

- Scholarly characteristics and contributions;
- Systemic change and impact;
- Relevance/significance;
- Teaching/learning environment; and
- Sustainability

Led by the interim Dean and the Academic Planning and Budget Committee, the Division undertook an innovative reallocation of GPR for FY98-99. Each unit was asked to submit a planning and resource document that was then measured against the criteria of the matrix. While any such exercise that challenges tradition, especially fiscal tradition, carries with it the potential for great divisiveness, the reallocation was accomplished with equity and enthusiasm and established a workable model of involvement and decision making for coming years.

PLANS TO ACHIEVE 2000-2001 GOAL

Accountability and equitable reward structures are two important managerial priorities of the new Dean of Outreach. Along with restructuring of departments will come a clearly articulated set of guidelines to help Division faculty and staff achieve personal, department, and Divisional goals. A Performance Management System will be implemented over the coming year that will not only look at bottom lines measured in terms of dollars, enrollments, and research, but also at broader educational and community impacts. The leaders of the restructured units will be given special professional training to assist them in helping faculty and staff set and achieve work and development goals.

Reward guidelines will be designed in line with strategic initiatives in such areas as: Integration of Teaching, Research and Service; Diversity; Campus Climate and Environment, Effective Use of Technology Leadership, etc.

1B. Unit and/or institutional barriers to cross-unit and integrated collaboration in teaching, research, and service have been reduced.

Current Progress 3/4

2000 -2001 Goal 5

PROGRESS

While the past few years have seen a marked increase in collaborations between Outreach units and other UWM Schools and Colleges, the barriers to credit/noncredit collaboration remain significant. The issues that need to be addressed are complicated, but there has been considerable progress in articulating the barriers. They include:

- agreements as to revenue splits between separate colleges/divisions
- agreements as to how credit hours are counted
- appropriate tenure and merit reward structures,
- shorter time frames for accrediting courses on campus to accommodate Outreach's quick response to new education opportunities, and
- respect for the breadth of knowledge and intellectual acumen of the noncredit learner

Despite these barriers, there has been progress. For instance, Credit/Noncredit Course Collaborations have been established in the following areas:

- Aging partnered with Nursing, Allied Health, Education, and Social Welfare for new coursework in Gerontology
- Governmental Affairs worked with Social Welfare, Nursing, Counseling and Health Sciences to develop a new curriculum in Managed Care.
- Outreach's Trauma Counseling Program involves a collaboration between Governmental Affairs and the UWM departments of Psychology, Social Welfare, Educational Psychology, and Nursing.
- The Center for Urban Community Development, in partnership with UWM's Community Outreach Partnership Center, has developed a certificate program in community organizing, The Community Action Scholars Program.

Other examples of collaboration include:

- The Employment and Training Institute has an on-going research partnership with the Institute for Survey and Policy Research to conduct semi-annual surveys of the local labor market.
- College for Kids collaborates with many campus departments and schools in the use of the facilities and faculty, including the School of Architecture and Urban Studies, the School of the Arts, and the Departments of English, Geosciences, and Psychology.
- The Center for Transportation Development and Education has worked with the Center for Urban Initiatives and Research on two survey design instruments, one to measure light rail needs and demands, another to evaluate a countywide transportation coordination plan.

PLANS TO ACHIEVE 2000-2001 GOAL

Division faculty and staff will continue to pursue collaborative credit and noncredit projects with campus-based credit departments.

The Child and Youth Care Learning Center will implement its recently approved credit certificate program in Youth Work in collaboration with the Schools of Education, Social Welfare, Allied Health, Sociology, Arts, and the College of Letters and Science.

In addition, Division administrators will collaborate further with the Office of Adult and Returning Students Services and the Evening Degree Advisory Committee to structure new pathways for returning adult students. Discussions are underway to explore offering special familiarization and assessment experiences for returning students who are uncertain about how to

achieve their educational goals and in what fields.

1C. Students are engaged in the scholarship of creation of knowledge.

Current Progress 3

2000-2001 Goal 4

There is a particular challenge in this area for noncredit units. It is difficult to engage students in the scholarship of creation of knowledge in one to four day workshops. It is a more reasonable expectation in our long-term certificate programs.

PROGRESS

Student workers in the Employment and Training Institute are employed as research assistants and involved in cutting-edge research projects on welfare reform, occupational shifts in jobs, and barriers to employment for central city residents.

