UWRF Strategic Planning 2012-17 Survey

Background

This survey was administered between May 4 and June 6, 2011, a duration of just beyond four weeks. The survey was sent via email to the university community including faculty, staff, students, alums, emeriti faculty, and friends of the university, with a follow up email that took place two weeks prior to closing the survey. Out of 7,587 emails that were sent out, 543 unique respondents started the survey and 292 completed and submitted the survey, equating to a 3.8% percent response rate.

The main objective of the survey was to gather input from UWRF faculty, staff, students, alumni, and friends that will help shape the university’s strategic plan. The survey consisted of four open-ended questions that asked for perceptions of UWRF’s strengths and areas of improvement, as well as ideas for the future direction of the university.

Please note that the summary of responses is just that, a summary of recurring themes. With completeness and transparency in mind, Appendix A contains the full survey report with all submitted responses.
Summary of Responses

Question 1: What are UWRF’s greatest strengths? What do we do well?

Total responses: 270

The main findings focus on good faculty who are accessible and caring; a university that is student centered; student events and involvement; small class sizes, study abroad (international studies in general); affordable education; good location with proximity to the cities; inclusivity; beauty of campus; and wonderful environment for students to excel.

Question 2: What do you think we need to do better as we move forward?

Total responses: 273

The main findings focus on providing students with better advising/advisors, advertise events on and around campus; promote diversity and international study/study abroad; better parking; provide students with quality education/ challenge the students; more undergraduate research opportunities; invest in our human resources; faculty funding for research; hire international students and faculty to add to diversity; focus more resources on teaching, high impact practices, and student research; improved class/section planning; better engagement in civil and productive dialogue

Question 3: As you envision UWRF in 10-15 years, for what should UWRF be widely known and respected? How could we be more distinctive?

Total responses: 260

The main findings focus on our commitment to academic excellence; undergraduate research opportunities; international opportunities, sustainability; diversity; ‘just right’ size; and building on our existing strong programs in Agriculture and Teacher Education.

Question 4: Are there any other thoughts or suggestions you would like to share with the Strategic Planning Coordinating Group at this time?

Total responses: 176

The main findings focus on establishing fewer goals for this Strategic Plan; to be progressive and bold in the plan; to be strategic in the use of financial and space resources; and to listen to the voice of the campus.

For any questions about the summary, please email any of the Strategic Planning Coordinating Group members:

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## 1. What are UWRF’s greatest strengths? What do we do well?

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<tr>
<th>Text Response</th>
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<tr>
<td>I think you do well in bringing people from different races together and managing different events on campus to get involved. Especially different finals week, I think events to studying or break from studying is important.</td>
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<tr>
<td>The greatest strength is location. We are also widely respected for our agriculture program.</td>
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<td>Wide variety of agriculture majors not offered elsewhere in the state</td>
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<td>Our greatest strengths are our faculty and our students--and our focus must remain on these core strengths. A university does not exist without students and faculty, without teaching and learning. Everything else is extra.</td>
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<tr>
<td>We emphasize the face to face connection with our students and truly get to know them well. Agriculture is a strong point of this university, especially with our attempt to foster understanding of the complete cycle of agriculture from the soil, to plants, to animals and nutrient management.</td>
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<tr>
<td>Agriculture. Education could be improved, but it is good as well. it is small and personal</td>
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<td>Focus on undergraduate education. Bricks and mortar, in-class education with faculty-student interactions. Faculty advising, when properly trained. Faculty-led international education abroad.</td>
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<tr>
<td>The campus is beautiful, most of the staff is friendly, the education program is wonderful. Learning experiences for students. The College of Agriculture, Food and Environmental Sciences Location</td>
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<tr>
<td>I think our greatest strength is the broad spectrum of programs and of students that we have. The mix of urban and rural on this campus is one of its best features.</td>
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<tr>
<td>Small well-maintained campus. Friendly faculty and staff. Plenty of off campus parking not available at other University's.</td>
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<td>The college of Ag is our greatest strength. Our Ag program is one of the best in the nation. We are a small school that competes on a larges scale.</td>
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<tr>
<td>The small classroom sizes make it easier to learn. Close campus community is nice.</td>
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<tr>
<td>I think what we do well is the inclusiveness of the campus and the amount of student involvement within the structure of the campus community.</td>
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<tr>
<td>Small class sizes, close contact with professors.</td>
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<td>Try to be as inclusive and open as possible to all students.</td>
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<td>Welcoming new students.</td>
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<td>Most faculty members care deeply about students and learning. Most students are doing their best and are participating in co-curricular activities despite difficult economic circumstances. The current administration has been very supportive of creative curricular innovation. The College of Business and Economics is accredited by AACSB International and all of the other colleges have individual programs that are nationally accredited.</td>
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<tr>
<td>We’ve recently hired sound upper administrative leadership.</td>
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The ability to have a connection with the profs is a great strength. I feel like being able to get a hold of a staff member helps expand the student's knowledge to just the classroom.

Small town. Small college. Friendly atmosphere. Don't get too big for your "britches".

Make all people feel respected here.

Strengths are that there are a lot of really good teachers.

UWRF has great educators with some very nicely sized classes. I feel like I am respected and seen as a valued individual by most of my professors. We have a lovely campus and very lively people supporting the college community.

Provide a respectable choice of majors. Provide an affordable option for completion of college degree. Professor's are in the classroom providing instruction. Adult "non-traditional" student options for degree completion.

We are a small campus that connects well with students.

High level of faculty expertise. An ability of faculty and staff to develop compassionate, caring relationships with students. Promotion of Undergraduate Research, especially in the sciences.

Integrate with the community well.

Having great professors that are helpful and make themselves available to students. Small classroom sizes where student and professors can easily interact and get to know one another. Study abroad opportunities.

UWRF is very good at combining the university with the community and the rest of Wisconsin. Even though River Falls is small, I never feel out of touch.

Making it feel like home. Classes are amazing and it's awesome to be here.

Try to accommodate students’ needs.

