatives.

Ensuring the success of *Plan 2008* requires the efforts of many individuals on campus. UWSP provides many resources in support of recruitment and retention of diversity students, coordinated throughout the Division of Student Affairs, primarily through the Multicultural Affairs Office, whose mission statement declares:¹⁵

The objective of the Multicultural Affairs Office is to conduct activities and provide services which enhance cultural diversity at UW-Stevens Point. To achieve this objective, the Multicultural Affairs staff continues to:

- Conduct a variety of programs aimed primarily at the enrichment, basic attraction (Precollege Programs), and retention of multicultural students who are citizen minorities or permanent immigrants
- Coordinate cultural awareness activities with student organizations
- Support cultural awareness activities for multicultural students
- Coordinate the UWSP "Design for Diversity Plan," which is currently called *Plan 2008*.

Units within Multicultural Affairs include the Multicultural Resource Center, Student Support Services, the Native American Center, Upward Bound, and Precollege Programs.

The Multicultural Resource Center is the hub of operation for the nine Multicultural Student Organizations. The center also functions as a gathering place and referral center for diversity students. In addition, the director of the MRC produces a newsletter that informs the community and the campus of diversity related activities.¹⁶

Student Support Services provides advising and counseling (beyond that available through the main Student Academic Advising Center), as well as tutoring and a one-credit study skills course (Education 105), with the goal of increasing the retention and graduation rates of disadvantaged students. Over the past five years, the Student Services Center reports that the average freshman retention rate of the students served was 85%.¹⁷

Unique within the University of Wisconsin System, the Native American Center (NAC) was established in 1978 to "respond to the self-defined needs and goals of Native American communities throughout Wisconsin." Historically, many of the NAC's activities have sought to "empower Wisconsin Indian people through quality education programs and technical assistance." Continuing with efforts to respond to the contemporary needs of tribal communities, the NAC today commits its resources to two primary areas of activities: Tribal and Community-Oriented Outreach and Student-Oriented Supportive Services.¹⁸

The Peer Mentoring Program is also housed within Multicultural Affairs. Established in 1997, this program has demonstrated long-term success in improving the overall retention rate for students of color at UWSP. Three-year retention rates have improved from 46.5 to 51.6%, with African American students experiencing the largest gain from 39.3 to 63.1%. Assessment and evaluation data indicate that 80% of the students contacted by the peer mentors realize overall gains. This project is a collaborative effort of the Multicultural Resource Center, the Native American Center, and the Peer Mentors.¹⁹

Also incorporated within Multicultural Affairs is the federally funded Upward Bound Program. Each year Upward Bound prepares approximately eighty to ninety low income and/or first generation college bound students, in grades nine through twelve, for success at an university or college of their choice.²⁰

Several Precollege Programs at UWSP are represented by Multicultural Affairs and offer Department of Public Instruction scholarships for eligible students. There were seven Precollege Programs available during the summer of 2007, including a range from "English for College" to "Studio Art."²¹ One distinctive program at UWSP is the Multicultural Leadership Development Series (MLDS). This recruitment program is a collaborative effort involving the Admissions Office and Student Advising Center. It targets prospective students of color who meet the admissions criteria. The students participate in three events. The first event occurs during the summer months and is designed to foster team building and leadership development while exposing the students to the UWSP campus and resources. The second event occurs during the fall and exposes the students to the academic programs and campus life at UWSP. This event also allows the students to participate in a campus preview, and meet UWSP students. The third event, a recruitment outreach event, occurs during the spring. It involves the Admissions Office and Student Advising Center meeting with the prospective students to

explain the admissions process and provide additional details about opportunities and challenges facing new students.

Approximately 90% of the summer participants in the MLDS apply for admission to UWSP. Since the inception of this program, the number of African American students has increased from 59 to 85 students, Southeast Asian students increased from 66 to 131 students, and Hispanic/Latino students increased from 63 to 87 students.²²

In another effort to improve recruitment and retention of diversity students, the College of Professional Studies supports UWSP Project Forward. Established and organized by the School of Education in 2000, this program is funded by the U.S. Department of Education. It is designed to increase the enrollment, retention and graduation of Hmong students and to help them become certified teachers in Wisconsin. As of June 2007, twenty graduates of the program are teaching in Wisconsin school districts. Fifteen students are still enrolled in the program, and their GPAs are above the UWSP average.²³

In addition to these programs, many sources of financial aid are available for diversity students at UWSP. These awards include work-study funds, Pell Grants, Tribal Grants, and many others. During the four years from 1999-2002, UWSP distributed more than \$3.6 million in financial aid to diversity students (loans not included).²⁴

Progress on diversity goals continues to be a challenge, but there is some to report. The percentage of students from the “target populations” has risen from 3% to 5%, with the largest growth in the number of Asian American students (Figure 1.1).²⁵