The action research model used in the Center for Urban Community Development's Community Organizing is designed to formally link research and discovery.

PLANS TO ACHIEVE 2000-2001 GOAL

Division faculty and staff will continue to seek creative ways to engage students in the scholarship of creation of knowledge. As the division reorganizes and institutes new performance measures, it is expected that there will be greater emphasis on research as both a basis of continuing education programming and as a logical outgrowth of such programming.

Students in the new Child and Youth Care Certificate program will be engaged in direct research in youth organizations -- identifying, modeling, and testing structures and strategies that successfully reach and nourish youth.

2. *Advance UWM's stature as a center of scholarly excellence and improve its position in the Carnegie ranking of Research II universities*

Since this Division accomplishes much of its scholarship in contexts outside of Graduate School-monitored grants, we believe it would be fruitful to explore ways to incorporate this research contribution into standard measures of UWM's success.

2A Extramural support is increasing

Current Progress 4

2000-2001 Goal 5

PROGRESS

New educational perspectives on the nature and role of continuing education have given research a greater prominence in continuing education models. This change is evidenced in Outreach by an increase in scholarly publications, national awards to our faculty and staff, and significant increases in extramural funding.

For example:

- The Employment and Training Institute has on-going grants from the Helen Bader Foundation and the Milwaukee Foundation. In addition, the Institute has contracts with Milwaukee County, US Department of Labor, the US Department of Housing and Urban Development, and local government partners.
- The Child and Youth Care Learning Center (CYCLC) received grants and contracts from numerous agencies and foundations including the Dewitt Wallace Reader's Digest Fund, Federal Title IV-E funds, Milwaukee County Child Protective Services and the United Way to further their youth work initiatives.
- The Center on Aging has partnered with the Helen Bader Foundation for conferences on Long Term Care in 1997 and 1998 and for curriculum development in Case Management and Applied Gerontology.
- The Center for Transportation Education and Development (CTED) receives ongoing funding from the Wisconsin Department of Transportation for designing and implementing training, research and professional network groups related to transportation issues. The Center works under contract with the National Transit Institute at Rutgers University for research and training on emerging transit issues.
- The Department of Governmental Affairs negotiated with the United States Postal Service to develop the curriculum and train 400 Postal Service managers and administrators in labor-management relations, coaching, communication skills, leadership, valuing diversity, and customer service skills. The Department of Governmental Affairs also has contracts with several governmental agencies, including the Federal Emergency Management Administration (FEMA), the city of Milwaukee, and the Metropolitan Milwaukee Sewerage District (MMSD).
- The Center for Consumer Affairs has research and training contracts with numerous external funders, including Ford Motor Company, American Express, State Farm Insurance, the American Bar Association, and several financial services institutions.
- The Center for Urban Community Development has received funding from the U.S. Department of Education to teach ESL to Latino and Hmong parents and children, from the Office of the Governor to evaluate Family Technology Resource Centers, and from Milwaukee Public Schools to participate in a variety of components in MPS's Community Learning Centers project.
- The JASON Project has received ongoing support from UW System Eisenhower Foundation grants to expand its teacher development.

In short, securing research grants and contracts, as well as outreach service agreements for training and other educational activities, are expectations of all Outreach faculty and staff as each program unit works to meet revenue requirements to fund the Division's outreach and continuing

PROGRESS

Outreach faculty and staff have significantly increased the number of their scholarly publications, particularly in areas such as Child and Youth Care, World Affairs, Urban Community Development, and Trauma Counseling. The Division's two junior faculty are being mentored and supported in their research and publishing efforts. In addition, the reports and publications from faculty and staff in the Division have had important national impacts. What follows are just a few highlights of these national contributions.

