



Faculty Senate • http://www.uwrf.edu/faculty_senate/welcome.html

Senators: Chair – Wes Chapin , Vice Chair – Ogden Rogers, Secretary – John Heppen, Executive Committee – Glenn Potts, Brenda Boetel

Date: November 15, 2006
To: Faculty Senate and University Community
From: Wes Chapin, Faculty Senate Chair
Subject: Tentative Agenda for Faculty Senate Meeting November 15, 2006

The 2006-2007 Faculty Senate will meet on Wednesday November 15, 2006 at 3:40pm in the Regents Room of the Student Center. Faculty Senators who cannot attend should arrange for a substitute and notify John Heppen at john.heppen@uwrf.edu
http://www.uwrf.edu/faculty_senate/

Agenda November 15, 2006

Call to Order:

Seating of Substitutes
Recognition of Invited Guests
Approval of Minutes from November 8, 2006

Reports:

Unfinished Business:

New Business:

Proposal 1: Second reading of a joint motion from General Education and Academic Program and Policy Committees to amend Section A.4 and Section K.2.g of Article III Standing Committees of 3.3 Faculty Bylaws in Chapter III Organization of the Faculty and Staff of the *UW-River Falls Faculty/Academic Staff Handbook* (see attached).

Proposal 2: Second reading of a motion from the Faculty Senate Executive Committee. The University of Wisconsin–River Falls Senate recommends that the Board of Regents adopt a comprehensive policy requiring that all UW institutions conduct criminal background checks on new hires, and that each institution shall use its governance process to adopt criminal background check implementation policies and procedures, and that each institution will submit its plan to the UW System General Counsel and UW System Office of Human Resources for review and approval.

Proposal 3: Second reading of a motion from Faculty Welfare and Personnel Policies Committee encouraging the Human Resources unit at UW-RF to incorporate the Committee's recommended revisions into the final draft of the campus Criminal Background Check policy (see attached)

Proposal 4: First reading of a motion from the University Curriculum Committee to recommend changes to the Faculty Senate By-Laws and to renumber/re-letter subsequent committee descriptions appropriately (see attached)

Proposal 5: First reading of a motion from the Executive Committee to recommend approval of the revised UWS-7 (see attached).

Proposal 6: A motion from the Faculty Senate Executive Committee to recommend approval of the initiatives and tasks developed by the senate's ad hoc strategic planning working groups (see attached).

Discussion regarding Strategic Planning Prioritization

New Business Miscellaneous:

Adjournment:

Minutes of the UWRF Faculty Senate for November 8, 2006 Vol. 31 No. 10.

Members:

Representation	Term Expires 2007	Term Expires 2008	Term Expires 2009
CAFES	Bob Baker	Laine Vignona	
CAS	Wes Chapin	Patricia Berg	Peter Johansson
	Larry Harred	John Heppen	
	Barbara Werner		
COEPS		Ogden Rogers	Michael Miller
CBE			Glenn Potts
4th Division	Cara Rubis	Gregg Heinselman	Sarah Egerstrom
At Large		Brenda Boetel (Jr) (Nate Splett)	Melissa Wilson (Jr)
	Karl Peterson (Jr)	Dawn Hukai (Sr)	David Rainville (Sr)
	Nan Jordahl (Sr)		Terry Ferriss (Sr)**
	Charlie Hurt* **		

* Chancellor's Designee

** Absent

() Substitute

Call to Order: W. Chapin called the meeting to order at 3:40 p.m in the Regents Room of the Student Center.

Seating of Substitutes: Nate Splett for Brenda Boetel

Guests: Dan Vande Yacht, Kurt Liechtle, Brad Mogen, Ian Williams

Approval of Minutes: The minutes of November 1, 2006 were approved and corrected by general consent.

Chair's Report:

- Wes Chapin reported that he will make a budget request to the administration for more financial support for faculty senate. It may include reassignment time for faculty, support staff, and student workers for the faculty senate and faculty senate committees. The faculty senate may have to meet over the upcoming summer to attend to matters. It is written in the bylaws that the Faculty Senate meets during the summer as necessary and that a budget request for next year may have to include funding for summer meetings.
- The upcoming reps meeting will address UWS-7 and criminal background checks.
- The faculty senate, based on a report from Kristen Hendrickson, will reapportion seats for the next faculty senate. CAFES will remain at 2 seats, Arts and Sciences will lose one seat and go down to 5 seats, COEPS will remain at 2 seats, CBE will remain at 1 seat and Fourth Division will gain one seat to go up to 4 seats.
- The faculty senate may need to address terminology in regard to the Fourth Division.
- There is a problem with the university not having enough seats for students wishing to fulfill the Multi-Disciplinary requirement of general education and the senior capstone requirement for the Spring and possible future semesters. Bob Baker and other senators stated a possible solution is to provide more sections and staffing for those courses.

Other Reports:

Dan Vande Yacht, Registrar, passed out contact information for the staff in the Registrar's Office and announced new projects concerning an eSiS upgrade, scheduling software, and enrollment and graduation verification.

Kurt Liechtle from Academic Standards reported that the committee is working through charges 2,3,4, and 5 in addition to other issues.

Unfinished Business: none

New Business:

Proposal 1: A motion from the Academic Standards Committee to replace section 8.2.20 of Chapter VIII Academic Standards, Procedures and Policies of the *UW-River Falls Faculty/Academic Staff Handbook* with the language below, and to have the Registrar's Office format the attached form to be consistent with UW-RF forms was made by Barbara Werner and seconded by Dawn Hukai. Kurt Leichtle spoke to the issue. Kurt Leichtle reported that currently there are about 100 retakes a semester and that only about 10 percent of them are illegal retakes and other schools and systems have varied retake policies. Nan Jordahl made a Friendly Amendment to strike the word your from paragraph two of the new proposed language. It was accepted. Karl Peterson asked if there was a way to discourage students from retaking courses. Concerns were expressed on subsidizing and the resources taken by students retaking courses. Kurt Leichtle replied that with programs having GPA requirements students with C- grades or even higher want to boost their GPA. The motion passed with 14 yes votes, 3 no votes and 2 abstentions.

Proposal 2: First reading of a joint motion from General Education and Academic Program and Policy Committees to amend Section A.4 and Section K.2.g of Article III Standing Committees of 3.3 Faculty Bylaws in Chapter III Organization of the Faculty and Staff of the *UW-River Falls Faculty/Academic Staff Handbook*. Ian Williams spoke to the issue and stated that there were no objections from AP&P. Karl Peterson pointed some minor corrections to the proposal which were acknowledged.

Proposal 3: First reading of A motion from Faculty Welfare and Personnel Policies Committee encouraging the Human Resources unit at UW-RF to incorporate the Committee's recommended revisions into the final draft of the campus Criminal Background Check policy. Brad Mogen spoke to the issue.

Proposal 4: First reading of a motion from the Executive Committee. The University of Wisconsin–River Falls Senate recommends that the Board of Regents adopt a comprehensive policy requiring that all UW institutions conduct criminal background checks on new hires, and that each institution shall use its governance process to adopt criminal background check implementation policies and procedures, and that each institution will submit its plan to the UW System General Counsel and UW System Office of Human Resources for review and approval. Brad Mogen spoke to the issue. Brad Mogen stated that the System was trying to implement two types of criminal background checks. Questions were asked on the necessity of this process, the cost of the process to departments, and the purpose of this discussion and the discussion at the reps meeting. It was stated that some positions already have criminal background checks and that unless faculty governance is involved in this issue in some way, faculty will have no input into the process.

New Business Miscellaneous:

Chair Wes Chapin asked for a motion to suspend the usual rules in order to introduce a motion in the form of Proposal 5. Karl Peterson made a motion to suspend the usual rules and Ogden Rogers seconded it. There was no objection to suspending the usual rules.

