Goal 2  
Model Sustainability Principles  
Established the St. Croix Institute for Sustainable Community Development. (Task 2.1.1/2.2.3)  
UW-River Falls is one of 90 schools used for the AASHE STARS benchmarking system and completed a Carbon Footprint Calculation for the American College and University Presidents Climate Commitment (ACUPCC). (Task 2.1.3/2.2.3)  
Completed a faculty survey of sustainability-based program, courses and course content. (Task 2.1.1)  
UW-River Falls became 40% carbon neutral for campus electricity. (Task 2.3.1)  
UW-River Falls conducted feasibility studies to introduce wind energy, along with introducing solar energy, on new construction and existing space (Task 2.3.2)  
Established and implemented aggressive energy conservation goals. (Initiative 2.2)  
Created a sustainable working group to develop a comprehensive plan and an action plan. (Initiative 2.2)  
Developed and began delivering a new online and collaborative BS in Sustainable Management. (Task 2.2.1/2.2.2)  
Developed certificate in Sustainable Management Science. (Task 2.2.1/2.2.2)  
Conducted several faculty and curriculum development workshops focused on integrating sustainability into courses and academic programs. (Task 2.2.1)  

Goal 3  
Expand Global Literacy and Engagement  
Secured a philanthropic gift to support study abroad program development and student scholarships. (Task 3.1.1)  
Academic colleges have established fundraising priorities for Study Abroad Scholarships through their Fund for Excellence campaigns. (Task 3.1.1)  
Developed and deployed UW-River Falls' English language support program. (Task 3.1.2)  
Created a uniform approach to recruiting students to study abroad activities and developed new and peer advising models. (Task 3.1.2)  
Created the Office of Integrated Planning and supported the professional development of faculty, staff and administrators in integrated planning. (Task 3.1.3)  
Implemented an English Language Transition program in partnership with external provider. (Task 3.2.1)  
Reallocated international student revenue to support expanded support services. (Task 3.2.3)  
Restructured International Student support services into Student Affairs to better integrate international students. (Task 3.2.2)  
Directly allocated tuition waiver authority to attract more international and out-of-state students. (Task 3.2.3)  
Expanded international scholar visits and faculty exchanges. (Task 3.3.2)  
Hosted a faculty development workshop focused on infusing East Asia into the undergraduate curriculum. (Task 3.3.2)  
Identified and renovated space in Hathorn Hall to support hosting international scholars and artists. (Task 3.3.2)  
Funded and staffed the UW-River Falls Fulbright Advisor to support faculty and students pursuing Fulbright opportunities. (Task 3.3.2)  
Created a consistent set of policies that guide international programs. UW-River Falls sent two faculty members on Fulbright programs to institutions abroad. (Task 3.3.2)  
Completed internal and external evaluations and audits of the university’s globalization/internationalization efforts. (Task 3.3.4)  
Refocused Global Connections to serve and promote outbound students and promote study abroad. (Task 3.3.4)  
Developed a plan for a new international learning center in Hangzhou, China. (Task 3.3.4)  

Goal 4  
Develop Engaged Leaders  
Reintroduced the Chancellor Student Ambassador program. Supported nearly twenty faculty and staff to go through the three steps of Society for College and University Planning training.  
Supported department chairs to attend UW System/American Council on Education chairs training.  
Established a leadership position to coordinate undergraduate, graduate, and continuing education students. (Task 6.2.1)  
Admissions developed new recruiting materials to enhance our profile and success with traditional and non-traditional students. (Task 6.2.3)  
Developed and began deploying a three-year admissions plan. (Task 6.2.2)  

Goal 5  
Foster a Culture of Inclusiveness  
Completed the Equity Scorecard report. Administered the Campus Climate survey and reported out results.  
Hired a permanent Chief Diversity Officer.  
Deployed an increasingly diverse admissions staff and recruited a higher number of diverse students for the 2010 First Year class. (Task 5.3)  
The Faculty Senate Diversity and Inclusivity Committee developed a university inclusivity statement. (Task 5.3.1)  
Colleges and divisions developed diversity and inclusivity plans. (Task 5.2.3)  

Goal 6  
Promote the University of Wisconsin-River Falls  
Developed an integrated marketing plan and brand design exercise was completed with Woychick Design in 2008. (Initiative 6.1/Task 6.1.1)  
UWRF deployed phase 1 of a brand awareness plan beginning and the university website was redesigned. (Task 6.1.1/6.1.2/6.3.3)  
Established a leadership position to coordinate undergraduate, graduate, and continuing education students. (Task 6.2.1)  
Admissions developed new recruiting materials to enhance our profile and success with traditional and non-traditional students. (Task 6.2.3)  
Developed and began deploying a three-year admissions plan. (Task 6.2.2)  

Goal 7  
Invest in Human Resources  
UW-River Falls budgeted and allocated the remaining full professor salary adjustment. (Task 7.1.1)  
Invested in salary increases for academic staff through promotion and re-titling process. (Task 7.1.1)  
A new J-term and summer salary model as approved and deployed in 2011. (Task 7.1.3)  
Implemented UW System titling guidelines for instructional academic staff. (Task 7.4.1)  
Developed a more timely hiring process and began offering multiyear contracts to IAS. (Task 7.4.1)  
Developed a promotion model for IAS. (Task 7.4.2)  
Created a compensation model to encourage IAS to participate in shared governance through the Faculty Senate. (Task 7.4.5)
Colleges allocated money to enhance teaching, scholarly, research, and creative spaces. (Task 9.2)

Started construction on South Fork Suites addition. (Initiative 9.2)

Secured funding for and successful renovation to mechanical systems throughout Kleineppel Fine Arts building. (Initiative 9.2)

UWRF is 75% through the completion of a campus Master Plan, a precursor to securing additional system and state investment for our facilities. (Initiative 9.3)

A highly available and redundant Storage Area Network was implemented to provide access to shared storage from multiple locations across campus. (Task 8.2.2)

All web server hardware has been replaced with new equipment to improve performance and reliability of the campus web. (Task 8.2.2)

Reorganized service within Department of Technology Services, formerly Information Technology Services, to optimize organizational structure and improve services to campus. (Task 8.2.3)

Migrated email and calendaring to a more seamless and stable environment. (Task 8.3.1)

In 2007 UW-River Falls began implementing Living the Promise, a comprehensive and broadly supported strategic plan that has aimed to enhance our culture of learning, to develop an infrastructure capable of supporting the university and to meet the challenges of the present and the future. Living the Promise has guided the university over the past four years as we have weathered significant fiscal challenges and a number of changes in leadership and personnel.

Having a strategic plan has thus meant that the university could continue to make progress despite external threats and internal changes. In this way Living the Promise has served as a valuable touchstone for prioritizing resources, focusing energy, and extending our aspirations. As we look to the final year of Living the Promise and build toward a new strategic plan aimed at propelling UW-River Falls to the next level, I think it is important to take stock of what we have accomplished over the first four years of the plan. Given the challenges that the university and the UW System have faced, I think you will agree that UW-River Falls to the next level, I think it is important to take stock of what we have accomplished over the first four years of the plan.

Dean Van Galen, Chancellor