I feel that the administration is dedicated to inclusion and diversity, yet it does not necessarily trickle down into the student body.

There’s a lot of interaction between students and teachers. At the end of the year i got to know all of my teachers and they all got to know me.

Community.

Freshman transition into college life.

UWRF is a wonderful college. I have really enjoyed my first year here. I feel that as a University they do a lot of good outreach. They have many opportunities to interact and get involved with other people at the campus. Although I commuted I felt that I had chances to get to know other students on campus. It is the perfect size campus. I also feel that they do a good job with class sizes. All of my classes were for the most part very small.

The size. The buildings are close together, teachers can give you one-on-one attention, and it's not overwhelming like larger campuses. This also plays into a 'small town meets big city' environment. Students come from both and are within a short-ish distance from both. The programs. UWRF had the program that I wanted, that would give me the education I needed, and get me some real world experience before I enter the workforce.

Diversity of classes and course offerings, nice University Center, overall friendly professors.

Teachers that show an interest in their students and their students' success.

The faculty is amazing. The majority of the professors here are enthusiastic about their subject and
sensitive to the needs of their students. The campus is also very beautiful and well-maintained. There are also lots of nice places to study in the library, the residence halls, and many of the other buildings on the campus.

It is a very inclusive campus, I feel welcomed at all events that I have attended here; along with that, the campus offers a big variety of student involvement ranging from bingo to Unity in the Community to small concerts by local artists. As a student, I feel like I have lots of opportunities here on campus to excel and grow. We are also constantly trying to make our campus green/greener. The campus does a lot of small and large things that move our campus in that direction which is awesome.

- Small school - embrace agricultural history - inclusivity - eco friendly.
- Small class sizes - close relationships to professors - friendly staff.

I like the community spirit of inclusiveness and the firm push towards a green and Sustainable campus.

We do exceptionally well at forming connections between students and UWRF staff (faculty and support staff). These connections are vital in retaining the first generation students who form about half of our student body. This connection provides more support for the under-prepared students that also come to UWRF.

Keep classrooms at the right size for students to flourish, especially first-generation college students. Environmentally friendly.

Agriculture is our most iconic program, what sets us apart. But I think we do teacher education very well. We are also a campus of opportunity, particularly for first generation students from rural backgrounds.

Alumni support, growing population base, stable faculty base, strong academic program, in particular professional programs in Ag, Ed and Business.

Providing a wonderful environment for students to excel and become successful. Professors are easily accessible.

Connect with the students.

It's Agriculture program. The fact that everything on campus is together, on one stretch of land, and can be easily accessed by walking. Not many colleges are like that. It's Education program.

Teacher Education and the college of AG. Campus also has a great reverence of nature and fosters a sense of community.

Keep class sizes small and personal. The university feel is more of a community where a person has a name and not a number.

Close to a major metropolitan area - Nice Campus - Caring Faculty and Staff.

Diversity, getting students involved, coming together like a community.

We used to have strengths now we seem very scattered. Instead of starting new programs such as expanding business programs, we should have shored up our communicative disorders, social work, meat science. There are many UW business schools much more established than ours and better respected. We should have stuck with our strengths in the above areas and teaching.

Produce students ready for the workplace or further education. Apply courses to real world application.

We have typically worked well together and respected each other in the workplace. That has changed in the last two years. We are less considerate of our people.

Small inclusive community.
Individualized friendly service. Helpful and accessible professors.

Teaching and Learning.

I believe the strengths of UWRF are the quality of the professors, small class ratio of students to professor that enhances learning, and the campus grounds are well maintained.

Organizations have a lot of support and say about how things are run and the University center is awesome!

Give a small town, community feel knowledgeable instructor.

Appropriately sized. Proximity to T/C. Strong and growing international presence.

We have the unique ability to become a regional leader in the international development of the less developed countries in Africa, Asia, and Latin America. This is due to the interests of the faculty, the presence of the agricultural college, the international diversity of faculty, an International Studies major with an option on international development, multiple short and long term study abroad programs (due to Brent Greene’s excellent work), proximity to an international airport, proximity to multiple colleges and universities in the Twin Cities metro, dedicated leadership and faculty activity in the UWRF-Association for International Development (UWRF Association for International Development), as well as dedicated leadership and student activity in the newly organizing student group, Student-AID. When faculty and students take the initiative to develop programs they are passionate about, outcomes are far superior to those ideas generated by a committee or bureaucrat who has little involvement or enthusiasm about the topic. UWRF has the reputation for small classes, taught by professors (not TA's or adjuncts), and an open door policy for students to interact with faculty. We also have elements that a student can use to acquire an excellent education, including study abroad (especially the short term options), an honors program, active student organizations, internships, and so on.

Its cheap.

Involve the community in the campus and campus in the community.

Provides good teacher to student ratio so that classes are not too big have beautiful buildings and landscape.

Creating programming to make the incoming freshman feel more welcome on campus and provide things to do. Also, providing academic help to students for free in so many different ways.

I love all of the clubs offered to the students because it is a great way to meet new people and become involved on campus. The campus stays clean and always feels like home to me which is a plus. Also many of the teachers want to get to know the students and that's neat to see as they have many students each year.

It's really close to the city. I live in Minneapolis and it's not too bad of a commute.

Academic excellence friendliness, helpfulness Energy efficiency.

Breadth of education—which is being cut back by such things as double counting and eliminating minors. Allowing students to design their own programs - which is being cut back by so called "excess" credits when they are simply extra credits. Seeing the student as a person of value and purpose—which is being destroyed by administrative focus on how much a given student costs the university and focusing on how to reduce that cost.

Working with students; giving our students a well-rounded education.

Accommodate students’ needs and varied levels of preparation for college. Be positive with students despite poor compensation and high demands.
UWRF has great potential in its relatively low student-to-teacher ratio. The ability to offer students one-on-one educational attention and to get to know them as individual learners and people is something we should be proud of and continue to cultivate. It separates us from many other institutions.

Providing affordable education and areas of study that have practical applications. The university provides opportunities for students to get experience in their field of study and scaffolds students to become professionals in their careers.