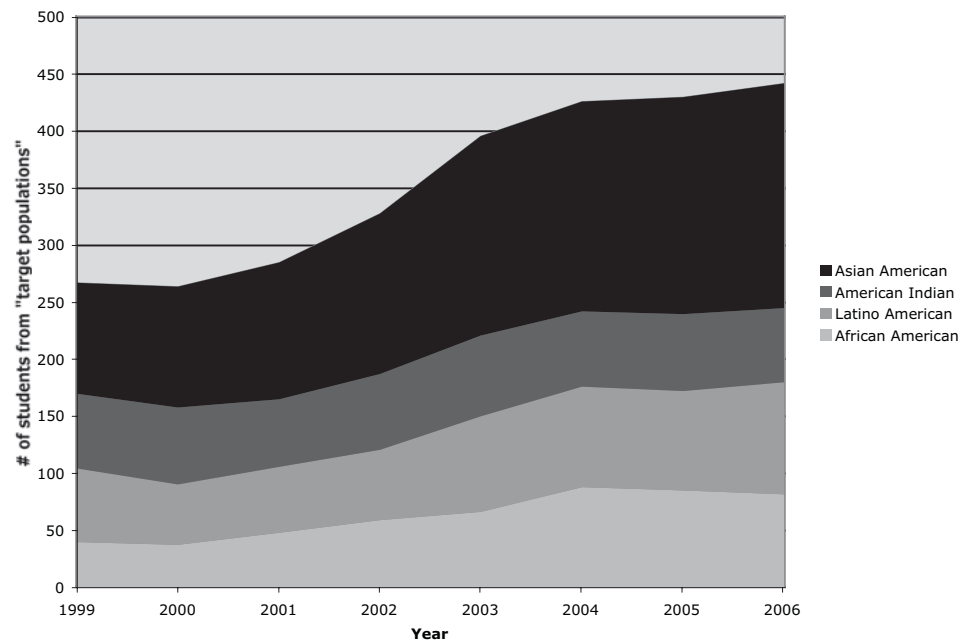


Figure 1.1: Number of students from target populations by year.

Source: UWSP Office of Institutional Research

Much less encouraging is the data in Table 1.1 on multicultural faculty (by gender). The University has committed funding (over \$10,000 during 1998-2004) to encourage improved networking for minority faculty and staff recruitment. Even so, recruiting and retaining diverse faculty members has proven particularly difficult on this campus. Few of these candidates appear in applicant pools, and diversity faculty have remained consistent at about 6% of the total.²⁶

Table 1.1: Multicultural Faculty by Gender (Headcount), 1996-2004

	1996	1997	1998	1999	2000	2001	2002	2003	2004
African American									
Female	0	1	1	1	1	1	1	1	1
Male	3	3	3	3	3	3	3	3	1
American Indian									
Female	1	0	1	1	0	0	1	1	0
Male	1	1	1	1	1	1	1	1	1
Asian									
Female	3	3	3	3	4	3	3	3	6
Male	12	11	12	12	11	11	12	12	10
Hispanic/Latino									
Female	1	1	1	2	2	2	2	2	3
Male	2	2	1	1	1	1	1	1	2
Total Multicultural	23	22	23	24	23	22	24	24	24
Total Faculty	352	354	349	358	367	372	374	368	361

Source: University of Wisconsin System *Fact Book*

UWSP's effort to foster institutional environments and course development that enhance learning and respect for racial and ethnic diversity (goal one of *Plan 2008*) includes two major components:

- Adherence to the letter and spirit of Wisconsin Educational Act 31, which requires that all Wisconsin teacher-education students receive information on Wisconsin Native American culture and history, has resulted in the implementation of a Native American Studies (NAS) minor to replace the defunct Tribal Sovereignty minor. The departments of English, History, Philosophy (which carries programs in anthropology, philosophy, and religious studies included in the NAS minor), Sociology, and the Division of Interior Architecture partner with the School of Education, which administers the minor.²⁷
- All students are required to take a three-credit course with a Minority Studies designation. This requirement is described more fully under Criterion 3.²⁸

The final *Plan 2008* goal of improved accountability is addressed through assessment reports by responsible parties to the Plan 2008 Oversight Committee. Open sharing of critical information between campus units and the committee (crucial for

assessment) has resulted in understanding the progress of the plan as well as how the plan can be strengthened during the process of implementation.

In a recent report to the Board of Regents,²⁹ the UW System Office of Academic Diversity and Development recognized three UWSP diversity initiatives undertaken during the past ten years (each described earlier in this section) as exemplary programs that are making a difference: the Multicultural Leadership Development Series, the Peer Mentoring Program, and Project Forward.

UWSP has many programs in place to support diversity on campus. The commitment to increasing the diversity on campus is genuine and will continue.

Core Component 1c

Understanding of and support for the mission pervade UWSP.

1c-1

UWSP's internal constituencies articulate the mission in a consistent manner.

The organizational charts for the University and for the Division of Academic Affairs are shown in Appendix B. Each of the major campus units has been charged to develop a mission statement that is tied directly to the university's *Vision 2015*. All mission statements are congruent with the university's mission. Mission statements for the academic and non-academic units are provided below.

Division of Academic Affairs

The Division of Academic Affairs consists of four Colleges: the College of Letters and Science, the College of Natural Resources, the College of Fine Arts and Communication, and the College of Professional Studies. Mission statements for the Colleges are provided below.

College of Natural Resources

The mission of the College of Natural Resources is as follows:

The College of Natural Resources provides education, research, and outreach in integrated natural resources management, environmental education, and paper science. The College of Natural Resources:

- Provides undergraduate and graduate instruction that combines theoretical concepts with practical experience, such as laboratory and field oriented courses, summer camps, internships and special projects.