Proposal 5: John Heppen introduced the following motion: **The Senate moves to request that the General Education Chair and the Provost jointly approve, on a temporary basis, additional existing courses for the Multi-Disciplinary category in General Education and the Senior Capstone categories.** David Rainville seconded the motion. Ian Williams spoke to the issue. Bob Baker asked if this should be a specific or general motion. Ian Williams replied if a specific motion does not work we may be trapped in a cycle. Nan Jordahl asked why not increase the number of sections for senior capstone courses. Ogden Rogers offered a Friendly Amendment to add this authority will last two semesters and come back for review to the faculty senate. The Friendly Amendment was accepted. Karl Peterson offered a Friendly Amendment to strike the words Senior Capstone. The Friendly Amendment was accepted. Nan Jordahl offered a Friendly Amendment to add and to call upon the administration to staff more sections of existing senior capstone courses. It was accepted. The motion with friendly amendments was read to the Faculty Senate to read **The senate moves to request that the General Education Committee Chair and the Provost jointly approve on a temporary basis additional existing courses for the multi-disciplinary category and that this authority will last two semesters and come back for review to the Faculty Senate and to call upon the administration to staff more sections of existing senior capstone courses.** The motion passed by a vote of 16 yes and 1 no.

Adjournment: John Heppen made a motion to adjourn at 5:15pm and Glenn Potts seconded the motion. The meeting was adjourned by general consent.

Second reading of a joint motion from General Education and Academic Program and Policy Committees to amend Section A.4 and Section K.2.g of Article III Standing Committees of 3.3 Faculty Bylaws in Chapter III Organization of the Faculty and Staff of the UW-River Falls Faculty/Academic Staff Handbook

Article III Standing Committees

Section A - Academic Program and Policy Committee

Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost & Vice Chancellor or the Provost & Vice Chancellor designee, and four students.

1. Term of office: three years for faculty, one-third to be appointed each year; one year for students.
2. Duties:
 - a. To establish the goals and objectives of the undergraduate curriculum of the University.
 - b. To establish the goals and objectives of the graduate curriculum of the University in consultation with the Graduate Council.
 - c. To examine and evaluate the overall curriculum of the University for possible improvements, to recommend revisions, and to initiate suggestions for study and action.

- d. To examine and recommend to the Faculty Senate proposals for new graduate degree and certificate programs, undergraduate minors and majors, general education, American cultural diversity and global perspective courses, and any other new academic programs. Graduate programs will be forwarded to the Academic Program and Policy Committee by the Graduate Council. [FS 03/04 #21]
 - e. To examine and promote the development of new, experimental, and innovative curricular programs and offerings at both the graduate and undergraduate level.
 - f. To examine and recommend to the Faculty Senate proposals for substantial changes in graduate degrees and certificate programs and undergraduate majors and submajors.
 - g. If the committee rejects a proposal for a new program from a Department or the Graduate Council, that body may request a vote on the proposal by the Faculty Senate. If rejected, the Faculty Senate will supply the department or Graduate Council with a summary of its reasons.
 - h. To approve the plan for assessment of General Education submitted by the Assessment Committee. The Assessment Committee will assess General Education every ten years in conjunction with and prior to the campus visit by the re-accreditation team of the Higher Learning Commission of the North Central Association of Colleges and Schools.
3. Procedure: The committee shall, in consultation with the Provost and Vice Chancellor, coordinate university-wide programs as specified under “Duties” above and require reports from faculty responsible for conducting such programs as requested.
 4. Recommendations dealing with American Cultural Diversity and Global Perspectives~~general education~~, new graduate and undergraduate programs and majors/minors are approved by Academic Policy & Program, Faculty Senate, the Provost & Vice Chancellor, and the Chancellor, in that order.

Section K – **General Education Committee** [FS 03/04 #17]

1. Committee Structure: Responsibility for supervising the General Education Program at the University of Wisconsin–River Falls will be undertaken by a faculty committee comprised of the following voting membership: proportional representation of the faculty by college (determination to be based on FTE) not to exceed 10 faculty members appointed by Faculty Senate for three year terms, plus two student members appointed by the Student Senate. Each academic college must have at least one representative. Non-voting representatives will include a representative from the Office of the Provost and Vice Chancellor for Academic Affairs, the Assessment Committee, the Academic Programs and Policies Committee, the Library, and the Registrar’s Office.
2. Committee Functions:
 - a. Promote and support the General Education program on the UWRF campus.
 - b. Define and review the policies for the General Education course submission procedure.
 - c. Approve/disapprove courses for the General Education program and communicate these decisions to the campus community.
 - d. Ensure that the Assessment Committee assesses the General Education Program every 10 years and recommends changes.
 - e. Carry out a review of General Education courses on a 5-year cycle.

- f. Evaluate all assessment results and provide feedback to all relevant parties.
- g. Recommend changes in the General Education structure to the ~~Academic Programs and Policies Committee~~ Faculty Senate.
- h. Promote opportunities for faculty development related to General Education.
- i. Develop processes and procedures for removal of General Education courses from the curriculum.
- j. Determine whether or not the course offerings for each General Education goal are sufficient to meet student needs.

Memorandum

To: Wes Chapin, Chair, Faculty Senate

From: Brad Mogen, Chair, Faculty Welfare and Personnel Policies Committee

Cc: John Heppen

Date: November 3rd, 2006

Re: Criminal Background Check Policy

Criminal Background Check Policy

Wes,

After extensive discussion, the Faculty Welfare and Personnel Policies Committee has passed a motion encouraging the Human Resources unit at UW-RF to incorporate the Committee's recommended revisions into the final draft of the campus Criminal Background Check policy. The final draft of the policy we voted on, which incorporates our suggested revisions, is attached for consideration by Senate. Note that the adoption of a Criminal Background Check policy will probably entail a change in wording of the Faculty Handbook.

BACKGROUND CHECK POLICY

Purpose

The University of Wisconsin–River Falls is committed to providing a safe and effective environment for employees, for students, and for all who may visit the campus. Therefore, effective 10/16/06, it is the business practice of the University of Wisconsin – River Falls to conduct background checks on all final candidates for positions. This applies to faculty, academic staff, classified and limited term positions. Applicants will be notified that background checks are conducted, and the checks will take place prior to an offer of employment being made. Generally, the previous 7 -10 years of an applicant's background will be checked.

Insert

In recognition of the importance of completing searches in a timely manner, background checks and identification of final candidates with potential conflicts must be completed within three business days of the notification of Human Resources of the final candidates for a position.

Notification/Authorization

Applicants will be notified during the application process on-line, that background checks are done. The home page of the University's employment site states: "The University of Wisconsin – River Falls does background checks on all final candidates for all positions." Applicants will complete and submit an electronic version of the "Disclosure and Release of Information Authorization" form while applying on-line. A hard copy of this form signed by the applicant, needed for audit purposes, will be collected when the candidate comes to campus for an interview. When necessary, the special form authorizing international checks will also be collected at the time of the interview.

Screenings Applied

Checks will be done using the current State databases in Wisconsin and Minnesota, and the services of Verifications, Inc., an outside vendor for more extensive searches. Costs will be handled centrally within Human Resources, but program revenue departments will be charged back.

- 1) All final applicants will have a SSN trace done as an instant check. (\$4.00)
- 2) Final applicants for Classified and Limited Term positions will then be searched through available State databases (Wisconsin and Minnesota) for criminal charges/convictions. (\$5.00/state) Childcare providers will be searched through the State of Wisconsin Department of Health and Family Services (\$7.50). If the applicant has lived in another state and county in the previous 7 years, then a check for convictions/charges in that county will be done (\$13.50/county).
- 3) Final applicants for Academic staff and faculty positions will be checked for each county of residence within the past 7 years. (\$13.50/county) Additionally, applicants will be checked in the National Criminal Record Locator (\$5.10). For international candidates, the International Criminal database will be checked.
- 4) On all final applicants, information revealed may lead to additional checks – for example, the Sexual Offender Registry (\$3.10).
- 5) When filling budget, accounting, or financial specialist positions, a credit check will also be done (\$9.75)

Insert

The University of Wisconsin - River Falls will not modify searches as a result of the expense associated with criminal background checks.