Close location. Academic buildings/housing all within a close proximity and easy to access. Also do a great job pushing for using greener practices, especially with the UC, although somewhat lacking in academic buildings. Overall there isn't much that UWRF doesn't do well, very well rounded institution.

Close-knit community -Caring professors

There are a few great professors. AMAZING professors, like the kind a person would walk through the mountains in a Kung Fu movie to find. I did not have class with everyone on campus, but in my experience, these teachers (5) educated me, inspired me, and impressed me in a way that I will remember for all of my life. I am occasionally intimidated by the thought that I may not be able to live up to everything they have given me. -Dr. McLaughlin, Chemistry (Polymer Chem) -Dr. Peterson, Chemistry (Organic Chem) -Dr. Wheeler, Biology (Dr. Wheeler is dramatically underrated. He demonstrated his intelligence again and again in class with sentence-long statements which require huge amounts of knowledge to state with such concision. I wish it was easier for more people to recognize this man... in all of my classes, his audience was never anywhere near as good as him.) -Dr. Petkov, History -Dr. Moline, English (Technical Writing).

Inclusive environment, knowledgeable professors, sufficient class sizes (except intro. art classes can get kind of cramped), good art program, affordable, and good location.

Small classes with devoted teachers who actually care about their students as individuals. Professors who go above and beyond to help encourage the best from their students.

The collegiality of faculty. The faculty who work hard for the amazing students.

Difficult to say. It seems pretty average to me, overall.

UWRF has a very warm feeling of community on campus. By in large, students, staff, and faculty are friendly and seem to know one another. Our Chancellor and other top administrators are approachable and extremely interactive. I have appreciated the relationships that have been developed and believe this feeling of warmth is our greatest strength.

Close proximity to the Twin Cities. We are very student focused.

Create a friendly environment, care about students; provide opportunities for students to develop in to "insert mission statement here."

You provide graduate programs that work for working teachers.

The staff is generally friendly in all departments. It’s awesome to know your professor can easily learn your name and who you are if you actually take an opportunity to introduce yourself to them.

It is a small school - with lots of opportunities. It is a close knit community - resulting in a very safe feeling environment. The campus is beautifully maintained.

Peer over the end of the diving board at a full pool of opportunity for what we could and should do that launches us into a national leadership niche across a wide variety of contexts, especially from a sustainability-based set of values, principles, and practices.

1) Strengths: student-centered and undergraduate focused.  2) A corollary to this strength is that we
are not a graduate institution. An accountant with a true (superhuman) sense of the value of a professor’s time and energy should do an accounting. If the M.B.A. and many education-focused graduate programs are making money that can be used for our central mission of undergraduate education, then I'm in favor of their continuing. But if they do not contribute to that endeavor, we should scale back, to zero graduate programs if need be. There is something inherently contradictory in a teaching institution's 4-4 (12 cr.-12 cr.) load and any sort of graduate mission. I understand that we are in ways "serving the community." But this mantra can too easily be used to justify all sorts of dissipating endeavors. I've been involved in graduate education. In a program that I was coordinating (thankfully shut down now), I saw completely under-motivated post-baccalaureate take seven plus years (with continuous exceptions and program modifications) to sort of complete a master's (if the demands were sufficiently low). From the MSE programs, as I've observed from sitting on numerous exams, we do prepare some excellent students, but most are frustratingly mediocre. I suspect that grad programs should be further scaled back (the MSE in science has just this month been abandoned), but then I am not that wizardly accountant.  

3) As could be expected from a teaching-centered university, we work together well in groups to promote student learning. This includes departments, from my perspective, even dysfunctional ones often. I think in part this collaboration comes from the demands of DPI or professional bodies (American Chemical Society, for example) on our majors. To be a good professor to teacher-education students, for example, colleagues within a CAS department have to work together on the content programs for secondary education students, and that project spills over into a thought-through and caring program for all majors within a department. And department members have to reach across from CAS to COEPS and COEPS to CAS and CAFES to COEPS. I think in part this strength of program collaboration comes from our interdisciplinary programs including a strong General Education program. Faculty from disparate departments interact to build a coherent interdisciplinary, as with the biotech program. In part the collegial atmosphere centering on student learning comes from being small and in part from belonging to the UWS where trips to Madison foster closer on-campus ties at home. And the accreditation demands for program assessment have played a very strong role in assisting faculty to cooperate in creating cooperative programs. River Falls has excellent collaboration compared to the graduate institutions I know, where many programs are a hodgepodge of courses taught by specialists that place far higher demands on undergraduates to get a full sense of what should be at the command of a graduate in the field.  

4) I also think we are doing international education better and better. Some examples: we have the gold standard of Fulbright leave policies; we will be a higher ed leader in China with an excellent and comparatively unique program; Faculty Senate endeavors are putting into place institutionalized mechanism that are intended to ensure academic rigor, guard against overlap and diffuseness, and be proposer-friendly and encouraging (consolidating Education Abroad course approvals with acceptance as an INTS course within that major and minor and as a Global Perspectives General Education course, for example).  

5) We are finally doing friend- and fund-raising rationally. This endeavor is the most needed of all. Chancellor Thibideau, whom I wished to start a capital campaign, said "I've seen them fail." ????? Well, do them correctly so that they will not fail. Duh. That was a while ago, and almost TWO decades (of lost time) later are we moving forward well.  

6) We are positioning ourselves well for the metropolitan market. The Hudson Center is a "go" on all counts.

The professors - The location - Small size - cost.

I truly believe that most staff members really are sincere when they say that 'we are here for students'. And when a staff member does something to help a student that makes their day.
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<th>Statistic</th>
<th>Value</th>
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<tr>
<td>Total Responses</td>
<td>270</td>
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2. What do you think we need to do better as we move forward?