- Promotes scholarly activities that enhance the creation or application of knowledge or contribute to the resolution of environmental and natural resource management issues, especially through student research.
- Shares faculty and student expertise with citizens, communities, agencies and industries through outreach, scholarship, and consulting.³⁰

College of Professional Studies

The mission of the College of Professional Studies as follows:

- We prepare undergraduate and graduate students for successful professional careers with emphasis on critical thinking, leadership skills, ethics, and lifelong learning.
- We stress research and analytic practice among faculty and students to transform our professions, communities, and the world.
- We collaborate with our professional colleagues to sharpen best practices and to enhance student performance in the field.³¹

College of Fine Arts and Communication

The mission of the College of Fine Arts and Communication is as follows:

The College of Fine Arts and Communication is committed to a broad understanding of the arts, the humanities, and communication as a basis for reasoned, intelligent, and sensitive individuals interacting with society. The college is also committed to a broad understanding of the arts and communication as they relate to a changing world, with its dynamic and diverse cultures in all their unique aspects. Most importantly, the college is committed to excellence in training communication, visual arts, and performing arts professionals. Through its students, faculty and programs both on and off campus, the College of Fine Arts and Communication represents inspires, creates, and achieves.³²

College of Letters and Science

The mission of the College of Letters and Science is as follows:

The mission of the College of Letters and Science is to serve the region, the state, and the world through:

- Commitment to *Vision 2015*
- Academic excellence that fosters students' career preparation, professional expertise, civic responsibility, personal development, and global adaptability
- Research and learning that generate new knowledge and new insights which, through their application, promote economic development, community wellbeing, personal fulfillment, and lifelong learning

- Dedication to the public good through leadership and service grounded in the foundational ideals of liberal education, robust academic majors, a vibrant general education program, and an overarching embrace of academic and personal integrity
- Adherence to the Principles of Excellence established for Liberal Education and America's Promise by the Association of American Colleges and Universities,* which are to
 - Aim high, and make excellence inclusive
 - Give students a compass
 - Teach the arts of inquiry and innovation
 - Engage the big questions
 - Connect knowledge with choices and action
 - Foster civic, intercultural and ethical learning
 - Assess students' ability to apply learning to complex problems

Division of Student Affairs

The mission of the Division of Student Affairs is as follows:

The University of Wisconsin–Stevens Point Division of Student Affairs is dedicated to student success. In partnership with the university and community, the division supports an environment of mutual respect and integrity that encourages students to achieve their optimal potential as individuals, scholars, and citizens.³⁴

Division of Business Affairs

The mission statement of the Division of Business Affairs is follows:

To provide quality administrative, business and facility services in support of higher education at UWSP.³⁵

The subunits of the major campus divisions listed above have mission statements that correlate well with the student-focused environment at UWSP. Campus administrative units clearly are focused on this major purpose.

* *College Learning for the New Global Century: A Report from the National Leadership Council for Liberal Education and America's Promise* (Washington, D.C.: Association of American Colleges and Universities, 2007), 26.³³

1c-2

UWSP's planning and budgeting priorities flow from and support the mission.

Planning and budgeting decisions at UWSP, which follow what has been described as a “budget-constrained grass-roots approach,” have always been mission focused, even when this was not explicitly stated and there were no institutional planning guidelines requiring this consideration. For example, the budget decisions for the 2005-07 biennium were deliberated through a process that included several open forums for discussion of priorities. In a letter to the campus on April 7, 2005,³⁶ Chancellor Bunnell emphasized that budget discussions were focused on three criteria:

1. Putting instruction at the core of all we do;
2. Protecting quality through revenue enhancement, including asset management; and,
3. Partnering on and off campus for effectiveness and efficiency.

Budget recommendations were provided to the Chancellor by the Budget Review and Advisory Committee and shared with the campus at an open meeting on February 15, 2006. Final budgetary decisions were then based on these recommendations.

These budgetary decisions are applied to revenues that come from a variety of sources. Table 1.2 shows the budget allocations by funding source. State funding for UWSP declined significantly over the 2000-2006 budget cycles. As shown in Figure 1.2, the contribution of state funds and academic student fees (tuition) to the total budget remained relatively steady at 58-60% over this period, but the students' share increased significantly (from 21% to almost 30% of the total budget). Since enrollment remained steady during this period, the cost for maintaining quality instruction has been borne primarily by the students.³⁷

The truest indication of an institution's values is where it spends its money. Campus budget reports show a continuing record of UWSP's cash flows reflecting the importance of our primary mission: undergraduate education. Table 1.3 shows the expenditures for 1997-2006. The cost of operation increases consistently; the share of expenditures relating to instruction and student support increases as well (Figure 1.3).³⁸

The majority of campus funding comes from state support and tuition/fees, and is allocated primarily for instruction and student support. UWSP manages its financial resources in accordance with its mission, but the level of state support for the institution remains a concern.

Table 1.2: Budget Allocations by Source of Funds, 2000 – 2006

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
State	\$43,734,518	\$44,061,472	\$42,879,311	\$38,560,051	\$37,403,807	\$37,442,363
Academic Student Fees	23,025,939	24,559,399	26,816,395	30,870,235	34,858,774	37,458,365
Indirect Cost Reimbursement	175,925	186,000	169,943	190,635	176,736	199,200
Operational Receipts	516,599	514,350	510,250	530,223	183,959	3,453,000
Auxiliary Enterprises	29,440,057	31,226,675	32,375,631	34,113,600	33,237,600	31,365,785
Federal Grants and Contracts	11,198,868	11,973,347	13,465,357	15,126,463	15,810,153	12,761,663
Gifts and Trusts	2,346,028	2,669,668	3,172,202	3,311,992	3,404,764	3,782,287
Budget Total	110,437,934	115,190,911	119,389,089	122,703,199	125,075,793	126,462,663