Procedure

~~Information on the application asking for arrest/conviction, and the authorization form for doing a background check with the information it contains (ie, date of birth), will be masked from those engaged in the hiring process. (This is possible through the electronic software, PeopleAdmin). Thus, only members of the Human Resource Department will have access to this information. Human Resources, engaging the services of Verifications, Inc, when necessary, will perform the background check. Should the potential for adverse impact arise, the HR Director and Unclassified and Classified HR Managers will first discuss. The applicant will then be made aware of the findings and the potential for adverse impact. The applicant will also be given a copy of the report and an opportunity to explain any information believed to be inaccurate or incomplete. The matter will then be discussed with the Chair of the Search and Screen Committee (unclassified) or the hiring supervisor/director (classified). If a determination is made not to hire the individual, they will be notified in writing and receive a summary of their rights.~~

Replace with

The Director of Human Resources, engaging the services of Verification Inc. or other appropriate company, is responsible for the background check. Should the HR Director identify information in the background check that may be important, the HR Director and the Unclassified and/or Classified HR Manager will discuss the issue and make a preliminary finding. If the preliminary finding is adverse to the applicant, he/she will receive a written copy of the finding and will be given the opportunity to provide an explanation regarding any part of the finding believed to be inaccurate or incomplete. The HR Director will then review any information received from the applicant and make a final finding. If it is in favor of the applicant, the applicant will be notified that he/she is still an active candidate. If the final finding is that the candidate should be removed from the applicant pool, the Chair of the Search and Screen Committee (unclassified) or the hiring supervisor/director (classified) will be notified and the applicant is removed from the active applicant pool. The Chair of the Search and Screen Committee or the hiring supervisor/director may ask for an explanation and if appropriate, appeal the decision of the HR Director to the Vice Chancellor for Administration and Finance. The decision of the Vice Chancellor for Administration and Finance is final. If the decision is to remove the candidate from the applicant pool, the applicant will be notified in writing and will receive a summary of his/her rights.

When it is determined that an applicant has falsified their application, they will no longer be considered for a position.

When making a determination of a substantial relationship between the findings of arrest/conviction and the job being applied for, the following question will be asked: "Do the essential functions of the job in question present the applicant with an opportunity to engage in criminal behavior similar to the crime(s) which led to the previous conviction or current arrest?" Additional factors to consider include:

- the nature and gravity of the criminal offense
- the time since conviction and/or completion of sentence
- the nature of the duties and responsibilities of the job (required bondability, level of supervision, potential access to buildings, minors, money, other valuables, etc)
- candidate's record of performance and behavior on other recent jobs.

- recurrence of similar offenses

In the event of falsification and/or adverse action for a classified job opening, the Classified HR Manager will handle removal of that applicant's name from Certification or the Registry.

Adverse Action Criteria

- 1) Omission or falsification of any information contained in the Employment Application.
- 2) The following criminal history where the circumstances of the incident(s) substantially relate to the circumstances of the job.
 - a. ~~Criminal charges pending for:~~
 - i. ~~Any felony~~
 - ii. ~~Any drug related charges~~
 - iii. ~~DWI/DUI with a previous DWI/DUI conviction within the previous 12 months, including Boating while intoxicated.~~
 - iv. ~~Any theft.~~
 - b. ~~Any outstanding warrant for an individual's arrest.~~
 - c. Any outstanding felony conviction where sentencing is pending.
 - d. Convictions:
 - i. Conviction of any felony within the previous 12 months.
 - ii. Failure to comply with a court order (i.e., failure to appear) for any felony or misdemeanor conviction.
 - iii. Two or more felony convictions within a 5 year period (separate incidents.)
 - iv. Any misdemeanor conviction involving illegal drugs within the last 12 months.
 - v. Two or more misdemeanor convictions within the last 12 months (separate incidents).
 - vi. Three or more misdemeanor convictions (separate incidents) within a five year period.

Retention of Reports

Printed reports will be kept in Human Resources, in large three-ringed binders with alphabetic dividers. Different binders will be used for each calendar year. Those reports giving rise to possible adverse impact will be kept in a separate binder for that year.

October 6, 2006 DRAFT

Chapter 3.3: Faculty By-laws

Article III

Section F – University Curriculum Committee of the University

1. Purpose:
 - a. To provide a university wide forum for the critical reading and response to new course proposals and all changes ~~in~~ to all existing course proposals.
 - b. To facilitate the resolution of differences between colleges where duplication of course content occurs.
 - c. To provide continuity and guidance regarding course proposal format.
 - d. To provide continuity and guidance regarding the amount of detail in course proposals.
 - e. To maintain a standardized form to be used for all course proposals and accompanying transmittal forms.
2. Membership: Nine faculty (at least three of whom are members of the graduate faculty and who are affirmed by the Graduate Council), the Provost and Vice Chancellor or the Provost and Vice Chancellor's designee, and ~~three~~ one students. The nine faculty members selected will include at least one representative from each of the colleges. The Registrar or designee, ~~and a representative from the library,~~ and a representative from the Office of Graduate Studies will sit as ~~an~~ ex-officio, non-voting members of the Committee.
3. Term of Office: Three years for faculty, one-third to be appointed each year, one year for students.
4. Duties:
 - ~~a. To receive and evaluate courses involving multiple colleges.~~
 - ~~b. To receive and record proposals for new courses and changes in course offerings that have been approved by the appropriate college curriculum committee and/or Graduate Council. Receipt of these courses is for the purposes of the record. The Curriculum Committee of the University, however, reserves the right to review such courses and make recommendations in relation to the quality and application of credit prior to recording and to adjudicate and make recommendations in those cases that involve University regulations or cross college conflict or need.~~
 - a. To receive and evaluate all new and revised courses that have been approved by the appropriate college curriculum committee and/or the Graduate Council. The University Curriculum Committee will review courses and make recommendations in relation to their quality and the application of credit. The Committee will also adjudicate and make recommendations in those cases that involve University regulations or cross college overlap.
 - e b. To coordinate procedures with all college curriculum committees and/or the Graduate Council.
 - ~~d~~ c. To suggest changes in format of the course proposal form and transmittal form.

5. Procedure:

- a. Courses are ~~generally~~ usually generated and developed by department faculty. Course proposals must be reviewed and approved at the departmental level. Letters of support from persons in departments that were consulted where possible curriculum overlap may occur must be forwarded with the proposal. Letters of acknowledgment are required from consulted departments whose course enrollments may be affected due to changes or additions of course prerequisites in the proposal. The originating department must sign off on the accompanying transmittal form. The proposal is then sent to the college curriculum committee or other appropriate committees if the course is intercollege or graduate in nature.
- b. The Dean of the College approves or disapproves new courses and/or changes in course offerings by signing off on the accompanying transmittal form. This signature is an indication that the Dean acknowledges the impact the course may have on faculty load and financial requirements.
- c. Graduate level courses must be approved or disapproved by the Graduate Council and signed by the Director of Graduate Studies before being submitted to the University Curriculum Committee.
- d. Course proposals approved by the Deans (and the Director of Graduate Studies, for graduate courses) are forwarded to the University Curriculum Committee (one copy per member plus an updated electronic copy). When a course is revised or changed, copies of the old original proposal must also be sent to the University Curriculum Committee. A signed transmittal form must accompany all course proposals.
- e. The University Curriculum Committee Chair will publish in the committee's agenda a list of all courses to be reviewed by the University Curriculum Committee so as to inform the university faculty. Information ~~should~~ will be published ~~five working days prior to committee action or in a timely manner~~ in accordance with Wisconsin open meeting statutes.
- f. At the request of the University Curriculum Committee Chair, a departmental representative ~~should~~ must be at the meeting to represent new and ~~revised~~ revised course proposals. The representative should be prepared to provide a short verbal explanation/justification of the new or revised course proposal. The representative will serve as a liaison between the University Curriculum Committee and the department in which the proposal originated. The committee may ask the representative to clarify information and provide background material.
- g. Guidelines for review and approval of course proposals:
 - 1) Review for accuracy information prompts, such as year of first offering, minor/major requirements.
 - 2) Check for the inclusion of appropriate prerequisites.
 - 3) Review for adequacy of course outlines and attachments including letters of support from persons in departments that were consulted where possible curriculum content overlap may occur.
 - 4) Adjudicate and make recommendations in those cases of overlap or other conflicts involving university regulations or intercollegiate differences.
 - 5) If substantive changes to the course proposal are deemed necessary for the course to be approved by the University Curriculum Committee, the proposal may be sent back to the appropriate college curriculum committee or the Graduate Council.

h. Guidelines for information dissemination after committee action.

