

2007-08

Strategic Planning Goals:

- **Operating Paradigm is to 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.

OP 1 - Define institutional priorities.

OP 1.1 - Examine the results of previous strategic planning efforts used to evaluate priorities. Develop a list of resulting common themes and priorities.

OP 1.2 - Determine an appropriate balance between the traditional liberal arts mission and professional programs.

OP 1.3 - Identify populations of learners (current and future) to serve.

OP 1.4 - Examine benefits provided to the larger community by the institution.

OP 2 - Assess all university programs and units in relation to institutional priorities.

OP 2.1 - Generate appropriate criteria for assessing academic programs and units consistent with institutional priorities.

OP 2.2 - Generate appropriate criteria for assessing non-academic programs and units consistent with institutional priorities.

OP 2.3 - Develop processes to coordinate the strategic planning assessment of programs and units with existing assessment mechanisms, as appropriate.

OP 3 - Allocate resources consistent with institutional priorities and program and unit assessments.

OP 3.1 - Identify resources available to the institution including, but not exclusive to, space, positions, and budget.

OP 3.2 - Investigate allocation models.

OP 3.3 - Recommend a model to be used for allocation of current and future resources.

- **Goal 1: Create a Culture of Learning**

UWRF will develop and sustain a strong learning environment on the campus and beyond. We will support both student learning and faculty learning through research, scholarly and creative activity.

1.1 – Strengthening the learning experience for all students to include focus upon leadership, sustainability, globalization and inclusivity.

1.1.1 - Explore opportunities for institutional support for the creation of a one semester, general education based, semester abroad program.

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

1.1.3 - Creating a culture of continuous improvement and best practices in classroom instruction, including enhancement of the Center for Teaching and Learning.

1.2 – Creating a culture that supports research, scholarly and creative activity that serves students, faculty, and staff.

- 1.2.1 - Create a university center for research, scholarly and creative activity that serves to enhance the academic environment of the institution.
- 1.2.2 1.2.2 - Expand the Office of Grants and Research.
- 1.2.3 - Expand the number and increase the flexibility of the existing sabbaticals.
- 1.2.4 - Expanded support for the library resources and services.

1.3 – Enhance support for co-curricula experiential learning activities.

- 1.3.1 - Enhance experiential learning opportunities for students.
- 1.3.2 - Expand student support services.
- 1.3.3 - Provide enrichment opportunities for students.
- 1.3.4 - Expand support for recreational and athletics activities for the campus community.

• **Goal 2: Model Sustainability Principles**

UWRF will model and champion the principles of sustainable community development.

2.1 – Develop an organizational structure, identify resources and collect background data

- 2.1.1 - 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.
- 2.1.2 - 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.
- 2.1.3 - 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.

2.2 – Promote sustainability across all dimensions of the campus and beyond

- 2.2.1 - 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.
- 2.2.2 - Promote an understanding of sustainability issues and encourage the practice of sustainable habits by all faculty, staff and students.
- 2.2.3 - 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.

2.3 – Develop, promote and enhance sustainable facilities

- 2.3.1 - 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.

2.3.2 - 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.

2.3.3 - 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.

- **Goal 3: Expand Global Literacy and Engagement**

UWRF will integrate international and global experiences, learning and attitudes throughout the university.

3.1 – 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.

3.1.1 - Find additional financial support for students and faculty to pursue international travel/study abroad.

3.1.2 - 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.

3.1.3 - Provide additional staff and resources for OIP.

3.2 – To increase the number of international students at UWRF to 5% of enrollment.

3.2.1 - Provide increased support services (host families, supply kits, additional language education, etc.)

3.2.2 - Create structures that support integration of international students with American students outside of the classroom.

3.2.3 - Re-allocate international student revenue to support international students.

3.3 – To internationalize the curriculum and campus programming.

3.3.1 - Recommend foreign language for all students and recommend every student have a significant international component in their degree program.

3.3.2 - Bring international scholars to campus and increase the number of international faculty exchanges.

3.3.3 - Expand the international educational experiences on campus.

- **Goal 4: Develop Engaged Leaders**

UWRF will create an institutional culture that teaches, promotes and rewards leadership that positively impacts external and internal communities.

4.1 - Integrate engaged leadership throughout the institution by positioning UWRF to achieve the Carnegie Community Engagement Classification.

4.2 - Establish comprehensive undergraduate leadership programs based upon developmental models of leadership.

4.3 - Cultivate engaged leadership among UWRF faculty and staff.

- **Goal 5: Foster a Culture of Inclusiveness**

UWRF will create a supportive community that embraces our differences and builds understanding.

5.1 – Define diversity at UW-River Falls.

5.1.1 - Administer Multicultural Awareness Project for Institutional assessment to faculty, staff and students in spring 2007.

5.1.2 - Use resulting data to identify diversity related strengths and areas of greatest need.

5.1.3 - Redirect resources and redesign administrative, curricular and student life structures to meet areas of need and build upon strengths.

5.2 – Establish academic programs that move UWRF towards meeting the core value of inclusivity.

5.2.1 - Explore current demand of diversity related course offerings and how relevant those offerings are to this region and the goal of preparing global citizens.

5.2.2 - Research potential ethnic studies programs in regards to faculty availability, similar offering in the region and potential impact on campus diversity.