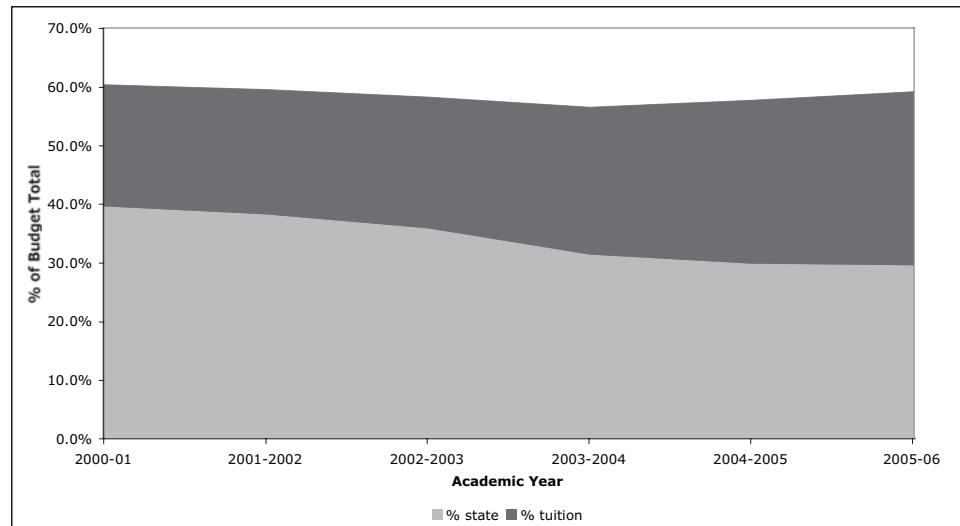


Figure 1.2: Percentage of funds derived from state budget and tuition

Source: UW System Fact Book

Table 1.3: Current Funds Expenditures -- All Funds, 1997 – 2005

	1997-1998	1998-1999	1999-2000	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006
Instruction	\$34,229,850	\$36,095,423	\$39,063,882	\$40,114,574	\$40,176,410	\$42,952,803	\$43,379,658	\$42,868,835	\$43,533,554
Research	1,060,837	1,164,667	1,094,833	1,543,603	2,187,874	1,646,585	1,841,398	1,623,444	1,932,280
Public Service	5,580,506	5,804,435	5,869,450	6,999,797	8,908,046	10,326,177	10,053,656	11,034,640	12,050,238
Academic Support	9,473,067	10,088,037	9,993,009	11,172,360	10,619,780	11,765,438	10,745,335	10,678,114	11,335,438
Student Services	10,554,688	10,955,300	11,524,354	12,382,868	12,987,831	12,908,236	13,578,576	13,994,891	14,450,262
Institutional Support	6,228,665	7,242,001	6,050,609	7,573,875	7,073,076	7,491,373	8,039,439	7,325,274	7,797,693
Maintenance of Plant	5,376,879	5,329,191	5,839,046	6,358,227	6,338,428	7,014,575	9,248,990	8,165,337	9,353,401
Auxiliary Enterprises	11,446,031	13,421,919	14,023,363	14,598,505	13,159,552	13,156,324	13,669,146	14,220,974	14,972,428
Total	\$96,946,735	\$101,933,374	\$105,656,449	\$114,224,200	108,912,459	113,867,037	117,369,758	116,897,017	\$115,425,294

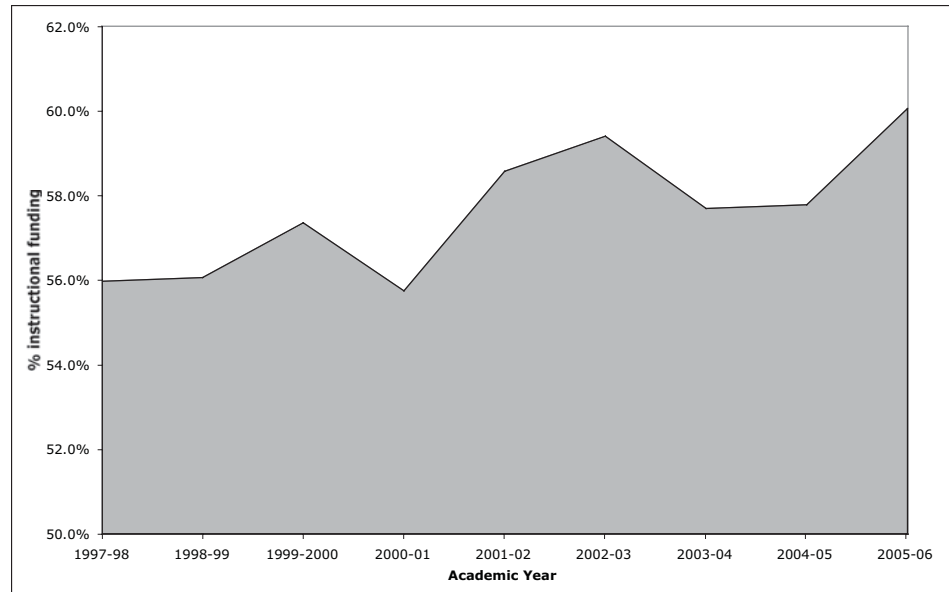


Figure 1.3: Percentage of funds allocated to instruction, academic support, and student services, 1997-2005

Source: UW System Annual Financial Reports and Integrated Postsecondary Education Data System

Core Component 1d

UWSP's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.

1d-1

The Board of Regents enables UWSP's chief administrative personnel to exercise effective leadership.

UWSP is governed by the University of Wisconsin Board of Regents (the Board). The Board is authorized under Chapter 36 of the Wisconsin State Statutes, and is comprised of 18 members. The Governor of Wisconsin appoints Regents to seven-year terms, with the exception of two student Regents, who are appointed to two-year terms.