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<tr>
<td>When I toured this campus last year, my tour guide told me that there are many things to do on campus during the weekend. I understand that people can go home whenever they want and that this is a suitcase college, but I was told that the UWRF is trying to not be a suitcase college. I think we should have more events on weekends. Not everyone is going to go home on the weekends.</td>
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<tr>
<td>Evaluate majors that are not relevant in today's world and move toward eliminating courses/majors.</td>
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<td>Focus on improvements rather than eliminating programs that have high demand (Food Science).</td>
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<tr>
<td>River Falls should try and be even more economically friendly.</td>
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<tr>
<td>We must not forget our core mission. We must do better with diversity and inclusivity. We must do better engaging in civil and productive dialogue. For these strategic planning retreats, you should invite our best teachers and our brightest students to have a voice. We cannot become a vo-tech school; we cannot compete in this market. We cannot become an on-line university; again others exist so much cheaper and better than we can do. As long as I have been here, UW-River Falls has provided a quality education for affordable prices. While I realize costs will increase, our quality should not decrease. We do not need outside consultants to &quot;market&quot; us. We know what we do best; we are the best face for River Falls. Because we have had a revolving door of administration, we have forgotten our history--and the constant remaking of the university is exhausting and expensive. The students and the faculty need to see regents and administrators in our classrooms and labs, in the places where we work and learn.</td>
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<td>Fiscal responsibility and taking care of those who make this university great. It is hard not to become jaded and take it out on the students when the state of Wisconsin undervalues its employees.</td>
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<td>Make teacher ed classes easier to get into</td>
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<td>Realize books are on there way out... in fact so are classes.</td>
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<td>Prioritize and reallocate resources accordingly. Resource programs. Invest more in human resources (training and money). Consider carefully the intended and unintended consequences of accreditation (e.g. CBE), and place issues, such as these, clearly into budgetary discussions. Evaluate whether the use of on-line courses, technology in the classroom, and so on, are net benefits to our primary mission of helping students learn. Sometimes avoid the cheap decisions (i.e money-saving) when it comes to the use of technologies and programs (sometimes financially cheaper comes with major human resource costs. Assess more efficiently (less can be more effective) with less complicated assessment requirements.</td>
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<tr>
<td>The teacher evaluations that we take at the end of the semester need to have sections that we can write about the teacher, rather than just fill in bubbles on a set in stone grid. Something in this format would be useful. I think that we should have off of school for either Easter Monday or Good Friday or both. It isn't fair to students like me who have to travel 5 hours to get home, and because we still have classes, we don't get the opportunity to go home. I missed a very important religious holiday because of this and it was frustrating.</td>
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<td>Secure financial resources - Increase legislative relations - Continuing improvements in technology support - Address continuing decrease in compensation and benefits with increased workloads.</td>
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<td>While we are good at the city and the farm, we need more racial diversity - and not just diversity, but interaction.</td>
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<td>Competitive and just compensation for faculty.</td>
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Decrease class sizes, hire qualified professors who know how to teach, and be quick to remove the poor teachers.

Maybe some sort of shuttle system from the commuter lot to the main campus mall. More parking on campus would be nice. Connecting North Hall and the Meter Lot to the other side of the street with a bridge so students do not have to cross Cascade.

I think that we need to focus on unity of the campus. I feel like the campus is divided by colleges and that we all need to come together for that. I also feel like the campus needs to stop being so afraid of doing things out of line and take a step out of the box.

More student involvement, more emphasis on energy conservation.

Work on the support of the mental health services on campus and making students feel comfortable to go to them.

Plan better for current student registration. As a sophomore honors student, I have earlier pick of classes than many of my peers, and yet I wasn't even able to register as a full time student for Fall of 2011 on my day of registration. I had to get permission numbers for half of my classes.

We all agree that we need to prioritize programs, activities, time, etc., but we have difficulty implementing change and improvement. We need data that is perceived as relatively reliable to be able to make evidence-based decisions. We need to focus on 3-4 measurable goals and work consistently towards them, rather than having 10-12 vague goals and no way to hold anyone accountable for meeting them or not. The incentives for change and improvement should be made clear and transparent. The cultural need for consensus is paralyzing, because there will not be complete agreement on most important initiatives.

UWRF needs to remain focused on quality teaching with smaller class sizes. Students want their teachers to know who they are. They want to feel they will help them if they need help. They do not want to get lost in the crowd, or have teachers too busy with research that they don't have time to talk to students. I know the big push is online classes, and that is appropriate for some classes, but many students do not like them, want more interaction with classmates and want to ask spur of the moment questions. I see some (not all) teachers recording their lectures so they won't have to give them each semester, and the students are not happy. I have had students complain to me that if they wanted big classes taught by podcast they would have gone to a big school. They choose River Falls for a reason: it's small and focused on teaching first, and research second. Good teachers value the interaction of the classroom, and develop ways to engage students, not lecture online and give them tests.

Student Retention. Get rid of the "Good Ole Boy" network that exists. Hire a more diverse population of faculty and staff.

Keeping classes affordable as well as keeping a variety of classes for each major/minor.

Improve the town and gown relationship. The bank presidents - University chancellor - area industrial leaders - all need familiarity. RF is a special community. Do not let it become just an adjunct to the Twin Cities.

Research and act on more revenue generating programs that have significant impact to the bottom line.

Work on getting people involved more and showing people how to accept others differences.

The classes are ALWAYS full and it’s so annoying. A lot of people i know end up taking other classes they don’t really need because they cant get into they ones they need so they fill up ones that others need and it doesn’t make sense.

Fire Sodexho, get more healthy/vegetarian/vegan options, and make more crossovers between campus
and the surrounding community. Students very rarely hear about non-college-related events in river falls, and miss tons of great opportunities to invest ourselves in the community. I would also like to have more easily-attainable information about affordable study abroad opportunities and scholarships.

Upgrade capability with technology. Get all professors/instructors on board with new technology available for use in classroom. Upgrade buildings that are woefully in need of remodeling/updating so it is a more desirable space to learn. Maximize the space that we do have by using it wisely.