- 1) Minutes of all the meetings will be sent to:
 - a) all committee members
 - b) ~~chairs of~~ all college curriculum committees **chairs**
 - c) all ~~Deans of Colleges~~ **college Deans and the Director of Graduate Studies**
 - d) **the chair and secretary of the Faculty Senate**
 - e) **the President of the Student Senate**
- 2) The original course proposal with accompanying transmittal form will be sent to the Dean's Office of the appropriate college, **or the Office of Graduate Studies (for graduate courses)**, for the permanent/official files. Copies, including transmittal form, will also be sent to the person who submitted the course proposal and one to the Department(s) in which the course will be taught.

PROPOSED ORDER OF THE BOARD OF REGENTS OF
THE UNIVERSITY OF WISCONSIN SYSTEM AMENDING AND CREATING
RULES

[INTRODUCTORY CLAUSE]

The Board of Regents of the University of Wisconsin System proposes an order to amend UWS 2.02, UWS 4.09, UWS 11.01(1), and UWS 11.08; to create ch. UWS 7, relating to procedures for dismissal of faculty in special cases; and to create UWS 11.01(3), UWS 11.101, UWS 11.102, UWS 11.103, UWS 11.104, UWS 11.105 and UWS 11.106, relating to procedures for dismissal of academic staff in special cases.

[RULE SUMMARY]

1. Statutes interpreted: Sections 36.09(1), 36.11(1) and 36.13(3), Stats.
2. Statutory authority: Sections 36.09(1)(a) and (L), 36.11(1)(a), 36.13(3), and 36.13(5), Stats.
3. Explanation of agency authority: Sections 36.09(1), 36.11(1) and 36.13(3), and ch. 227, Stats., define the scope of the Board's authority to promulgate rules for the dismissal of faculty and academic staff members.
4. Related statute or rule: Current Wis. Admin. Code chs. UWS 4 and UWS 11.
5. Plain language analysis: The purpose of the proposed rules is to ensure that the Board rules regarding dismissal of faculty and academic staff deal specifically with circumstances in which faculty and academic staff members have engaged in serious criminal misconduct, a category of just cause under the rule. The proposed rules would define serious criminal misconduct, provide protection for constitutionally protected conduct, expression, or beliefs, authorize suspensions without pay, and provide for expedited dismissal procedures for faculty and academic staff who engage in serious criminal misconduct, while assuring adequate due process.
6. Summary of, and comparison with, existing or proposed federal regulations: There is no existing or proposed federal regulation for summary and comparison.

7. Comparison with rules in adjacent states. There are no corresponding rules in adjacent states for comparison.
8. Summary of factual data and analytical methodologies: There were no factual data or analytical methodologies used to develop the proposed rules.
9. Analysis and supporting documents used to determine effect on small business: The proposed rules affect only faculty and academic staff of the University of Wisconsin System. They have no effect on small business.
10. Effect on small business: The proposed rules will have no effect on small business.
11. Fiscal estimate: The proposed rules will have no fiscal effect.
12. Agency contact person: Christopher L. Ashley, Senior System Legal Counsel, University of Wisconsin System Administration, 1808 Van Hise Hall, 1220 Linden Drive, Madison, Wisconsin 53706. Telephone: (608) 262-3662. Email: cashley@uwsa.edu.
13. Place where comments are to be submitted and deadline for submission: Comments may be submitted to: Christopher L. Ashley, Senior System Legal Counsel, University of Wisconsin System Administration, 1808 Van Hise Hall, 1220 Linden Drive, Madison, Wisconsin 53706. Email to cashley@uwsa.edu. The deadline for written comments to the Board is 4:30 p.m. on September 29, 2006.

[TEXT OF RULE]

SECTION 1. UWS 2.02 is amended to read:

UWS 2.02 Delegation. Rules and procedures developed pursuant to chs. UWS 3, 4, 5, 6, 7, and 8 by the faculty of each institution shall be forwarded by the chancellor to the president and by the president to the board for its approval prior to their taking effect. Such policies and procedures, unless disapproved or altered by the regents, shall be in force and effect as rules of the regents.

SECTION 2. UWS 4.09 is amended to read:

UWS 4.09 Suspension from duties. Pending the final decision as to his/her dismissal, the faculty member shall not normally be relieved of duties; but if, after consultation with appropriate faculty committees, the chancellor finds that substantial harm to the institution may result if the faculty member is continued in his/her position, the faculty member may be relieved immediately of his/her duties, but his/her pay shall continue until the board makes its decision as to dismissal, unless the chancellor also makes the determinations set forth in s. UWS 7.06(1) in which case the suspension from duties may be without pay and the procedures set forth in s. UWS 7.06 shall apply.

SECTION 3. Chapter UWS 7 is created to read:

Dismissal of Faculty in Special Cases

UWS 7.01 Declaration of policy. University faculty members are responsible for advancing the university's missions of teaching, research and public service. The fulfillment of these missions requires public trust in the integrity of the institution and in all members of the university community. The university's effectiveness, ~~and~~ credibility, and ability to maintain public trust are undermined by criminal activity that poses a substantial risk to the safety of others, that seriously impairs ~~the public trust in the university or~~ the university's ability to fulfill its missions, or that seriously impairs the faculty member's fitness or ability to fulfill his or her duties. Situations involving such serious criminal misconduct by faculty members must be addressed and resolved promptly to ensure that public trust is maintained and that the university is able to advance its missions. The board of regents therefore adopts the procedures in this chapter for identifying and responding to those instances in which a faculty member has engaged in serious criminal misconduct.

UWS 7.02 Serious criminal misconduct. (1) In this chapter, "serious criminal misconduct" means:

(a) Pleading guilty or no contest to, or being convicted of a felony, in state or federal court, where one or more of the conditions in (b), (c), (d) or (e) of this section are present, and the felony involves any of the following:

1. Causing serious physical injury to another person.
2. Creating a serious danger to the personal safety of another person.
3. Sexual assault.
4. Theft, fraud or embezzlement.
5. Criminal damage to property.
6. Stalking or harassment.

(b) A substantial risk to the safety of members of the university community or others is posed.

(c) The university's ability, or the ability of the faculty member's colleagues, to fulfill teaching, research or public service missions is seriously impaired.

(d) The faculty member's fitness or ability to fulfill the duties of his or her position is seriously impaired.

(e) The opportunity of students to learn, do research, or engage in public service is seriously impaired.

(2) Conduct, expressions, or beliefs which are constitutionally protected, or protected by the principles of academic freedom, shall not constitute serious criminal misconduct.

(3) Except as otherwise expressly provided, a faculty member who has engaged in serious criminal misconduct shall be subject to the procedures set forth in ss. UWS 7.03 to 7.06.

(4) Any act required or permitted by ss. UWS 7.03 to 7.06 to be done by the chancellor may be delegated to the provost or another designee pursuant to institutional policies approved by the Board of Regents under s. UWS 2.02.

UWS 7.03 Dismissal for cause. (1) Any faculty member having tenure may be dismissed only by the board and only for just cause and only after due notice and hearing. Any faculty member having a probationary appointment may be dismissed prior to the end of his or her term of appointment only by the board and only for just cause and only after due notice and hearing.