The Board appoints each campus's Chancellor (following a search and recommendations from the campus), establishes the regulatory framework within which the institution operates, sets each institution's admissions standards, reviews and approves its budget, and even has procedures for academic program planning and program review. They also establish broad personnel guidelines.^{39, 40}

The Board delegates to the Chancellor the necessary authority for the administration of the institution within UW System policies and guidelines. The Chancellor provides leadership and oversight for the efficient, economical, and educationally effective operation of the institution in order to carry out the mission of the University: to provide the highest quality academic programs possible within the available resources.⁴¹

To achieve these tasks, members of the Chancellor's Office provide advice and decision support. The administrative structure of the Chancellor's Office is shown in Appendix B. Reporting directly to the Chancellor are the:

- Provost/Vice Chancellor for Academic Affairs,
- Vice Chancellor for Business Affairs,
- Vice Chancellor for Student Affairs,
- Policy and Planning Analyst,
- Faculty Senate chair,
- Director of Equity and Affirmative Action,
- Executive Director of the UWSP Foundation/Assistant to the Chancellor for Advancement,
- Director of University Relations and Communication, and the
- Executive Assistant to the Chancellor.

The Chancellor's cabinet, which normally meets twice monthly during the academic year and monthly during the summer, advises and makes recommendations to the Chancellor.⁴²

The cabinet consists of the:

- Chancellor,
- Provost/Vice Chancellor for Academic Affairs,
- Vice Chancellor for Business Affairs,
- Vice Chancellor for Student Affairs,
- Chair of the Faculty Senate,
- Chair of the Academic Staff Council,
- President of the Student Government Association,
- Executive Assistant to the Chancellor,
- Director of Equity and Affirmative Action,
- Non-voting representative from the Classified Staff Advisory Committee, and
- One dean.

The Equity and Affirmative Action Committee is an administrative committee serving in an advisory role to the Chancellor.⁴³ The committee's primary responsibilities are:

- to make recommendations to promote Equity and Affirmative Action and eliminate discrimination at UWSP;
- to serve as the primary body responsible for identifying policies, procedures or practices which are or appear to be discriminatory;
- to advise and assist the Assistant to the Chancellor for Equity and Affirmative Action; and
- to establish and coordinate educational programs for the university community about affirmative action and discrimination issues.

The committee consists of three faculty, three academic staff, three classified staff, and three students. Members are appointed by the Chancellor for two-year terms with the option of a one-year extension. The Chancellor gives a charge to this committee each fall, and the committee prepares an annual report of its accomplishments each spring.

Through the committee structures listed, the Chancellor receives valuable input for decisions relating to the University. The various constituencies across campus are well represented on these committees, and the Chancellor clearly leads in a data-rich and collaborative manner.

1d-2

Faculty and other academic leaders share responsibility for the curriculum and the integrity of academic processes.

Decisions on matters of curriculum and instruction are made in the Academic Affairs Office. The Provost/Vice Chancellor for Academic Affairs is the de facto head of UWSP's faculty and is delegated for faculty staffing, personnel rules, promotion, performance reviews, and salary plans along with other administrative duties.

The faculty bears the responsibility for many academic decisions at UWSP. Chapter 36.09(4) of Wisconsin Statutes states that:

“...the faculty shall have the primary responsibility for academic and educational activities and faculty personnel matters. The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.”

The UWSP Faculty Constitution⁴⁴ defines membership in the faculty as follows:

“For purposes of institutional governance, the faculty is defined as the chancellor, and persons holding at least 50% FTE faculty or academic staff appointments.”

The definition of the Faculty Senate and its composition follow the membership definition. The Senate exercises all powers of the faculty as legally empowered by the Wisconsin Statutes. More information on the procedures and standing committees of the Faculty Senate can be found in the *University Handbook*.⁴⁵ There is a long standing tradition of shared governance at UWSP. Administrators defer decisions on curricular matters to the faculty through the Faculty Senate committee structure. A common refrain is “the curriculum belongs to the faculty.” All matters relating to curriculum are handled through appropriate committee procedures as listed in the *University Handbook*.

In addition, faculty governance typically reviews matters of University policy. A current example is the proposed mission statement for the University. The new mission statement was developed as described in the introduction to Criterion 2 in this self-study. After an opportunity for campus feedback, the Academic Affairs Committee will consider this mission statement, and forward recommendations to the Faculty Senate.

The UWSP Student Government Association (SGA) is also widely involved in campus matters. The Faculty Handbook defines the composition of all standing committees of the Faculty Senate, with student members included on almost all committees (with the exception of the University Personnel Development Committee) and most subcommittees. Student members are appointed by the President of the student body.

The governance documents in the *University Handbook* include the Bylaws of the Classified Staff Advisory Council (CSAC),⁴⁶ which “serves on behalf of the represented and non-represented classified staff employees, limited term employees and project employees” on campus. Classified Staff representatives are included on Faculty Senate standing committees as appropriate.

The responsibility for decisions at UWSP is distributed across a variety of administrative and governance structures. This creates a collaborative, supportive environment that allows UWSP to fulfill its mission.

Core Component 1e

UWSP upholds and protects its integrity.

1e-1

Through willing adherence to policies, procedures and statutes, UWSP strives to present itself accurately, honestly, and openly to the public.

UWSP follows a number of state, federal, and campus policies and regulations and, as a state institution, adheres to Wisconsin statutes regarding open meetings and public records. The Open Meeting Law⁴⁷ ensures that all meetings of state and local government bodies are publicly held and accessible unless otherwise expressly provided by law. Wisconsin’s Public Records Law⁴⁸ is based on the presumption of complete public access. Access will only be denied in exceptional cases.