The campus really needs to put concerted effort into marketing unique programs. The campus needs to reward faculty for participation in undergraduate research, study abroad, etc. We need to develop a graduate school that is actually a graduate school and sets graduate school level standards and operating procedures.

Specialize and focus on niche areas of success which can benefit all four colleges (sustainability, internationalization, research). Maintain a quality comprehensive base education for all students (liberal arts, speaking skills, critical thinking, cultural studies, etc.). Find and promote unity and greater cohesiveness amongst the four colleges.

Better parking situations, the parking spaces are way too small and the snow removal does a horrible job for the amount we pay.

Provide more class sections in certain areas so students can graduate in a timely matter.

I think that the University should promote itself more and make Wisconsin not think of the university as an agriculture school in the middle of nowhere.

Room renovations, along with bathroom renovations. AC in the dorms!

More financial aid.

I feel that accessibility is a huge issue on our campus. North Hall's "accessible" entrance is in the back of the building in the basement. It is uncomfortable entering the building at night. I feel that the hill between KFA and Centennial Science Hall needs to be better maintained during winter as the ice build up makes the hill nearly inaccessible. We also should have staff that are trained in the needs of LGBT students. More gender neutral restrooms would make our campus a more welcoming place.

Have more diversity. It's something that comes with time, but with diversity this campus can excel to other levels of excellence.

Expansion and Upgrade of the Art Department.

Advertising for events on campus, i don't know about them enough.

I think that the food could improve. For the amount that students pay for meal plans, the quality of food could improve.

Improve commuter parking. I commute. I like having the commuter lot to ensure a parking spot and avoid the confusing street rules. However, I feel a lot with that sort of fee should be closer so my textbooks don't get ruined on a rainy day. Also having better community opportunities for commuters. Many events and clubs are held in the middle of the day or at night, when many of the commuters are in class or off-campus. If I want to attend evening event I have to sit around all awkward like for 4+ hours. I would like to see some events in between those times--during the late afternoon time.

Offer specific courses more often, housing specifications, hiring of people in charge of colleges (rude interaction with a top staff member of the College of Education and Professional Studies).

Let in fewer students. The reason many people chose this school is because it is small and has small class sizes. Now classes are being deleted and many students can't even get into classes they need
because there are too many students.

Become a venue where ideas and worldviews are discussed and no one view is predominantly pushed. This includes liberalism.

I think the campus would be improved if there was less drinking. There are very few social events, especially on weekends, so students that don't go home for the weekend usually end up sitting in their rooms by themselves or off drinking. I'm not actually sure how anyone will change this trend, though.

I have attended a lot of events this semester about green initiatives and very few students attend these events which is disheartening to see. I think the campus could strive to make those more accessible to all students from different walks of study. Also, there is a ton of waste that is generated here as well as un-healthy food choices for students that I think could easily change. The vending machines in each building have candy, sugar, sugar, and more sugar as well as processed foods as the only options. Why not try having vegetables or more healthy choices or even local products for sale to continue to promote the idea of community. Along with that is the waste here, try having compost bins next to the trash and recyclable containers to give students more options there. Also, more healthy food choices in the c-store as well as with the food vendors down in Pete's Creek.

- Democracy not capitalism; do not simply look at dollar amounts but what students/faculty/staff actually want and would benefit from - promote physical well being through ease of rec use including lower cost and more opportunity.

- More professors - better/more meal options - more computer labs - more active career services.

I think more diversity in students could be improved. It's not enough to get them here- it's important to have programs that nudge white kids and the minorities together in constructive ways. There is a lot of uncertainty and fear here from ignorance of other cultures. A lot of us came from predominantly if not all white high schools, and are uncomfortable from ignorance.

Since I do not see us being able to raise the bar on our admissions standards significantly in the next decade, we need to make best use of our resources to provide a means of raising underprepared or less-able students to higher levels of achievement. We are doing well, but we could do better. This will require resources to support best practices in pedagogy that ramp up student competence in a challenging but supportive environment. Now, how do we do that without driving off the truly well-qualified students that do come to UWRF? Stuffing everyone into the same intro level Gen Ed array and the same intro level courses is not necessarily a good way to encourage the best and brightest to come to UWRF! We need to have more flexibility in dealing with the wide range of students that we actually have.

Communicate ideas/concerns/decisions across campus.

Many things. Accountability is an issue that has yet to be addressed. People are afraid to have conversations that challenge our processes. We live in an environment of "this is how we have always done it." More collaboration needs to take place. Our academic advisors are doing a mediocre job at making sure students have the opportunity to graduate in 4 years. We need more active advising that aims/focuses on what the students are doing outside of the classroom. Internships should be mandatory, resume building should happen in year 1 not 4, and advisors need to be pushing these resources. We spend money frivolously and student organizations are used a means for departments to supplement their priorities.

More organized.

Do fewer things, better. By that I mean reduce our program array significantly and strengthen what remains in terms of quality.
Self promotion - internships - bring international students to UWRF - bring international faculty to UWRF as visiting professors - improved speaker series controlled by faculty and staff.

Providing more research opportunities for undergraduates. As a small university, it's been a challenge seeking research opportunities in the biological sciences field. Providing more academic support for students of color, especially assisting and preparing them for graduate and professional schools. In particular, helping them with the admissions process and letters of recommendation for graduate schools. The University will be more successful when more students of color graduate from graduate school and become successful alumni's.

Challenge the students.

Do not loose sight of the Agriculture program. I have heard talk that the University does not like the image of "Moo U". If that image is so bad, why do we have so many students coming here for majors other than Agriculture? It's because this campus is like a "rural" campus. It's nice and peaceful; it reminds people of home because it becomes their home. There is nothing wrong with being known as "Moo U" because it doesn't affect us at all. Most of the people that come here tend to be more rural individuals or people that enjoy a little more open space. Keep it that way. You know that Agriculture is big on this campus when you go to the career fair and 90% of the companies there are Agriculture Companies. Do not loose sight of this as there are NOT many campuses left that excel in Agriculture. This campus is honestly the Harvard of Agriculture in the Midwest. Don't loose sight of this, embrace it.