(2) Just cause for dismissal includes, but is not limited to, serious criminal misconduct, as defined in s. UWS 7.02.

UWS 7.04 Reporting responsibility. Any faculty member who is charged with, pleads guilty or no contest to, or is convicted of a felony of a type listed in s. UWS 7.02(1)(a), in state or federal court, shall immediately report that fact to the chancellor.

UWS 7.05 Expedited process. (1) Whenever the chancellor of an institution within the University of Wisconsin System receives a report under s. UWS 7.04 or other credible information that a faculty member ~~has engaged in serious criminal misconduct~~ has pleaded guilty or no contest to, or has been convicted of a felony of a type listed in s. UWS 7.02(1)(a), in state or federal court, the chancellor shall:

(a) Within three working days of receipt of the report or information, inform the faculty member of its receipt and, after consultation with appropriate institutional governance representatives, appoint an investigator to investigate the report or information and to advise the chancellor as to whether to proceed under this section or ch. UWS 4.

(b) Upon appointing an investigator and notifying the faculty member, afford the faculty member three working days in which to request that the investigator be disqualified on grounds of lack of impartiality or other cause. In the event that the chancellor determines that a request for disqualification should be granted, the chancellor shall, within two working days of the determination, appoint a different investigator. The faculty member shall have the opportunity to request that ~~alternative~~ the second and subsequent investigators be disqualified on grounds of lack of impartiality or other cause.

(2) The investigator shall complete and file a report with the chancellor not later than ten working days following the investigator's appointment.

(3) Within three working days of receipt of the investigator's report, the chancellor shall consult with appropriate institutional governance representatives and decide whether to seek dismissal of the faculty member pursuant to this chapter, to seek dismissal of the faculty member pursuant to ch. UWS 4, to seek an alternative disciplinary sanction, or to discontinue the proceedings. The charges shall be served on the faculty member in the manner specified in s. UWS 4.02(3).

(a) If the chancellor decides to seek dismissal of the faculty member pursuant to this chapter, the chancellor shall file charges within two working days of reaching the decision.

(b) If the chancellor decides to seek dismissal of the faculty member pursuant to ch. UWS 4, the chancellor shall file charges and proceed in accordance with the provisions of that chapter and implementing institutional policies. If, during the course of such proceedings under ch. UWS 4, the chancellor receives a report under s. UWS 7.04 or other credible information that the faculty member has pleaded guilty or no contest to or has been convicted of a felony of a type listed in s. UWS 7.02(1)(a), and one or more of the conditions listed in s. UWS 7.02(1)(b) through (e) are present, the chancellor may, at that point, elect to follow the procedures for dismissal pursuant to this chapter.

(c) If the chancellor decides to seek an alternative disciplinary sanction, the procedures under ch. UWS 6, and implementing institutional policies, shall be followed.

(4) If charges seeking dismissal are filed under subsection (3)(a), the faculty member shall be afforded a hearing before the institutional standing committee charged with hearing dismissal cases and making recommendations under s. UWS 4.03. The hearing shall provide the procedural guarantees enumerated under s. UWS 4.05 to 4.06, except that the hearing shall be concluded, and written findings and a recommendation to the chancellor shall be prepared, within 15 working days of the filing of charges.

(5)(a) Within three working days of receipt of the findings and recommendation of the committee under subsection (4), the chancellor shall prepare a written recommendation on the matter.

(b) If the recommendation is for dismissal, the chancellor shall transmit it to the board for review.

(c) Disciplinary action other than dismissal may be taken by the chancellor, whose decision shall be final, unless the board at its option grants a review on the record at the request of the faculty member.

(6) Upon receipt of the chancellor's recommendation, the full board shall review the record before the institutional hearing committee, and shall offer an opportunity for filing exceptions to the recommendation, and for oral argument. The full board shall issue its decision on the matter within 15 working days of receipt of the chancellor's recommendation.

(7) If a faculty member whose dismissal is sought under subsection (3)(a) does not proceed with the hearing before the institutional hearing committee as provided in s. UWS 7.05(4), the board shall take appropriate action within 10 working days of receipt of the statement of charges and the recommendation of the chancellor.

(8) The burden of proving just cause in this chapter shall be clear and convincing evidence.

(9) The chair of the faculty hearing body, subject to the approval of the chancellor, may extend the time limits set forth in this section if the parties are unable to obtain, in a timely manner, relevant and material testimony, physical evidence or records, or where due process otherwise requires.

UWS 7.06 Temporary suspension ~~from duties~~ without pay. (1) The chancellor, after consultation with appropriate faculty governance representatives, may suspend a faculty member from duties without pay pending the final decision as to his or her dismissal where:

(a) The faculty member has been charged with a felony of a type listed in s. UWS 7.02 (1)(a) and the chancellor, after following the provisions of ss. UWS 7.05(1) through (3), finds, in addition, that there is a substantial likelihood that one or more of the conditions listed in s. UWS 7.02(1)(b) through (e) are present, and that ~~there is a substantial likelihood that~~ the faculty member has engaged in the conduct as alleged; or

(b) The faculty member is unable to report for work due to incarceration, conditions of bail or similar cause; or

(c) The faculty member has pleaded guilty or no contest to or been convicted of a felony of a type listed in s. UWS 7.02(1)(a) and one or more of the conditions listed in s. UWS 7.02(1)(b) through (e) are present.

(2) ~~Before imposing a suspension without pay, the chancellor shall evaluate the available information to determine whether the conditions specified in subsection (1) are present.~~ If the chancellor finds that the conditions in subsection (1) are present, he or she shall immediately notify the faculty member, in writing, of the intent to impose a suspension without pay, and shall, within two working days, provide the faculty member with an opportunity to be heard with regard to the matter. The faculty member may be represented by counsel or another at this meeting.

(3) If, after affording the faculty member the opportunity to be heard, the chancellor determines to suspend without pay, the chancellor shall inform the faculty member of the suspension, in writing. The chancellor's decision to suspend without pay under this section shall be final, except that:

(a) If the chancellor later determines that the faculty member should not be dismissed the chancellor may discontinue the proceedings, or may recommend a lesser penalty to the board, and, except as provided in subsection (c), shall order the payment of back pay for any period of the suspension for which the faculty member was willing and able to report for work.

(b) If the board later determines that the faculty member should not be dismissed, the board may order a lesser penalty and shall order the payment of back pay for any period of the suspension for which the faculty member was willing and able to report for work.

(c) If the chancellor or board later determines, under subsection (a) or (b), to recommend or impose as a lesser penalty the suspension of the faculty member without pay, then any period of suspension without pay so recommended or ordered shall be offset by the period of any suspension without pay actually served by the faculty member.

(4) If, after affording the faculty member the opportunity to be heard, the chancellor determines that the conditions in subsection (1) are not present or that a suspension without pay is otherwise not warranted, the provisions of s. UWS 4.09 shall apply.

SECTION 4. UWS 11.01(1) is amended to read:

(1) A member of the academic staff holding an indefinite appointment may be dismissed only for just cause under ss. UWS 11.02 through 11.106 or for reasons of budget or program under ch. UWS 12.

SECTION 5. UWS 11.01(3) is created to read:

(3) Just cause for dismissal includes, but is not limited to, serious criminal misconduct, as defined in s. UWS 11.102.

SECTION 6. UWS 11.08 is amended to read:

UWS 11.08 Suspension from duties. Pending the final decision as to dismissal, the academic staff member with an indefinite appointment shall not be relieved of duties, except where, after consultation with the appropriate administrative officer, the chancellor finds that substantial harm may result if the staff member is continued in his or her position. Where such determination is made, the staff member may be relieved of his or her position immediately, or be assigned to another administrative unit, but his or her pay shall continue until the chancellor makes a decision as to dismissal, unless the chancellor also makes the determinations set forth in s. UWS 11.105(1) in which case the suspension from duties may be without pay and the procedures set forth in s. UWS 11.105 shall apply.