- The Employment and Training Institute has developed 24 major applied research projects in the last 3 years on welfare reform, the local economy, and needs of low-income workers. In October, 1997, Congress passed legislation promoting the ETI Milwaukee Labor Market project as a national model, and the US Department of Labor has contracted with ETI to prepare an instructional manual for other cities on how to conduct these studies. The Institute has secured national recognition for outstanding applied research work conducted at UWM, and research disseminated through its Internet site is highly regarded by local and national governments throughout the world. ETI research has been cited in the *New York Times*, *Washington Post*, *Los Angeles Times*, *U.S. News and World Report*, *Newsweek*, *Time*, *CBS News*, and *ABC World News*.
- Faculty and staff from the Center for Consumer Affairs have conducted research for major national organizations, including: The Task Force of the Canadian Government on the Future of the Canadian Financial Services Industry; The US Department of Justice, Antitrust Division; Mutual Savings Bank, Milwaukee (with UWM's Institute for Survey and Policy Research); The US Department of the Treasury; The American Bar Association; Ford Motor Company; American Express; and State Farm Insurance. . In addition, its Children's Audit Project of the Center has received national recognition for excellence in community development. Project staff are currently focussing on the child care and education needs of W-2 recipients as they make the challenging transition of welfare to work. Staff expertise is often sought by Wisconsin legislators, other government policy makers, the Children's Defense Fund, and the National Child Care Action Campaign. In the past year the project director has traveled abroad at the request of reform groups in Hungary and Peru, to bring the Project's unique training to countries forging new democratic processes to safeguard the rights of children
- The Child and Youth Care Learning Center (CYCLC) is an internationally recognized leader in continuing education for child and youth care workers in a variety of community and group care settings. The Center serves as the national headquarters for the Association for Child and Youth Care Practice and works closely with the national Child Welfare League. This past September, the Center Director was awarded the distinguished service award from the National Association of Homes and Services for Children.
- The Center for Transportation Education and Development has a grant from the National Governor's Association to provide research and recommendations to implement a model transportation coordination planning grant to be used throughout the country. The

- The JASON Project has structured its curriculum to meet national science content standards and process outcomes and works to integrate MPS Science Content Standards into research experiences for teachers.

PLANS TO ACHIEVE 2000-2001 GOAL

As part of the reorganization effort in the division, the heads of the new units (Professional Development, Arts and Humanities, Community and Government, Business and Consumer Affairs) will be responsible for overseeing and/or developing ongoing program assessments to be used continuously to modify course structure, format and curriculum.

5. *Expanding UWM’s urban mission and reinforce the university’s commitment to enhancing the quality of life and economic base of the Milwaukee metropolitan area and the State of Wisconsin.*

This area is one of the Division's greatest strengths. Rooted firmly in the philosophy of the Wisconsin Idea, the majority of extension-based units in Outreach work in partnership with local communities, agencies, and government to add value to the residents of the Milwaukee metropolitan community and the State of Wisconsin.

5A. Community partnerships and alliances, research and scholarship that address community and state issues, and student community placements that contribute to the student learning experience are increasing. (List significant partnerships or alliances that have been developed in the past two years. Describe salient examples from past two years of research and scholarship which address community and state issues. List new and improved sites for student placements.)

<i>Current Progress</i>	4	<i>2000-2001 Goal</i>	5
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PROGRESS

The Small Business Development Center (SBDC) is part of a statewide network that offers business education services at a dozen locations throughout Wisconsin to over 10,000 existing and start-up firms annually. SBDC’s mission is to enhance the success of the state’s small business through no cost individual counseling and low cost courses and workshops in all areas of business management. By providing advice, training, and resources for entrepreneurs and small companies, the SBDC helps businesses create jobs and prosperity for local communities. A 1996 impact study showed that every Wisconsin dollar invested in SBDC returned over \$2 to the state. UWM’s SBDC staff have spent the last several months forging partnerships with area community development organizations to establish the Minority Business Center. The Center is located at the Milwaukee Enterprise Center North, one of two local incubators for minority business ventures. This move puts the university at the heart of the city’s minority economic development efforts. SBDC staff have also forged links over the past year with the Wisconsin Women Entrepreneurs, the Capital Christian Center, and the Urban Economic Development Association of Wisconsin, Inc

The Center for Consumer Affairs works closely with the following organizations to improve the lives of the people of Wisconsin: Wisconsin Manufacturers and Commerce Association (for audits of child care needs of state businesses); Wisconsin Head Start Association (for education

and advocacy training); Automobile Dealers Association of Milwaukee (for continuous monitoring of automobile ads); Wisconsin Auto and Truck Dealers Association; Mutual Savings Bank (for attitudinal research for banking products and services); Wisconsin Insurance Alliance; and the Milwaukee InnerCity Alliance of Congregations (MICAH)

Consumer Affairs' Auto Insurance Project, a partnership with MICAH and Badger Mutual Insurance, has resulted in immediate, measurable benefits to the residents of Milwaukee's central city. The Project helps provide more affordable auto insurance for members of the congregations of affiliated inner city churches. Participants are educated as to underwriting characteristics that enable them to qualify at preferred rates. As a result, many congregants now obtain the auto insurance at substantially lower rates.