UWSP committees announce meetings and agendas through email. Faculty Senate agendas, minutes, and supporting documents from standing committee meetings are posted in Public Folders in the email system. Individuals may request summaries of student evaluations from academic departments.

1e-2

UWSP presents itself accurately and honestly to the public.

In 2002, UWSP’s News Services Office published a Communication Plan and Visual Identity Standards Manual,⁴⁹ describing in detail a consistent set of web and publishing standards to identify the campus. These standards covered positioning statements, key messages, and a slogan in addition to standardized campus logos and typography. All departments are encouraged to adhere to these standards when producing printed materials and web pages. These standards were intended to give a uniform look and feel to campus documents, and to project a consistent identity and image of the University.

These communication standards have been used effectively in the design of the University's web site. The home page menu gives visitors ready access to information based on their self-identification (i.e., prospective students, parents and family, etc.). Subsequent pages present information typically needed by these constituencies. UW System and the campuses are currently implementing policies to ensure that all web pages are accessible to individuals with disabilities.

The vast majority of campus documents are accessible through the University's web site.⁵⁰ A comprehensive search function allows users to quickly locate documents of interest and view or download them easily.

1 e-3

UWSP has clear and fair policies regarding the rights and responsibilities of internal constituents.

Two major documents serve to codify expectations for behavior for faculty and students. These expectations are documented in the "Community Bill of Rights and Responsibilities"⁵¹ and in the "Conduct on University Lands".⁵²

The "Community Bill of Rights and Responsibilities" is a UWSP document. It begins with the following statement:

The University of Wisconsin-Stevens Point is an academic community of individuals committed to the pursuit of learning, the acquisition of knowledge, and the education of all who seek it. The members of the community include students, faculty, staff, administrators, and support personnel. The mission of the University is to stimulate intellectual growth through the discovery and dissemination of knowledge, which commits its members to scholarship in all of its forms. The mission also directs all members to work for the application of knowledge beyond the physical boundaries of the campus for the betterment of all members of society.

All who open their minds in this community are considered students and all students engage the academic enterprise with basic expectations, needs, freedoms, and responsibilities. As the academic community seeks to achieve its mission it can be expected:

1. To develop in its members a heightened intellectual, cultural, and humane sensitivity;
2. To instill a passion for learning and a sense of value and purpose;
3. To develop fundamental abilities which would allow one to thoughtfully engage the world, carefully consider the relationships between ideas, critically evaluate conclusions, and responsibly select among competing choices.⁵³

This opening statement clearly connects the rest of the document with the stated mission of the University. The document then continues with definitions of codes of behavior, academic expectations, and faculty advisor responsibilities. This document

is easily accessible on the campus web site, and the Provost/Vice Chancellor reminds the members of the campus community of the document at the beginning of each academic year through the campus electronic Message of the Day.

The University of Wisconsin “Conduct on University Lands,” Chapter UWS 17 of the *Wisconsin Administrative Code, Rules of the Board of Regents of the University of Wisconsin System*, was adopted in January, 1976, and revised in September, 1996. This document clearly describes prohibited behaviors on any UW System property. Although written in statutory language with a decidedly negative tone, the purpose of the document is to ensure the safety and security of the members of the campus community.⁵⁴

1e-4

UWSP deals with internal constituents with integrity.

Even when the standards for behavior are clearly described, problems occur. UWSP has people and procedures dedicated to dealing with grievances from employees and students promptly and fairly.

UWSP is a community of approximately 1150 employees and 8500 students. The employees may be divided into two general categories: classified (including custodial, maintenance, administrative, clerical, technical and non-academic professionals) and unclassified (including faculty and academic staff). Classified employees are subject to the state of Wisconsin’s Office of State Employee Relations rules of employment, and many are unionized.⁵⁵ Unclassified employees are subject to UW System rules and are not represented by a union.⁵⁶

Employee grievances fall primarily into two broad categories: those relating to employment itself, and discrimination and/or harassment issues. Issues relating to employment are handled either by the Director of Personnel Services (classified staff) or by the Associate Vice Chancellor for Personnel, Budget, Grants, and Summer Session (faculty and academic staff).

The initial contact for employee relations is the Director of Personnel Services. Although primarily responsible for classified staff issues, the Director also deals with both classified and academic staff performance evaluation programs, administration of classified staff layoff procedures, administration of classified staff disciplinary actions, coordination of titling procedures of academic staff for the Provost’s Office, oversight of benefits administration, and assistance to all University employees (including approximately 2000 student employees) in solving human relations problems. The Director may provide direct assistance, or may refer individuals to an appropriate venue for their problem. The Director reports to the Vice Chancellor for Business Affairs.

UWSP uses a unique approach to classified employee discipline. The procedure, known as the “Corrective Process,” is intended as an alternative to traditional punitive disciplinary action.⁵⁷ There are four formal steps in the process:

- work rule infraction discussion, which is a formal meeting between the

employee and the supervisor to discuss and review incidents of continued unacceptable behavior by the employee;

- written reprimand, providing formal documentation of a serious infraction or numerous repeated infractions;
- decision-making day, in which the employee is instructed to spend the next workday at home, reflecting on his/her employment relationship with UWSP, and return the following day with a formal decision as to whether they wish to a) solve the problem and make a written commitment to an acceptable level of behavior, or b) return to work without a commitment creating the possibility of termination upon repeat or continued infractions; or c) resign;
- termination, the final step, indicating that the corrective process has failed to resolve the problem

Application of this disciplinary process has reduced the incidence of grievances at UWSP significantly; the Director of Personnel Services reports only five grievances filed during the last five years.⁵⁸

The Associate Vice Chancellor for Personnel, Budget, Grants, and Summer Session (AVC) serves as the chief assistant to the Provost/Vice Chancellor for employment issues involving faculty and academic staff. Among other duties, the AVC is responsible for consulting with academic departments and administrative units on matters relating to personnel management, investigating employee complaints, coordinating the review of recommendations for appointment, retention, tenure and promotion for faculty and academic staff, serving as UWSP's liaison to the University of Wisconsin System on unclassified personnel, providing general oversight of the Academic Affairs budget, overseeing the merit and salary increase process, reviewing starting salaries for new faculty and academic staff appointments, providing leadership and coordination of summer session, and providing University leadership and oversight for grants and sponsored programs.