SECTION 7. UWS 11.101, 11.102, 11.103, 11.104, 11.105, and 11.106 are created to read:

UWS 11.101 Dismissal for cause in special cases – indefinite academic staff appointments. A member of the academic staff holding an indefinite appointment may be dismissed for serious criminal misconduct, as defined in s. 11.102.

UWS 11.102 Serious criminal misconduct. (1) In this chapter, "serious criminal misconduct" means:

(a) Pleading guilty or no contest to, or being convicted of a felony, in state or federal court, where one or more of the conditions in (b), (c), (d), or (e) of this section are present, and the felony involves any of the following:

1. Causing serious physical injury to another person.
2. Creating a serious danger to the personal safety of another person.
3. Sexual assault.
4. Theft, fraud or embezzlement.
5. Criminal damage to property.
6. Stalking or harassment.

(b) A substantial risk to the safety of members of the university community or others is posed.

(c) The university's ability, or the ability of the academic staff member's colleagues, to fulfill teaching, research or public service missions is seriously impaired.

(d) The academic staff member's fitness or ability to fulfill the duties of his or her position is seriously impaired.

(e) The opportunity of students to learn, do research, or engage in public service is seriously impaired.

(2) Conduct, expressions, or beliefs which are constitutionally protected, or protected by the principles of academic freedom, shall not constitute serious criminal misconduct.

(3) Except as otherwise expressly provided, an academic staff member who has engaged in serious criminal misconduct shall be subject to the procedures set forth in ss. UWS 11.103 to 11.106.

(4) Any act required or permitted by ss. UWS 11.103 to 11.106 to be done by the chancellor may be delegated to the provost or another designee pursuant to institutional policies forwarded to the Board of Regents under s. UWS 9.02.

UWS 11.103 Reporting responsibility. Any academic staff member who is charged with, pleads guilty or no contest to, or is convicted of a felony of a type listed in s. UWS 11.102(1)(a), in state or federal court, shall immediately report that fact to the chancellor.

UWS 11.104 Expedited process. (1) Whenever the chancellor of an institution within the University of Wisconsin System receives a report under s. UWS 11.103 or other credible information that an academic staff member ~~has engaged in serious criminal misconduct~~ has pleaded guilty or no contest to, or has been convicted of a felony of a type listed in s. UWS 11.102(1)(a), in state or federal court, the chancellor shall:

(a) Within three working days of receipt of the report or information, inform the academic staff member of its receipt and, after consultation with appropriate institutional governance representatives, appoint an investigator to investigate the report or information and advise the chancellor as to whether to proceed under this section or ss. UWS 11.02 to 11.10.

(b) Upon appointing an investigator and notifying the academic staff member, afford the academic staff member three working days in which to request that the investigator be disqualified on grounds of lack of impartiality or other cause. In the event that the chancellor determines that a request for disqualification should be granted, the chancellor shall, within two working days of the determination, appoint a different investigator. The academic staff member shall have the opportunity to request that ~~alternate the second and subsequent~~ investigators be disqualified on grounds of lack of impartiality or other cause.

(2) The investigator shall be complete and file a report with the chancellor not later than ten working days following the investigator's appointment.

(3) Within three working days of receipt of the investigator's report, the chancellor shall consult with appropriate institutional governance representatives and decide whether to seek dismissal of the academic staff member pursuant to ss. UWS 11.101 to 11.106, to seek dismissal of the academic staff member pursuant to ss. UWS 11.02 to 11.10, to seek an alternative disciplinary sanction, or to discontinue the proceedings. The charges shall be served on the academic staff member in the manner specified in s. UWS 11.02(2).

(a) If the chancellor decides to seek dismissal of the academic staff member pursuant to ss. UWS 11.101 to 11.106, the chancellor shall file charges within two working days of reaching the decision.

(b) If the chancellor decides to seek dismissal of the academic staff member pursuant to ss. UWS 11.02 to 11.10, the chancellor shall file charges and proceed in accordance with the provisions of those sections of this chapter and implementing institutional policies. If, during the course of proceedings under ss. UWS 11.02 to 11.10, the chancellor receives a report under s. UWS 11.103 or other credible information that the academic staff member has pleaded guilty or no contest to or has been convicted of a felony of a type listed in s. UWS 11.102(1)(a), and one or more of the factors listed in s. 11.102(1)(b) through (e) are present, the chancellor may, at that point, elect to follow the procedures for dismissal pursuant to this section.

(c) If the chancellor decides to seek an alternative disciplinary sanction, the procedures under ch. UWS 13, and implementing institutional policies, shall be followed.

(4) If charges seeking dismissal are filed under subsection (3)(a), the academic staff member shall be afforded a hearing before the institutional standing committee charged with hearing dismissal cases and making recommendations under s. UWS 11.03. The hearing shall provide the procedural guarantees enumerated under ss. UWS 11.05 to 11.06, except that the hearing must be concluded, and written findings and a recommendation to the chancellor must be prepared, within 15 working days of the filing of charges.

(5) Within three working days of receipt of the findings and recommendation of the committee under subsection (4), the chancellor shall prepare a written decision on the matter. In the decision, the chancellor may order dismissal of the staff member, may impose a lesser disciplinary action, or may find in favor of the staff member. This decision shall be deemed final unless the Board, upon request of the academic staff member, grants a review based on the record.

(6) The burden of proving just cause in this section shall be clear and convincing evidence.

(7) The chair of the academic staff hearing body, subject to the approval of the chancellor, may extend the time limits set forth in this section if the parties are unable to obtain, in a timely manner, relevant and material testimony, physical evidence or records, or where due process otherwise requires.

UWS 11.105 Temporary suspension from duties without pay. (1) The chancellor, after consultation with appropriate academic staff governance representatives, may suspend a academic staff member from duties without pay pending the final decision as to his or her dismissal where:

(a) The academic staff member has been charged with a felony of a type listed in s. UWS 11.102(1)(a) and the chancellor, after following the provisions of s. UWS 11.104(1) through (3), finds, in addition, that there is a substantial likelihood that one or more of the conditions listed in s. UWS 11.102(1)(b) through (e) are present, and that ~~there is a substantial likelihood that~~ the academic staff member has engaged in the conduct as alleged; or

(b) The academic staff member is unable to report for work due to incarceration, conditions of bail or similar cause; or

(c) The academic staff member has pleaded guilty or no contest to or been convicted of a felony of the type listed in s. UWS 11.102(1)(a) and one or more of the conditions in s. UWS 11.102(1)(b) through (e) are present.

(2) ~~Before imposing a suspension without pay, the chancellor shall evaluate the available information to determine whether the conditions specified in subsection (1) are present.~~ If the chancellor finds that the conditions in subsection (1) are present, he or she shall

immediately notify the academic staff member, in writing, of the intent to impose a suspension without pay, and shall, within two working days, provide the academic staff member with an opportunity to be heard with regard to the matter. The academic staff member may be represented by counsel or another at this meeting.

(3) (a) If, after affording the academic staff member the opportunity to be heard, the chancellor determines to suspend without pay, the chancellor shall inform the academic staff member of the suspension, in writing. The chancellor's decision to suspend without pay under this section shall be final, except that:

(b) If the chancellor later determines that the academic staff member should not be dismissed the chancellor may discontinue the proceedings, or may impose a lesser penalty, and except as provided in subsection (c), shall order the payment of back pay for any period of the suspension for which the academic staff member was willing and able to report for work;

(c) If the chancellor later determines, under subsection (a) or (b), to recommend or impose as a lesser penalty the suspension of the academic staff member without pay, then any period of suspension without pay so recommended or ordered shall be offset by the period of any suspension without pay actually served by the faculty member.

(4) If, after affording the academic staff member the opportunity to be heard, the chancellor determines that the conditions in subsection (1) are not present or that a suspension without pay is otherwise not warranted, the provisions of s. UWS 11.08 shall apply.