Inter Professorial collaboration. There are so many great minds on campus that need to want to stay there and work together in a challenging and more importantly rewarding atmosphere.

Housing and parking have always been an issue on this campus. I feel that housing more that parking should be addressed sooner that parking.

Eliminate the crushing beaucracy form System and the State - More equitable distribution of funding with latitude to spend the funding - More funding to create on campus parking, and increase the number of available parking spaces. In today's world students need jobs to afford college. This university has had a mind set that does not facilitate the students' needs, by having a planning policy of restricting parking availability. Complete the transition from Security to a Police Department - Clearly identify academic focuses

Advertise more for events, less cheese events that involve more then just the student like Family Day.

You need to think more about the students. Provide them with better advisors; in my years of dealing with students that has been the common complaint. The advisors either don't know or don't care and the students end up paying for extra semesters of work.

Better input from students on how they want to see their courses taught and information covered. Have students held with curriculum.

Openness and communication regarding decisions at the top. Decision-making and the process that leads to those decisions is not clear. Decisions are now made by the Chancellor, Provost, and Vice Chancellor with some consultation from outside, but the campus is often left wondering how these decisions are made. This is a change from the past 10 years. Staff members on campus need more respect.

Build residence halls that will actually benefit the students’, not south fork 2.

Registrars office needs a personality revamp, most of the employees I've dealt with in there are grumpy and abrupt and don't want to listen to, or help solve, problems.

Focus more resources on being a great teaching institution-high impact practices, student research,
more flexible classes for older learners.

I think the main improvement is to increase the qualifications of getting accepted to UWRF because there are quite a few students who don’t take their college education seriously. So, by doing this, it would eliminate these "students" and free up class spots for students who are actually trying.

Find ways to have more school spirit and people stay on campus over the weekends.

Advising—Not always consistent Class selection

Be highly Innovative. Take more, but calculated, risks. Critical that we move as rapidly as possible with electronic education delivery (full on-line courses, mixed, etc.). Train/education faculty & staff. We too often assume that everyone is "work ready." UWRF will be much more effective if we do continuous training and development.

The Director of UWRF-AID has never had any reduced time (reassigned time) to devote to campus activities related to UWRF-AID (with the exception of a one-time quarter-time college appointment to international research and "other activities", and a similar CIBER grant/IGS-related grant appointment many years ago. So much more could take place if the Director of the UWRF-Association for International Development had some release time to enable more grant writing and campus/metro international activities. We could indeed become the regional leader for international development. There should be a large enough faculty to teach smaller classes and avoid adjunct instructors, so that we can continue the reputation I mentioned for UWRF to apply "truth in advertising" regarding small classes and face-to-face contact with their professors.

I’m white and I don’t care about diversity get of it already why am I being charged student fees for something that makes a few people feel better?

Advertise all opportunities. There are some that I and I’m sure many others would be involved in but I don’t hear about them until after they’ve happened many times.

Have a better food program that allows students to eat at will rather than allotted 4 hour periods because there are times that that it restrains us from eating when our schedule is busy and we have no other way or time to get food. Also the food quality is only ok and could be of better quality. I personally ate mostly sandwiches and salads and fruit all year because the other choices aren’t that healthy or appetizing. For the most part the salads had a good variety but it wouldn’t hurt to have more fresh and various things along with the sandwich bar. More toppings would be great. I was disappointed in the fruit for most of the year. It was low quality and at times very scarce. For the most part the fresher/natural/healthy the better. I enjoyed the bakery bread and good cheese and ice-cream and milk and thought that the food for the most part was presented well.

Making transfer students and those students living on campus still feel like a part of the campus community.

Have better parking areas because there are many people that commute.

Hire minority teachers. If you want your minority population to grow then you need to bring in the staff that can represent your desired student population. Please pay attention to percentages. When I went to UWRF minorities only made up 1.5 percent of the student population. I also think admissions could do a better job in inner city schools. I work at a Minneapolis high school and you don’t even know it. I’m even attending a master’s course on campus. Basically you lose your graduates because you don’t use them as a resource. At least use the ones that work in schools.

Incorporate sustainability into all aspects of campus - Community involvement - Energy and food self-sufficiency - Socially responsible investing - New employee training.
The so-called forward movement is actually a betrayal of the unique features that made the school a wonderful place. A good plan would be to restore them. Emphasize education instead of degree processing. Allow students to broaden their development by staying here as long as they wish and taking as many credits to edge as they want. Some proposed changes have demoralized faculty and staff into taking early retirement.

Have faculty and administration have a stronger relationship; consider faculty expertise more; treat faculty better.

Pay people better. Stop focusing so much on extraneous "programs", and put more emphasis on core functions: education.

We *must* refocus our efforts away from the ever-widening array of non-educational, administrative student services and toward better classroom instruction. This means recruiting more and better teachers in creative ways and paying them more. This means giving instructional academic staff like myself—who represent an ever-increasing percentage of teachers at UWRF and who are likely to become an indispensable resource rather than ad hoc—more recognition as faculty, greater access to development funds and opportunities, better incentives for pedagogical improvement, and access to actual full-time employment through additional non-instructional responsibilities. This means finding more new ways to encourage student-teacher interactions outside the classroom. This means fiercely advocating our value as an institution in the public sphere, both locally and at the state level. We must unequivocally show the people of the state that their money is being well-invested. This is something we who work in the UW system recognize as a matter of course, but there are those in our state who would refuse to accept that. It is in our best interest to combat voices at odds with our reality vociferously.

I think it should be easier for students to take classes that are not in their major or minor field of study because a college education should allow for students to be well-rounded and knowledgeable in core disciplines as well as teaching students a marketable skill or trade. Diversity and international study should be promoted on campus, and the study abroad office should coordinate better with programs from other UW schools. Make certain good professors and faculty members are recognized and compensated fairly.