5.2.3 - Identify proper ethnic studies programs, if any, to institute and submit for approval by appropriate governance bodies.

5.3 – Establish comprehensive diversity recruitment and retention.

5.3.1 - Institute early outreach efforts in Twin Cities including fundraising for precollege program scholarships.

5.3.2 - Expand diversity recruiting efforts in the Twin Cities to attract more students of color and first-generation students.

5.3.3 - 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.

- **Goal 6: Promote the University of Wisconsin - River Falls**

UWRF will create and implement an integrated marketing strategy.

6.1 – UWRF will create and apply an integrated marketing plan.

6.1.1 - Assess the perceptions that our stakeholders currently hold about our institution and evaluate our position in the marketplace.

6.1.2 - Define our unique selling points, target audiences, and key messages.

6.1.3 - Implement and provide continuous support for an effective and consistent branding campaign.

6.2 – UWRF will engage in strategic student recruitment that is compatible with the university's priorities and objectives.

6.2.1 - Establish a leadership position or office responsible for undergraduate, graduate, and continuing education student recruitment.

6.2.2 - Identify, engage, and enroll students needed to meet university priorities and objectives.

6.2.3 - Develop incentives so that students with high potential and other preferred qualities will enroll at UWRF.

6.3 – UWRF will mobilize support for the institution, its mission and its financial security.

6.3.1 - Develop and leverage an alumni and friends network capable of influencing government and community leaders.

6.3.2 - Develop and implement a comprehensive and ongoing legislative relations strategy.

6.3.3 - Develop and implement a community relations strategy that increases perceived value of the university in the region.

• **Goal 7: Invest in Human Resources**

UWRF will invest in the present and future quality of the university.

7.1 – Strive to enhance compensation and benefits plans for all UWRF employees.

7.1.1 - Act to reduce salary compression.

7.1.2 - Act to reduce benefits inequalities.

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

7.2 – Review and/or clarify the performance expectations of all UWRF employees.

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

7.2.2 - Evaluate and recommend changes in the lab/lecture equivalency model.

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

• **Goal 8: Enhance the Use of Technology**

UWRF will build an effective technological infrastructure to support the increasing demand and will provide the continuing training and support services needed to meet the institution's growing needs.

8.1 – Enhance the effective use of all technology for teaching, research and learning.

8.1.1 - Improve support for technology and promote its effective use in classrooms, labs and other learning environments.

8.1.2 - Better meet the special technology needs of academic departments.

8.1.3 - Make access to technology seamless and user friendly for faculty, staff and students.

8.2 – Provide an efficient, reliable, and secure technology infrastructure that supports the development and delivery of state of the art technologies.

8.2.1 - Develop and implement a comprehensive technology-related planning process.

8.2.2 - Make improvements to campus network infrastructure.

8.2.3 - Optimize organizational structure and performance of campus information technology functions and committees.

8.3 – Use technology to support efficient and effective operation of the university.

8.3.1 - Enhance reliability, ease of use and convenience of basic IT services (e.g. email, calendar, etc.)

8.3.2 - Develop technological tools to support continuous improvement of university operations.

8.3.3 - Improve all aspects of technologically-focused communication.

• **Goal 9: Invest in Facilities to Support Our Mission**

UWRF will invest its resources in facilities that support identified institutional needs.

9.1 – Develop a Comprehensive Facilities Planning Process and Plan

9.1.1 - Develop a model that reflect 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.

9.1.2 - Identify the information needed for the decision making process.

9.1.3 - Determine fiscal and personnel resources needed to implement comprehensive facilities planning and allocate resources as needed.

9.2 – Stewardship of Existing and Future Facilities.

9.2.1 - 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.

9.2.2 - 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.

9.2.3 - 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.

9.3 – Implement the Comprehensive Facilities Planning Process

9.3.1 - Task will be determined based on the development and adoption and implementation of Initiatives 1 and 2.

9.3.2 - Task will be determined based on the development and adoption and implementation of Initiatives 1 and 2.

9.3.3 - Task will be determined based on the development and adoption and implementation of Initiatives 1 and 2.

- **Goal 10: Secure Financial Resources**

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

10.1 – Establish an Enrollment Management plan that fosters growth while maintaining a commitment to University goals and mission.

10.1.1 - Conduct a feasibility study of differing tuition models for UW-RF.

10.1.2 - Identify UW-RF's comparative advantages to determine innovative programs ripe for expansion or creation consistent with University priorities.

10.1.3 - Explore enrollment growth options that will generate additional revenue for the institution.

10.2 – Identify and seek external financial support.

10.2.1 - Actively pursue additional grants and external funding to support growth and recognition.

10.2.2 - Advocate with colleagues in UW System to increase higher education funding in the State of Wisconsin.

10.2.3 - Assertively pursue from UW System and governmental entities levels of funding and resources comparable to those of the other UW comprehensives.

10.3 - Evaluate administrative and academic structures, policies, and processes to increase efficiency.

10.3.1 - Conduct strategic planning at every level of the University to identify areas of quality, growth, and differentiation.

10.3.2 - Evaluate current structure, policies, and processes to ensure best practices.

10.3.3 - Institute mechanisms for regular reevaluation of university structure, policies, and processes.