The Institute for World Affairs has hired new staff to implement an international business initiative. World Affairs programs support Milwaukee area businesses who wish to explore global trading opportunities by providing forums, technical assistance, and publications dealing with international issues, and how those issues impact the region, e.g., programs on how the Asian financial crisis will affect Wisconsin business; how the changing nature of production in the global economy affects local communities, and how regional trading communities, such as Mercosur in Latin America, affect US trade with the region.

The Criminal Justice Institute serves the Wisconsin justice system by providing educational sentencing alternatives to traditional criminal penalties (e.g., fines and convictions). Over 90 classes were offered in four program areas in FY 97-98: Justice Alternative Court Program (developed to address retail theft); the Alcohol Education Awareness Program (addressing the serious issues of illegal underage drinking); "On the Right Track" Program (educating juvenile offenders and their families about the serious consequences of juvenile crime on society in general, and on the offender specifically); Project Respect (developed in collaboration with the Washington County Alliance, law enforcement and areas school officials concerned about the serious and growing trend of illegal and disrespectful behavior occurring in schools).

In collaboration with the Milwaukee Public Schools (MPS), and with funding from the U.S. Department of Education, the Center for Urban Community Development (CUCD) has developed and will evaluate MPS's 21st Century Community Learning Centers project. Currently, 11 schools are participating in an effort aimed at 1,100 students and families in after-school programs. These Community Learning Centers (CLCs) will offer tutoring in math, reading, computer skills and writing, homework assistance, and recreational programs. CUCD staff are also involved as facilitators for the Action Learning Teams that assist in the planning, evaluation, and implementation of the CLCs and their programs.

This effort builds upon many other school-related projects of the Center, including their evaluation of the Family Technology Resource Centers' (FTRC) computer-based instruction in computer skills, a collaborative project with Milwaukee Public Schools and the Office of the Governor. CUCD has the responsibility of assessing the program to determine if persons, particularly those in W2, will be prepared to enter the job market after completing this program.

Working with the Hmong American Women's Association, the Hmong American Friendship Association, St. Michael's Church, and YWCA Family Resources, CUCD has also developed a participatory action research project that has resulted in a culturally relevant parenting

curriculum for ethnic and language minorities and multiracial/multicultural families (30 participants were involved in the first series of sessions); and the publication of a parenting booklet for multicultural/ multiracial families.

The Arts and Liberal Studies Program not only offers a wide selection of humanities based courses and activities for the people of Milwaukee, it also helps preserve important local historical legacies by fostering learning about all aspects of the history of our city and state: architecture, ethnic roots, immigrant stories, maritime and natural history, neighborhoods, etc. It accomplishes this work through partnerships with innumerable local organizations, including the Milwaukee Repertory Theatre, Milwaukee Chamber Theatre, UWM Professional theatre Training Program, Skylight Opera, Milwaukee Ethnic Council, the Zoological Society, the International Clown Hall of Fame, the Aldo Leopold Foundation, the Milwaukee Art Museum, the Public Museum, the Charles Allis Art Museum, American's Black Holocaust Museum, The Nature Conservancy, Wehr Nature Center, Schlitz Audubon Center, National Railway Historical Society, the Crane Foundation, the Milwaukee County Historical Society, the Wisconsin Marine Historical Society, the August Derleth Society, the Frank Lloyd Wright Conservancy and the Milwaukee Educators' Round Table.

The Employment and Training Institute collaborated with MATC and local JOBS providers to assess the employment and social service needs of 1,550 single parent mothers with young children expected to work under AFDC/W2.

PLANS TO ACHIEVE 2000-2001 GOAL

Unit heads for the reorganized Division structure will work closely with their own units and others at UWM to assure that our urban mission, as envisioned in the Milwaukee Idea and the campus Strategic Plan, is accomplished in collaborative, resource rich partnerships. Specifically,

- CUCD will continue to collaborate with MPS and Milwaukee community residents, agencies, neighborhood organizers, block coordinators, and other funding sources to open an additional 89 Community Learning Centers throughout the MPS system. This is a three-year pilot project, from 1998-2001. The department will also fold its Parental Involvement program into the 21st Center Learning Center project, and work to add schools and parents to these action research projects.
- Arts and Liberal Studies will establish a customized, on-site humanities program for the United Auto Workers employees at the Delphi/Delco plant in Oak Creek.
- The Center for Transportation and Development -- under contract to the State Department of Transportation -- will design and deliver three eight-hour noncredit programs in Management and Team Building, Scheduling and Dispatching Transit Services, and Management Strategies for Coordinating Transportation Services. A Transportation Coordination Manual will be designed for use by a newly formed statewide transportation coordination consortium.
- College for Kids, the Center on Aging, and Arts and Liberal Studies will collaboratively develop weekend humanities programs for families.

