



**Senior Vice President for Academic Affairs**

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January 19, 2005

Richard H. Wells, Chancellor  
University of Wisconsin-Oshkosh  
800 Algoma Boulevard  
Oshkosh, Wisconsin 54901

Dear Chancellor Wells:

The institutions in the University of Wisconsin System deserve recognition for the effort expended in addressing Phase II of Plan 2008. We have completed our initial review of the documents and are preparing a report for the meeting in February of the Board of Regents. Staff from within the Office of the President undertook the reviews, based on a set of common questions and continuing discussions.

The following specific key questions were examined by those who read the plans:

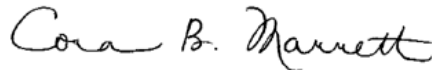
1. Does the plan address the achievement gap in retention and graduation?
2. Does the plan demonstrate a commitment to diversity, e.g., accountability across the institution, high level of administrative involvement, and incorporation of the Plan in evaluation of staff?
3. Has assessment been built into the plan, e.g., indicators to assess the effectiveness of strategies, assessment providing feedback to facilitate continuous improvement?
4. Are strategies and programs to achieve diversity linked to institutional mission?
5. Are the specific diversity needs of the institution and targeted populations identified?
6. Are there any items we should bring to the attention of the legal staff, e.g., numerical targets?
7. Are there any notable strategies and programs in the plan that are worthy of sharing with other institutions?
8. Does the plan seem to have a reasonable implementation process?

Not surprisingly, the documents varied – especially in linking diversity to the mission of the institution, identifying the diversity challenges central to the institution and hence to its planning, and determining the outcomes that would indicate success. To ensure strength across the UW System, we want to learn from institutions that addressed the points effectively the strategies they employed. We hope the lessons will help in conversations we must then undertake with other institutions.

I write to you because of the very favorable review of the plan from UW-Oshkosh. The summary compliments the plan for its grounding in the mission and core values of the campus, and its integration with the broader diversity efforts of the institution. The review cites as other strong points of the plan: the breadth in make-up of the Diversity Council; indications of commitment by the Chancellor and others in the institution; the use of evidence on the achievement gap and of strategies linked to that evidence; and the presence of a structure for implementing and monitoring outcomes.

Ron Singer and I would like to talk with you, and anyone else you choose, about the strategies UW-Oshkosh employed in developing its framework and the suggestions you would offer to ensure strength across our institutions. Obviously, the institutions in the System are not identical, thus approaches must be tailored to fit given needs and circumstances. But, there undoubtedly are matters transcending institutions that could be shared, and institutions quite likely want to promote success throughout the System. My office will call you to arrange for a conversation. Do not hesitate to contact us, if you have questions or suggestions.

Sincerely,

A handwritten signature in cursive script that reads "Cora B. Marrett".

Cora B. Marrett  
Senior Vice President for Academic Affairs

cc: Ronald M. Singer, Associate Vice President for Academic Affairs  
Marilyn Rhodes, Director, Office of Academic Diversity and Development