UWS 11.106 Board Review. A member of the academic staff on indefinite appointment who has been dismissed for serious criminal misconduct may appeal this action to the board as provided in s. UWS 11.10

SECTION 8. This rule first applies to conduct occurring on or after the effective date of this rule.

SECTION 9. EFFECTIVE DATE. This rule shall take effect on the first day of the month following publication in the Wisconsin Administrative Register as provided in s. 227.22(2) (intro.), Stats.

SP Goal 1: Assess Programs and Set Priorities

UWRF will engage in continuous quality improvement and assessment, define its priorities, and use solid information to make future decisions about how to use its resources.

- Initiative 1.1 – Define institutional priorities
 - Task 1.1.1 – Examine the results of previous strategic planning efforts used to evaluate priorities. Develop a list of resulting common themes and priorities.
 - Task 1.1.2 – Determine an appropriate balance between the traditional liberal arts mission and professional programs
 - Task 1.1.3 – Identify populations of learners (current and future) to serve
 - Task 1.1.4 – Examine benefits provided to the larger community by the institution
- Initiative 1.2 – Assess all university programs and units in relation to institutional priorities as defined by Initiative 1.1
 - Task 1.2.1 – Generate appropriate criteria for assessing academic programs and units consistent with institutional priorities
 - Task 1.2.2 – Generate appropriate criteria for assessing non-academic programs and units consistent with institutional priorities
 - Task 1.2.3 – Develop processes to coordinate the strategic planning assessment of programs and units with existing assessment mechanisms, as appropriate
- Initiative 1.3 – Allocate resources consistent with institutional priorities (Initiative 1.1) and program and unit assessments (Initiative 1.2)

- Task 1.3.1 – Identify resources available to the institution including, but not exclusive to, space, positions, and budget.
- Task 1.3.2 – Investigate allocation models
- Task 1.3.3 – Recommend a model to be used for allocation of current and future resources

SP Goal 2: Promote the University of Wisconsin – River Falls

UWRF will use creative and comprehensive informational and promotional strategies to deliver information about this institution and its excellence to our constituencies.

- Initiative 2.1 – UWRF will increase its visibility in the marketplace by establishing our unique brand among key stakeholders.
 - Task 2.1.1 – Assess the perceptions that our stakeholders currently hold about our institution and evaluate our position in the marketplace.
 - Task 2.1.2 – Define our unique selling points, target audiences, and key messages.
 - Task 2.1.3 – Implement and provide continuous support for an effective and consistent branding campaign.
- Initiative 2.2 – UWRF will engage in strategic student recruitment that are compatible with the university’s priorities and objectives.
 - Task 2.2.1 – Establish a leadership position or office responsible for undergraduate, graduate, and continuing education student recruitment.
 - Task 2.2.2 – Identify, engage, and enroll students needed to meet university priorities and objectives.
 - Task 2.2.3 – Develop incentives so that students with high potential and other preferred qualities will enroll at UWRF.

- Initiative 2.3 – UWRF will mobilize support for the institution, its mission and its financial security.
 - Task 2.3.1 – Develop and leverage an alumni and friends network capable of influencing government and community leaders.
 - Task 2.3.2 – Develop and implement a comprehensive and ongoing legislative relations strategy.
 - Task 2.3.3 – Develop and implement a community relations strategy that increases perceived value of the university in the region.

SP Goal 3: Enhance the Use of Technology

UWRF will build a strong technological infrastructure, and will provide the continuing funding, training and support services needed to make technology work for faculty, staff and students.

- Initiative 3.1 – Enhance the effective use of all technology for teaching, research and learning.
 - Task 3.1.1 – Improve support for technology and promote its effective use in classrooms, labs and other learning environments.
 - Task 3.1.2 – Better meet the special technology needs of academic departments.
 - Task 3.1.3 – Make access to technology seamless and user friendly for faculty, staff and students.
- Initiative 3.2 – Provide efficient, reliable, and secure technology infrastructure that supports the development and delivery of state of the art technologies.

- Task 3.2.1 – Develop and implement a comprehensive technology-related planning process.
- Task 3.2.2 – Make improvements to campus network infrastructure.
- Task 3.2.3 – Optimize organizational structure and performance of campus information technology functions and committees.
- **Initiative 3.3** – Use technology to support efficient and effective operation of the university.
 - Task 3.3.1 – Enhance reliability, ease of use and convenience of basic IT services (e.g. email, calendar, etc.)
 - Task 3.3.2 – Develop technological tools to support continuous improvement of university operations.
 - Task 3.3.3 – Improve all aspects of technologically-focused communication.

SP Goal 4: Invest in Facilities to Support Our Mission

UWRF will invest its financial and human resources in buildings and other facilities that support needs identified by processes involving faculty, staff, and students.

- Initiative 4.1 – Develop a Comprehensive Facilities Planning Process
 - Task 4.1.1 – Develop a model that reflects a comprehensive facilities planning process which incorporates a high level of program planning

by academic and support units, clearly defines time schedules and critical decision points needed to meet campus, system and state requirements, and identifies the critical decision makers (individuals or committees) that will be involved in the facilities planning process.

Task 4.1.2 – Identify the information needed for the decision making process.

Task 4.1.3 – Determine fiscal and personnel resources needed to implement comprehensive facilities planning and allocate resources as needed.

- Initiative 4.2 – Stewardship of Existing and Future Facilities.

Task 4.2.1 – Adopt funding benchmarks for facilities operating budgets that will ensure that existing and future facilities are maintained at a level that will meet the needs of occupants and will maximize the life of the building and building systems. Allocate the necessary funding.

Task 4.2.2 – Adopt funding benchmarks for facilities capital budgets that will ensure that existing and future buildings and building systems are repaired, updated, remodeled and refurbished in a timely manner that will meet the needs of the building users and will maximize the life of the building and building systems. Allocate the necessary funding.

Task 4.2.3 – Adopt policies and funding mechanisms that will ensure that no future facility is built on campus, including donated facilities, unless there is a commitment that funding will be provided for the short and long term maintenance of that facility.

Initiative 4.3 – Implement the Comprehensive Facilities Planning Process

Task 4.3.1 – *Tasks will be determined based on the development and adoption and implementation of Initiatives 1 and 2.*

SP Goal 5: Enhance Fiscal Resources

UWRF will build a base of fiscal resources that will allow the university to fulfill its mission and reach its goals.

- Initiative 5.1 – Develop and implement a comprehensive fundraising campaign.
 - Task 5.1.1 – Establish a plan and identify new and existing resources to be dedicated to the planning and execution of a comprehensive campaign
 - Task 5.1.2 – Identify fundraising priorities as they relate to the mission, vision, and strategic plan of the institution.
 - Task 5.1.3 – Identify, cultivate, solicit, and steward alumni, prospects, and donors during a multi-year comprehensive campaign.
- Initiative 5.2 – Establish an Enrollment Management plan that fosters growth while maintaining a commitment to University goals and mission.
 - Task 5.2.1 – Conduct a feasibility study of differing tuition models for UW-RF.
 - Task 5.2.2 – Identify UW-RF’s comparative advantages to determine innovative programs ripe for expansion or creation consistent with University priorities.
 - Task 5.2.3 – Explore enrollment growth options that will generate additional revenue for the institution.

- Initiative 5.3 – Identify and seek external financial support
 - Task 5.3.1 – Actively pursue additional grants and external funding to support growth and recognition.
 - Task 5.3.2 – Advocate with colleagues in UW System to increase higher education funding in the State of Wisconsin.
 - Task 5.3.3 – Assertively pursue from UW System and governmental entities levels of funding and resources comparable to those of the other UW comprehensives.
- Initiative 5.4 – Evaluate administrative and academic structures, policies, and processes to increase efficiency.
 - Task 5.4.1 – Conduct strategic planning at every level of the University to identify areas of quality, growth, and differentiation.
 - Task 5.4.2 – Evaluate current structure, policies, and processes to ensure best practices.
 - Task 5.4.3 – Institute mechanisms for regular reevaluation of university structure, policies, and processes.