The Division continues to commit significant personnel resources to the campus Adult Access initiatives. The Assistant Dean has served for the past two years as the co-chair of the Adult Access committee. Other staff support administrative functions. In addition, the Outreach Marketing staff have worked closely with the Office of Adult and Returning Student Services advisory committee to offer special UWM Evening Degree Information Expos throughout the academic year. In November of 1998 Outreach hosted one of these information sessions in the Grand Avenue Mall. This event was particularly successful in drawing a more diverse cross section of potential students from the community.

Staff from Distance Learning and Instructional Support have been working with representatives from Letters and Science and I&MT to offer cable/computer courses on the Higher Education Cable Consortium network.

The nature of our activities and participants has always created expectations for easy access to facilities, programs, and services. Registrations are taken during all building hours—closing is generally at 9:30, but confirmation and other more specialized services are only available until 6:00 p.m. A new on line noncredit registration form was activated last month, which along with 800 and fax lines, creates easy 24 hour access for potential students. Implementation of a new noncredit registration software package in July, 1999, will allow us to expand the staffed registration hours as that access will not longer be mandated by Madison DoIT computer access hours.

PLANS TO ACHIEVE 2000-2001 GOAL

The new Dean of the Division will assume a campus-wide leadership role for adult access. She and her staff will work with the Office of Adult and Returning Students Services, as well as with the Adult Access committee to add new services, course formats, and specialized content to attract adult students. At the same time, the Dean will work with the Office of the Provost and Information and Media Technology to assess the future of distributed learning at UWM.

Noncredit learning experiences can provide a good pathway into credit-based higher education. Two of our units, the Center for Urban Community Development and the Child and Youth Care Learning Center, will make special efforts with their target audiences, many of whom are minority and disadvantaged, to provide educational experiences designed to make these nontraditional students comfortable on the UWM campus and motivated to seek admission. The Child and Youth Care Learning Center has already seen several of the students in its noncredit certificate program move into the credit arena and the Center for Urban Community Development sees many opportunities, particularly in the new Community Learning Centers, to offer greater access to community residents.

7. *Ensuring that resource distribution and recruitment plans are consonant with strategic objectives and the maintenance of quality programs and services. Raising private funds to augment state funding.*

7A. *The unit demonstrates effective actions in improving the efficient utilization of its resources.*

<i>Current Progress</i>	<i>3</i>	<i>2000-2001 Goal</i>	<i>5</i>
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	DOCE 94-97	DOCE 97-98	UWM 94-97	UWM 97-98
TOTAL REVENUES/STAFF (\$000) (excludes general purpose revenue and financial aid)	55.1	60.1	32.7	37.7
TOTAL EXPENDITURES/STAFF (\$000) (includes state funds only; excludes fringe benefits)	82.0	85.6	64.1	74.0

PROGRESS

Outreach faculty and staff have been very successful in achieving a significant return of program revenue and grant and contract income for GPR dollars invested in extension activities over the years. In fiscal year 98 a significant gain was realized in income generated per FTE, and while expenses also increased, it was at a lessor rate.

PLANS FOR ACHIEVING 2000-2001 GOALS

Changes in the structure and management of the Division will work to increase accountability at the program level for effective use of resources.

7B. A unit fund raising plan and campaign is in place and meeting its goals.

Current Progress 4 *2000-2001 Goal* 5

PROGRESS

The fund raising efforts of the Division have generally taken the form of in-house trainings, fees for services, contract activities, and public and private grants. These efforts have been increasingly more successful as groundwork in developing partnerships has created long-term relationships, which have generated sizeable contracts for training and research activities.

PLANS FOR ACHIEVING 2000-2001 GOALS

Under the restructured Division leadership, Outreach will continue development of a comprehensive revenue fund raising plan by increasing revenues from new sources and initiatives, or increasing surpluses from current program activities to allow it to (1) offer programs to audiences whose ability to pay is limited and (2) to underwrite high-cost programs of exceptional timeliness and quality. An example of expected effort in this area will be to approach the Potawatomi, who have made some modest contributions to our Arts and Liberal Studies Program in the past, to request seed money to develop and offer a comprehensive series on Native American Studies to complement other campus initiatives in this area.