Parking. Parking office makes a priority to hand out tickets, and not to ensure that space is available to move out during winter/summer breaks. Also believe that lots need to be better cared for in the process of snow removal, potholes and overall cleanliness. Another thing to keep in mind is getting offices in similar locations. Examples being some offices are at Knowles while others may be in North or South hall or even Hagestad. Should focus on having everything centrally located on campus.

-Athletic venues (football stadium, soccer field, basketball court, pool) are in serious need of renovation

-Parking is horrendous in and around campus -Off-campus housing should be available to sophomores.

I think it's mostly up to the student to get the most out of the school. The teachers do the most they can. Teachers seem to do better if their attention is less divided. I think there should be a low limit (e.g. 2) on how many different courses a teacher can teach in a given semester (not on the number of class sections for each course). Part of this could be to reduce the number of majors offered by the school. There must be as many majors in the course catalog as there are teachers at UWRF. *when I transferred to UWRF, I spent time with someone who was supposed to help me declare a major, and that guy really wasn't good to talk to. The only way he helped me to choose an emphasis was by instilling a desire that I would never see him again. I am not sure what would've helped me most then, but there are a few things that could potentially help an undecided student decide, and help a student
who has decided to more fully appreciate his choice. One would be a good visual aid to understanding education. The visual aid I have in mind could probably be programmed in flash. It would look like a brain-storming-bubble-diagram from elementary school: big bubble = major emphasis > branches to little bubbles > branches to other little bubbles, so on. Another way of describing what I am picturing would be a spider web. There are a few options for what could be in the big bubble: The DAR would be a good thing to represent this way. The DAR was a much more interesting document than I realized until my senior year. Another option would be putting a College (e.g. CAFES) in the big bubble/center of the spider web.

Parking is not so great. Intro. Art classes get very cramped. There are not enough sections for each art class. It's encouraged to take the intro. Art courses when you are a freshman or sophomore, but it's nearly impossible to get into them until you are a junior or senior. Each art course only has one section, so if it doesn't mesh with your schedule, there's not much you can do about it. For example, I am majoring in Painting. Therefore, I need to take painting every semester until I graduate. However, it is also required that I take Figure Drawing, which is only offered at the exact time as the Studio Painting course, and they both end at the same time. It's just things like these that get frustrating. I've also heard that the Film department needs a lot of work. There are not enough film classes being offered for film majors and minors to get the credits they need. I'm also having the same problem with Art History courses. Not many are offered each semester.

Look at professors and programs that are not pulling their weight and do something to change that. Some classes aren't giving the students the quality education they should be receiving at UWRF.

Increase faculty compensation. Work on more funding for undergraduate research. Increase faculty funding for research and scholarly activity (attending conferences; faculty development opportunities). Emphasize actual teaching, learning, and research as opposed to assessment. These are the things that an academic institution should be all about. If we concentrated on these things, had real standards, etc., then it would be clear to the outside world what we were all about. Hence assessment would not be necessary. As it stands now, we give degrees to many students who can't read and write very well, and we all know this is true. I'm well aware that my ideas are, however, totally at odds with the so-called growth agenda, and so I'm stunned that you've actually read this far. The university has about at much chance at moving in the direction I've outlined as I have of living on Venus in the near future.

While there is a general feeling of friendliness, there are also examples of divisive behavior. As a staff member in Student Affairs, I feel the campus at large does not always appreciate our division’s contribution to student learning or to the heightened sense of community on our campus. I think more opportunities should be created for faculty and staff in student affairs to interact more intentionally. I also believe we need to continue to move in the direction of bold decision making that will make UWRF more effective in our mission. I would suggest Academic Program Prioritization results be broadly shared and strategies developed to implement the results. We should also continue critically examining structures to increase effectiveness in program and service delivery to students. We should also examine areas outside of the academic colleges for investment such as increasing our ability to support underrepresented students and their experience here both in and outside of the classroom. Additionally, we should continue to look in other directions beyond Student Affairs and Administration for budget cuts. Student Affairs is incredible lean and I fear if we continue to look to this division for budget cuts, students will suffer from a decrease in learning opportunities outside of the classroom and service. Students will be forced to pay increased segregated fees to support that already lean staff we have. This may only be my perception, but I believe some on campus are happy that Student Affairs has been cut this deep because there is a feeling that what our division does is superfluous or cosmetic. I would like to see our campus comprehensively view learning as an activity that happens both in and out
of the classroom.

Overcome the image of being a 4th tier school.

Be more strategic in our execution of programs–collaborate more-- Improve academic advising offer a first year seminar course for ALL first year students ensure that students are being exposed through their gen ed requirements to inclusion, equity, and diversity - Increase staffing or increase salaries around this place (people are too burned out in their positions, hence preventing them from wanting to work together) bring the academic side of the house and the student affair side of the house together more.

Faculty and staff at UWRF do not respond to e-mail in a timely manner. It is not unusual for me to send an e-mail three to four times to a faculty or staff member over a couple weeks regarding the same issue and sometimes NEVER receive a response. Very frustrating, especially as I approach graduation and can't seem to get the answers I need to the questions I have that effect my eligibility to graduate!

I feel as though some of the departments need to be more organized. Residence Life seems like it is always behind on certain issues as do other areas on campus. More diversity programs would be awesome.

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I think UWRF will always be known for not being such a big college, but not too small either. It will also be known for an education school rather than a sports school and that is okay.

More large scale conferences to bring attention to our campus.

Agriculture... it is part of everything that we do and we should be proud of that.

UW-Stout has cornered the market on technology, on the pre-professional degrees, and they are doing it extremely well. River Falls needs to be known as the university of arts and sciences. In a world where students are becoming less and less confident and skilled in sciences and writing and reading, we can become a place where these basic and essential and life-affirming concepts are explored. And in this way, we can also showcase diversity. When students and faculty are taught new ways to see the world (in ways other than the Eurocentric standard), we all become more capable, more compassionate, and certainly more global--and these are qualities that can make our students sought after and valued in a more diverse economy.

Capitalize on what our strengths are, instead of trying to mirror other generic universities.

Agriculture program. Ag Ed, Ag Bus., Plant and animal sciences. Plant science program could be better developed, especially the production Ag part.