The Equity and Affirmative Action Office (EAAO), headed by the Assistant to the Chancellor for Equity and Affirmative Action (ACEAA), deals with discrimination and/or harassment complaints. The ACEAA is responsible for providing leadership on equity and affirmative action at UWSP, providing education and training on issues related to equity and affirmative action, serving as ombudsperson for faculty, staff, and students on issues related to equity and affirmative action, developing, implementing, monitoring and evaluating equity and affirmative action policies and procedures, and working with campus organizations and committees on equity and affirmative action issues. The campus has a comprehensive Affirmative Action Plan⁵⁹ which is maintained and publicized by the EAAO.

The Associate Vice Chancellor for Teaching, Learning, and Academic Programs (AVCTLA) oversees all administrative aspects of the teaching and learning environment at UWSP. The AVCTLA is involved in developing new academic programs, assessment of programs and student learning, faculty and staff development, and academic program review, the AVCTLA is the campus ombudsperson for student concerns, especially issues on advising and student success, and is also the Coordinator for Grade Review. The records of student complaints handled by this

office during the last two academic years can be found in the Virtual Resource Room.^{60,61} The AVCTLA reports to the Provost.

Institutions with integrity provide resources to help students succeed as well as dealing with student grievances. UWSP certainly does this. The faculty is dedicated to student success, and many additional resources are available to students through the Division of Student Affairs. The division includes the following units:

- Office of Admissions;⁶²
- Career Services;⁶³
- Conference & Reservations;⁶⁴
- Counseling Center;⁶⁵
- Disability Services;⁶⁶
- Financial Aid Office;⁶⁷
- Foreign Student / English as a Second Language⁶⁸
- Health Services;⁶⁹
- Helen R. Godfrey University Child Learning & Care Center;⁷⁰
- Multicultural Affairs;⁷¹
- Registration and Records;⁷²
- Residential Living;⁷³
- Student Academic Advising Center;⁷⁴ and
- University Centers.⁷⁵

Many of the services provided by these units are described elsewhere in this self-study; the web sites referenced here will give more detail.

The Office of Safety and Loss Control provides the UWSP campus with leadership and direction in the areas of risk management, property and liability insurance and claims management, loss prevention and control, worker's compensation management, occupational health and safety, DOT compliance, ergonomics, hazardous materials/wastes management, and environmental management. The Director of Safety and Loss Control prepares an Annual Report listing the activities of the unit, and reports to the Vice Chancellor for Business Affairs.⁷⁶

Beyond the specific items listed for this component, UWSP has a lengthy list of policies and procedures to ensure that employees and students are treated fairly and with respect, and that the campus organizations operate with integrity. These policies may be viewed in the Virtual Resource Room in the "Policies" section of Academic Affairs, Student Affairs, Business Affairs, Chancellor's Office, Student Governance, and UW System. The offices responsible for enforcing these policies have the necessary authority for oversight.

Conclusion for Criterion ONE

UWSP is a community of faculty, staff, and students working and learning together. The campus is guided by the tenets of its mission, even though the mission statements may seem a bit cumbersome and unwieldy. This is an institution that is focused on undergraduate education, including many opportunities for students that will be described further in later chapters. The legislative, administrative, and governance processes that control the institution ensure its integrity.

Chapter 1 Notes

¹ UWSP *Catalog*, 1973-74: hard copy in UWSP library archives.

² UWSP Online *Catalog*: CO PL 430.02.

³ Ibid.

⁴ Ibid.

⁵ Report of Ad Hoc Mission Committee: FG RE 510.03.

⁶ Agendas and Minutes of Mission, Vision, and Values Group: CO MN 425.04.

⁷ *Vision 2015*: CO PL 430.01; www.uwsp.edu/admin/chancellor/2015.shtm.

⁸ “UWSP Sustainability Focus Continues as Knutzen Hall Goes Solar”: www.uwsp.edu/news/pr/tmKnutzenGoesSolar.htm.

⁹ The Global Environmental Management Center: www.uwsp.edu/cnr/GEM/

¹⁰ UC Renovation-Sustainability: www.uwsp.edu/centers/construction/sustainability.asp.

¹¹ UWSP Selected as Part of State Energy Independence Project, 9-27-06: www.uwsp.edu/news/pr/chGovEnergyInitiative.htm.

¹² UW System *Plan 2008*: www.uwsa.edu/oadd/plan/index.htm.

¹³ UWSP *Plan 2008: Forging a Culture of Diversity*: CO PL 430.05.

¹⁴ UWSP *Plan 2008: Forging a Culture of Diversity-Phase II Report*: CO PL 430.06.