7C. The unit's 1998-99 recruitment activities in preparation for hiring for 1999-2000 are approved and continue to be consistent with 1999-2000 resource plans. Provide a preliminary recruitment plan for anticipated hires for the 2000-2001 academic year.

Current Progress 4 *2000-2001 Goal* 5

Recruitment activity for 1999-2000 primarily will result from needs identified during the restructuring process. Potential positions to be filled through recruitment are one or two of the

will continue to provide leadership in developing initiatives in areas of their expertise that create interdisciplinary partnerships to address community needs. The two campus opportunity fund proposals attached to this document in section two are illustrative of this type of effort.

Another proposal attached to this document requests funds to create more classrooms on the fifth floor of the University Center to be used primarily for credit classes. This would create more opportunities for credit programs downtown without duplicating support services needed to manage other facilities.

The Division's support services, registration, marketing, conference services, and food services are unique to the needs of noncredit learners and are provided for all campus noncredit, continuing education activities. Marketing Services has worked collaboratively with News and Publications, Enrollment Services, and the Office of the Secretary of the University.

College for Kids staff meet regularly with other Pre-College program directors to ensure little or no duplication of services.

In addition to partnerships with other UWM schools and colleges, the Division also plans creative partnerships with other UW institutions, as well as Cooperative Extension. Three "cross-divisional" grants from UW Extension will fund the following projects in the coming year:

- A planning grant to Center on Aging staff to work with Cooperative Extension Family Living staff to develop resources, programs and activities for grandparents. With an increase in divorce and remarriage, with grandparents often at a distance, with drug and alcohol abuse leaving grandparents in temporary custody of young children, today's seniors are often overwhelmed emotionally and financially by their grandparenting responsibilities. This partnership will look at ways to address needs in this area.
- The Child and Youth Care Learning Center will work with other UW campuses to bring their highly acclaimed youth work program to areas of the state where this training is unavailable.
- A resource building grant will fund a forum for General Extension and Cooperative Extension faculty and staff in Southeastern Wisconsin. The purpose of this professional development experience would be to bring together two parts of Extension that have traditionally worked apart, with little knowledge of each other work. Under the leadership of Susan Kelly and Jose Vasquez, these two groups will explore ways to share resources and meet specific community needs.

8. *Expanding technology. Employ appropriate information and communication technology to improve the academic, student service and administrative operations of the campus.*

8A. *A unit technology plan that is consistent with the campus Learning through Technology Plan is in place and being implemented.*

Current Progress 4

2000-2001 Goal 5

- Division support services will institute on-going evaluations through of both internal and external clientele as to their satisfaction with services. Results of these survey efforts will be used to improve the quality of our service to faculty, staff, and students.
- Plans are being developed to install art work on the walls of the public areas of the UWM downtown campus to improve the customer friendliness of the excellent learning facilities.

9B The unit has a plan and system in place for effective communication regarding its plans and initiatives with unit faculty and staff, other units, campus administration and governance groups.

Current Progress 4

2000-2001 Goal 5

PROGRESS

Divisional communication is achieved through numerous methods:

- An intranet-based, University Center staff electronic network, 100% accessible by all Division staff where notices, reminders, congratulatory announcements, etc. can be easily posted and immediately received. In addition, the intranet offers easy access to forms, a computer help line, trouble shooting tips for the computer challenged, etc.
- A monthly newsletter, *Inside Outreach*, which features profiles of staff as well as descriptions of projects, grants, and extra-curricular pursuits of interest to Division faculty and staff.
- Formal mailings that reinforce and expand electronic notices. With the 100% access that all staff has to electronic mail, most communications are now sent through that venue increasing speed and reach plus reducing paper usage and duplicating costs. In addition, the division has developed an “intranet” that lists internal information and is being refined to be used as an employee handbook for divisional staff, as well as a posting tool for plans and other documents.
- Regular, informal discussions to which all faculty and staff are welcome to pursue issues among themselves and with the Dean that are relevant to any aspect of the educational, service, and quality of life mission of the Division.
- Monthly classified staff meetings which keep these staff informed of Divisional policies and procedures and solicit their input on ways to improve how we operate.

9C. Unit governance and advisory groups are included in resource, program and strategic planning.

Current Progress 4

2000-2001 Goal 5

