

April 2008

Dear UW-River Falls community,

This was the first year that the university instituted an integrated planning and budget process. Following the creation of our strategic plan, *Living the Promise*, it was necessary to develop a resource allocation process that would allow us to invest in the goals of the strategic plan and the institution's priorities.

In the late fall of 2007, all departments were asked to submit budget requests in five categories; personnel, supplies and expenses, space and facility needs and changes, information technology, and equipment. All requests were reviewed and ranked by committees consisting of both faculty and staff. Following the review, the committees forwarded their highest priorities to the Chancellor's Council. This Council met for two days to discuss and develop a list of funding priorities that was consistent with the campus needs and the strategic priorities. The campus was presented with this list of priorities and was asked to provide feed-back on the list and the process in general. This feed-back was provided to the Executive Cabinet and was used to help inform the final budget decisions.

This was a remarkable process, both in the scope of the requests and in the number of individuals involved. Over 300 requests were submitted totaling more than \$11.2 million. Approximately 60% of these requests were deemed "critical" by the unit or college. Over fifty people directly participated in ranking and prioritizing the requests and the entire campus community was provided an opportunity to comment on the results of this work. One of the goals of this new process was to make the budget process more inclusive and transparent, and I think we have succeeded.

Last fall, we stated as a campus that several of the goals of *Living the Promise* were our highest priorities. These goals included; Goal 7: Invest in Human Resources, Goal 6: Promote the University of Wisconsin – River Falls, and Task 1.1.2 – Increase support for the First Year Experience Program, the Honors Program, and the Academic Success Center, and the Operating Paradigm to Assess Programs and Set Priorities.

As a result of the new budget process, we were able to invest our resources in the priority goals along with other strategic planning goals. This is summarized, with the 2008-09 priority goals listed first, below:

Goal 7: Invest In Human Resources

- Approximately \$200,000 of base budget funding will be used to increase the salary of full professors by \$2,000 each.
- Phase II of the Department Chair compensation package was implemented. This provided an additional \$1,000 for each department chair, which cost the university \$30,000 of base resources.
- An additional \$100,000 was provided for department S&E increases. The academic colleges received a 6% increase and the non-academic units received a 3% increase.

Goal 6: Promote the University of Wisconsin – River Falls

- Provided approximately \$150,000 in 2007-08 and \$100,000 in 2008-09 to Woychik Design to develop an integrated marketing plan for the university.
- Provided \$90,000 in S&E funding in 2008-09 to implement the marketing plan.

Task 1.1.2- Increase support for the First Year Experience Program, the Honors Program, and the Academic Success Center

- The university received 2.5 FTE positions and \$316,100 from the 2007-09 biennial budget for the First Year Experience Program. This funding and additional positions will allow the program to expand and enhance the current array of services.

Operating Paradigm to Assess Programs and Set Priorities

- Provided 1.0 FTE and \$67,000 to increase staffing in the Institutional Research office. In addition to the Institutional Research Director, a Data Analyst was hired to assist with the collection, analysis, and reporting of data. This office will serve a critical role as we assess our programs and set priorities.
- Provided 1.0 FTE and \$45,000 to hire an Internal Auditor. This is a state mandate and will ensure that the campus is using our resources effectively and ethically.

Goal 1: Create a Culture of Learning

- Infused \$639,565 into the academic colleges' budgets to cover the increased demand for general education sections due to the recent enrollment growth.
- Provided \$91,595 to the academic colleges to purchase an ultralow freezer and back-up unit, an autoclave, feeding stalls for the sow gestation unit, a swine gestation hoop barn, a fermentor, and electrophysiology equipment.
- Authorized the hire of a GIS Lab manager for 2008-09. This position will be reviewed during the program review process.

Goal 2: Model Sustainability Principles

- Provided \$10,000 of S&E funding for the St. Croix Institute for Sustainable Community Development (SCISCD) in 2008-09.
- Continued support of an LTE position for the SCISCD in 2008-09.

Goal 5: Foster a Culture of Inclusiveness

- Received 2.0 FTE and \$174,400 from the 2007-09 biennial budget to recruit and retain a diverse student body in teacher education.

Goal 8: Enhance the Use of Technology

- Provided \$331,000 to upgrade Oracle/Peoplesoft (eSIS) from version 8.9 to 9.0.

- Continued funding the maintenance needs of the CSIS computer labs.
- Provided \$12,075 to continue the use of Digital Measures and Sedona to help manage and report on faculty and staff's teaching, research, and service activities.
- Provided \$98,000 of student technology fee funds for a SAN upgrade that will increase the amount of disk space available.
- Provided \$86,000 of student technology fee funds to purchase the Ad Astra Platinum Analytics program which will allow us to infuse evidence-based decision making into the course schedule.
- Provided \$91,001 for the upgrade and maintenance of campus computer labs.
- Provided \$91,493 for the maintenance of TEC classrooms.
- Continued funding the Technology Leadership Cadre using \$16,000 of student technology funds.
- Provided \$7,000 of student technology funds to purchase the EMS Calendar system that will create a composite, searchable calendar for on and off campus visitors to our website.
- Provided \$21,806 to purchase additional lap top computers that students can check out of the library.
- Provided \$10,000 to continue the use of Turn-It-In.

Goal 9: Invest in Facilities to Support Our Mission

- Provided \$100,000 in 2008-09 to develop a new campus master plan that will describe and illustrate prospective building, roads, sidewalks, and parking lot locations. Without a campus master plan, the institution will not get approval from the Board of Regents for any capital improvement projects.
- Provided \$119,930 of laboratory modernization funds to remodel AGS 419.
- Provided \$241,000 in 2007-08 and \$156,000 in 2008-09 to replace furniture in KFA. The ventilation project in KFA provided a unique opportunity to replace the furniture once the project was finished.

As you can see, our resources were invested directly into our strategic plan. The new integrated planning and budget process achieved its goal of linking the strategic plan to resource allocation. The process also highlighted the many campus needs that we will continue to address in future years. Although the 2008-09 budget process has come to an end, we will begin the 2009-10 process right away. Departments will have the opportunity to send in additional resource requests and we will work to combine them with the requests that weren't funded in 2008-09.

I sincerely thank all of you who have directly contributed to the initial success of the new process. We have laid the foundation for effective resource allocation, which, guided by the goals and evolving initiatives of *Living the Promise* will serve the institution, its faculty, staff and students, well into the future.

Don Betz