- ¹⁵ Multicultural Affairs Office: www.uwsp.edu/multicultural/.
- ¹⁶ Multicultural Resource Center: www.uwsp.edu/multicultural/mcrc/index.htm.
- ¹⁷ Student Support Services Information: SA RE 255.22.
- ¹⁸ Native American Center: www.uwsp.edu/multicultural/NativeAm/NACinfo.htm.
- ¹⁹ Peer Mentoring Program: www.uwsp.edu/multicultural/mentoring.htm.
- ²⁰ Upward Bound Program: www.uwsp.edu/special/upbound/.
- ²¹ Multicultural Affairs Precollege Programs, 2007: www.uwsp.edu/multicultural/Precollege.htm.
- ²² UW System Progress Report on Plan 2008: Reflections on the Past, Prospects for the Future, p. 14: UW RE 735.02.
- ²³ Ibid., p. 23.
- ²⁴ Sources of Financial Aid Distributed to Diversity Students at UWSP: CO RE 445.10.
- ²⁵ Students from Target Populations: CO RE 445.11.
- ²⁶ Faculty from Target Populations: CO RE 445.12.
- ²⁷ *UWSP Plan 2008: Forging a Culture of Diversity-Phase II Report*, p. 9: CO PL 430.05.
- ²⁸ *UWSP Plan 2008: Forging a Culture of Diversity-Phase II Report*, p. 10: CO PL 430.05.
- ²⁹ UW System Progress Report on Plan 2008: Reflections on the Past, Prospects for the Future, pp. 14, 21, 23: UW RE 735.02.
- ³⁰ College of Natural Resources Policy Manual, p. 7: AA BU 120.14.
- ³¹ College of Professional Studies Mission Statement: www.uwsp.edu/cps/about/.
- ³² College of Fine Arts and Communication Mission Statement: www.uwsp.edu/news/uwspcatalog/cofac,cps.htm.
- ³³ College of Letters and Science Mission Statement: www.uwsp.edu/cls/mission_statement.htm.
- ³⁴ Division of Student Affairs Mission Statement: www.uwsp.edu/admin/stuaffairs/welcome.html.
- ³⁵ Division of Business Affairs Mission Statement: www.uwsp.edu/admin/busaffairs/.
- ³⁶ Chancellor's Budget Letter to Campus: CO BU 415.05.
- ³⁷ Budget Allocations by Source of Funds: AA BU 120.07.

- ³⁸ Budget Expenditures by Category: AA BU 120.08.
- ³⁹ Academic Planning and Program Review: UW PO 725.10.1.
- ⁴⁰ Guidelines for Academic Program Review and Regent Policy ACIS-1.0: UW PO 725.10.2.
- ⁴¹ *University Handbook*, Chapter 1, p. 13: CO BU 415.04.
- ⁴² *University Handbook*, Chapter 1, p.14: CO BU 415.04.
- ⁴³ Equity and Affirmative Action Committee: www.uwsp.edu/equity/EAAcommittee.htm.
- ⁴⁴ *University Handbook*, Chapter 9, p. 56: AA GD 145.01.
- ⁴⁵ *University Handbook*, Chapter 9, p. 57: AA GD 145.01.
- ⁴⁶ *University Handbook*, Chapter 9, p. 53: AA GD 145.01.
- ⁴⁷ Wisconsin Open Meetings Law, Ch. 19, p.27: www.legis.state.wi.us/statutes/Stat00019.pdf.
- ⁴⁸ Wisconsin Open Records Law, *University Handbook*, Chapter 9, p. 19: AA GD 145.01.
- ⁴⁹ *Visual Identity Standards Manual*: www.uwsp.edu/publications/standards.pdf.
- ⁵⁰ UWSP Web Site: www.uwsp.edu.
- ⁵¹ Community Bill of Rights and Responsibilities: AA PO 155.15.
- ⁵² Conduct on University Lands: AA PO 155.03.
- ⁵³ Community Bill of Rights and Responsibilities: AA PO 155.15.
- ⁵⁴ Conduct on University Lands: AA PO 155.03.
- ⁵⁵ Local Union Contract: BA PO 340.03.
- ⁵⁶ UWS Human Resource Policies: BA PO 340.05.
- ⁵⁷ Corrective Discipline Process: BA PO 340.06.
- ⁵⁸ Director of Personnel Services, Personal Communication.
- ⁵⁹ Affirmative Action Plan: CO RE 445.20.
- ⁶⁰ Response to Student Complaints 2004-05: AA RE 165.51.
- ⁶¹ Response to Student Complaints 2005-06: AA RE 165.52.
- ⁶² Office of Admissions Web Site: www.uwsp.edu/admissions/.
- ⁶³ Career Services Web Site: www.uwsp.edu/career/.

⁶⁴ Conference and Reservations Web Site: www.uwsp.edu/confres/.

⁶⁵ Counseling Center Web Site: www.uwsp.edu/counseling/.

⁶⁶ Disability Services Office Web Site: www.uwsp.edu/special/disability/.

⁶⁷ Financial Aid Office Web Site: www.uwsp.edu/finance/.

⁶⁸ Foreign Students / ESL Office: www.uwsp.edu/fsp/foreign/.

⁶⁹ Health Services: <http://wellness.uwsp.edu/>.

⁷⁰ Child Care Learning Center: www.uwsp.edu/childcare/.

⁷¹ Multicultural Affairs Office: www.uwsp.edu/multicultural/.

⁷² Registration and Records Office: www.uwsp.edu/reg-rec/.

⁷³ Residential Living: www.uwsp.edu/resliving/.

⁷⁴ Student Academic Advising Center: www.uwsp.edu/advising/.

⁷⁵ University Centers: www.uwsp.edu/centers/.

⁷⁶ Office of Safety and Loss Control: www.uwsp.edu/safetyloss/.