SP Goal 6: Expand Internationalization and Globalization (Goal 6 Draft Initiatives and Tasks as saved to the G Drive 10/18/06)

UWRF is committed to integrating international and global experiences, learning and attitudes throughout the university.

- Initiative 6.1 – To provide opportunities for a greater number of students and faculty to pursue international travel/study abroad – Student participation rate of 20% within 4 years; 50% within 8 years.

- Task 6.1.1 – Find additional financial support for students and faculty to pursue international travel/study abroad
- Task 6.1.2 – Create unified recruitment program for international travel/study abroad. Modify advising. Develop international forum. Develop theme nights in residence halls. Educate parents regarding benefits of international travel.
- Task 6.1.3 – Provide additional staff and resources for OIP
- Initiative 6.2 – To increase the number of international students at UWRF to 5% within 5 years.
 - Task 6.2.1 - Provide increased support services (host families, supply kits, additional language education, etc.)
 - Task 6.2.2 - Create structures that support integration of international students with American students outside of the classroom.
 - Task 6.2.3 - Re-allocate international student revenue to support international students.
- Initiative 6.3 – To internationalize the curriculum and campus programming.
 - Task 6.3.1 – Recommend foreign language for all students and recommend every student have a

significant international component in their degree program.

- Task 6.3.2 – Bring international scholars to campus and increase the number of international faculty exchanges.
- Task 6.3.3 – Expand the international educational experiences on campus.

SP Goal 7: Employ Sustainable Principles

UW-RF will be a leader in upholding the principles of a sustainable society in which current needs are met without compromising opportunities for future generations. This includes economic, ecological, social justice, and conservation of resource issues that are systemic to every facet of the University.

- Initiative 7.1 – Develop an Organizational Structure, Identify Resources and Collect Background Data
 - Task 7.1.1 – Develop an organizational structure within the University that will support, enhance, and encourage broadly defined sustainability initiatives within UW-River Falls academic programs, facilities, community and outreach service areas.
 - Task 7.1.2 – Determine the fiscal and personnel resources required to support the organizational structure defined in Task #1 and then incorporate the necessary funding into the University's operational budget.

- Task 7.1.3 – Develop a thorough understanding of previous sustainability efforts, current sustainability efforts, and future sustainability opportunities across campus through various methods including, but not limited to audits, benchmarking, surveys, and review of best practices.
- Initiative 7.2 – Promote a Culture of Sustainability Across All Dimensions of the Campus
 - Task 7.2.1 – Infuse broadly defined sustainability issues, as appropriate, throughout the graduate and undergraduate curriculum, including general education, major, minor, and elective courses, and in research and scholarly activity, internships, and service learning opportunities.
 - Task 7.2.2 – Promote an understanding of sustainability issues and encourage the practice of sustainable habits by all faculty, staff and students.
 - Task 7.2.3 – Serve as an example of sustainable practices to the community, the region, and the nation; promote sustainable practices in UW-RF's outreach service area; and serve as a resource to citizens, organizations, communities, and governmental units in UW-RF's outreach service areas as they develop their unique sustainability initiatives.
- Initiative 7.3 – Develop, Promote and Enhance Sustainable Facilities

- Task 7.3.1 – Establish and implement aggressive energy conservation goals which will enable UW-RF to continue to serve as a leader in energy conservation within the UW System and as a model for higher education nationally.
- Task 7.3.2 – Work with UW System, the Board of Regents, governmental agencies and other parties to develop and implement goals, policies, programs and projects that will maximize the use of direct or indirect sources of alternative and renewable energy.
- Task 7.3.3 – Pursue aggressively other sustainability opportunities in areas such as recycling, water conservation, local food sourcing, storm water management, parking, transportation, integrated pest management, purchasing practices, building design and construction.

SP Goal 8: Create a Culture of Learning

UWRF will develop a strong learning environment in classrooms, laboratories, studios and in the world beyond our classrooms. We will support both student learning and faculty learning through research, scholarly and creative activity.

- Initiative 8.1 – Strengthening the learning experience for all students.
 - Task 8.1.1 – Explore opportunities for institutional support for the creation of a one semester, general education based, semester abroad program.
 - Task 8.1.2 – Increase support for the First Year Experience Program, the Honors Program, and the Academic Success Center.
 - Task 8.1.3 – Creating a culture of continuous improvement and best practices in classroom instruction, including enhancement of the Center for Teaching and Learning.
- Initiative 8.2 – Creating a culture that supports research, scholarly and creative activity that serves students, faculty, and staff.
 - Task 8.2.1 – Create a university center for research, scholarly and creative activity that serves to enhance the academic environment of the institution.
 - Task 8.2.2 – Expand the Office of Grants and Research.

- Task 8.2.3 – Expand the number and increase the flexibility of the existing sabbaticals.
- Task 8.2.4 – Expanded support for the library resources and services.
- Initiative 8.3 – Enhance support for co-curricula, non-academic activities.
 - Task 8.3.1 – Enhance experiential learning opportunities for students.
 - Task 8.3.2 – Expand student support services.
 - Task 8.3.3 – Provide enrichment opportunities for students.
 - Task 8.3.4 – Expand support for recreational and athletics activities for the campus community.

Faculty Welfare & Personnel Policies Committee
Strategic Plan Working Group
SP GOAL #9: INVEST IN HUMAN RESOURCES

Initiative 9.1: *Develop and implement an appropriate compensation and benefits plan for all UW- River Falls employees.*

Task 9.1.1 Act to reduce salary compression.

Task 9.1.2 Act to reduce benefits inequalities.

Task 9.1.3 Develop and implement a new summer and J-Term session salary schedule/model.

Initiative 9.2: *Review and/or clarify the performance expectations of all UW- River Falls employees.*

Task 9.2.1 Evaluate the workload model currently used to evaluate all teaching and non-teaching staff at UW- River Falls.

Task 9.2.2 Evaluate and recommend changes in the lab/lecture equivalency model.

Task 9.2.3 Define workload expectations in light of the UW- System growth agenda.

Initiative 9.3: *Increase financial support and expand opportunities for continuing faculty and staff professional development.*

- Task 9.3.1 Double the number of Sabbaticals awarded on the UW- River Falls campus within five years and review/redefine the criteria for granting the awards.*
- Task 9.3.2 Expand opportunities for faculty and staff to attend professional conferences without the need to present papers.*
- Task 9.3.3 Increase support for those faculty supervising research, independent study, and internships for students.*

SP Goal 10: Foster a Culture of Diversity

UWRF endeavors to build a supportive community that embraces our differences and builds understanding across barriers of race, national origin, religion, socio-economic status, culture, gender, sexual orientation and disability.

- Initiative 10.1 – Define diversity at UW-River Falls
 - Task 10.1.1 – Administer Multicultural Awareness Project for Institutional assessment to faculty, staff and students in spring 2007
 - Task 10.1.2 – Use resulting data to identify diversity related strengths and areas of greatest need
 - Task 10.1.3 – Redirect resources and redesign administrative, curricular and student life structures to meet areas of need and build upon strengths
- Initiative 10.2 – Establish academic programs that move UW-RF towards meeting the core value of inclusivity

- Task 10.2.1 – Explore current demand of diversity related course offerings and how relevant those offerings are to this region and the goal of preparing global citizens
- Task 10.2.2 – Research potential ethnic studies programs in regards to faculty availability, similar offering in the region and potential impact on campus diversity
- Task 10.2.3 – Identify proper ethnic studies programs, if any, to institute and submit for approval by appropriate governance bodies
- Initiative 10.3 – Comprehensive diversity recruitment and retention
 - Task 10.3.1 – Institute early outreach efforts in Twin Cities including fundraising for precollege program scholarships
 - Task 10.3.2 – Expand diversity recruiting efforts in the Twin Cities to attract more students of color and first-generation students
 - Task 10.3.3 – Develop hiring procedures and training processes that will allow UW-RF to attract and retain the increasing number of applicants of color for faculty and staff positions