Good now to be small and be known for teachers and ag.

Undergraduate education. International opportunities. Sustainability. Close faculty-student interactions (classroom, advising, education abroad, student organizations, etc.) Preparing students well for careers (strong internship programs, and other experiences, such as education abroad, that provide experience and training that helps graduates succeed).

Our campus.

Widely known and respected for the College of Agriculture, Food and Environmental Sciences and College of Education and Professional Studies and as an invaluable resource to the region and state.

Historically we have been noted as an agricultural college and a normal school. Now we are a university and have added strong programs in business and economics as well as maintaining a fine arts and letters college. Having these four areas helps keep our student population diverse. Our distinction should be in our diversity - not just racial, but socio-economic and other differing backgrounds. A university for ALL the people.

Keep focus on outstanding education training and agricultural university. Sustainability is the buzz word right now, but finding a standout regarding this--perhaps being more specific as to what we are attempting to sustain?

Their agricultural department. That is what this university is founded on and excels in. Pushing liberal arts for the purpose of gaining student numbers does no one any favors. Support CAFES, put them first on the list when it comes to funding and requests. The CAFES student body is the people who run the campus. They are the ones involved in Greek life, student senate, volunteerism and a variety of other activities.

Its secure campus and the safety of the campus community. To be more distinctive now that is a good question. As of right now I cannot think of any ways for UWRF to be more distinctive.
It should be widely known and respected as the top agricultural school in Wisconsin or even the midwest. But with that, we still need to have a strong focus on the other colleges as well so we can draw in a large variety of people.

Focus on sustainability.

It should be widely known as a green and naturally sustainable campus. It is one of the few ways UWRF can really stand out from other schools.

Higher academic standards, quality on campus living facilities, student involvement.

In the future, UWRF should be widely known and respected for academic excellence in programs that are fiscally, socially, and environmentally sustainable. As noted above, focusing on 3-4 measurable goals would allow us to spread the word about all of these goals and everyone would know our priorities.

That we actually practice our Vision and Values.

I feel that if we continue to have the trees and gardens throughout campus that will make visits more memorable.

Be distinctive by being "less", not more. Cherish what you have. Recall what you had. Be Brigadoon, not Global City.

Known for serving multiple audiences with a focus on adult students in particular (e.g., known for evening, weekend, hybrid, online, options so that adult students can attend during those times and not during the day). Shifting services to be available during those times as well.

The atmosphere of the kids on campus. (How we treat each other). Not only that but then how that respect gets used to help the community.

UWRF needs a better reputation to be respected. When we add more students every year and don’t have enough classes for everyone that is a problem and I know a lot of people who are transferring to other schools because this one doesn’t have enough to offer.

Sustainability is a buzz word that we are striving for but not going "all the way" with what could be done to achieve that recognition. Adult "non-traditional" student options for degree completion. Getting through the courses in less time than normal (less than 4 years) by really concentrating on getting students into the courses and successfully completing them. There is so much competition out there from online universities, etc. that work around the schedule of the individual. If we could be more flexible, it would serve us well in the future.

High quality education that emphasizes analytical, critical, and creative thinking. Education that emphasizes an international component. An early leader in education and action concerning sustainability.

Sustainability. Inclusivity. Creating leadership skills in young adults. Developing a deeper and more active connection to the local community (River Falls/St. Croix Valley).

Stay small, keep working on Ag. program.

Currently UWRF is known well for their education program, when one thinks UWRF now they think of this program. In 10-15 years from now it would be great to see UWRF known for other programs along with education. Strengthen every program so UWRF isn’t just known for education.

UWRF should be known more for its education programs and the large steps that the University takes to me more sustainable and environmentally aware.

Well respected community.
Its quality of teaching.

I feel that working to empower all marginalized group on campus and bring all of the student body into one cohesive group would do wonders for retention.

Emphasize different majors like DFT and give more opportunities for success in those areas.

Improving the size and expansion of the Art Department. UWRF could be known as having the best glass studio in the Midwest and separate itself from others. The fine arts could be very respected.

UWR will be respected for graduating people with degrees that they deserved.

We should be widely known for the beautiful campus, amazing teachers, great events, and hard working students.

A close-knit community with small town charm and big city dreams/aspriations/goals.

UWRF should be known for its diverse programs offered; the school could be more distinctive by offering a lot of courses at a lot of different times.

By being a school system that teaches students to be critical thinkers, listeners, and leaders. Require study of the classics: Homer, Machiavelli, Dante, Shakespeare, etc. Students need to understand the philosophy of the ages to understand the present and influence the future.

UWRF is already widely known and respected for its education program and its ag ed. Based on the amount of people who went to the last NCUR conference, River Falls will probably be known for its emphasis on undergraduate research. The campus is also highly regarded for its earth-friendliness. The amazing faculty, the nice small-town environment, and the cheap price are also in the university's favor. I think if it continues in this vein, the campus will be widely known. Will it ever eclipse UW-Madison? Probably not. But for a small, rural school, UWRF has a lot to offer.

For being a green, sustainable campus all around. For it to be a big part of every college and department within the entire campus. For making that our mission, promoting local sustainability as well by incorporating the community around us as well.

- Inclusivity / unity - small rural school - education / agriculture - small class sizes with professors that care.

The sustainable campus is a noble and very distinctive end goal for us. It's something to pride ourselves on and it would be something I'd continually support as an alumni. I think sheer academics is a good point; taking the kids that show promise (not JUST high school gpa. but their class load and ACT scores) and giving them a chance at college, and helping them to excel.

We are really on a roll for increasing the participation in UG "research" (in general, SCTA). I think we have the momentum to really leverage this into a signature experience across the disciplines. BUT that will take significant resources and support, to prevent overburdening of faculty and facilities. It is hard to provide the attention needed for meaningful SCTA when you have to mentor 30 or 40 projects in addition to teaching a full twelve hour load. And that is the kind of mentoring load that we could be faced with if we truly push to make this a signature experience for a significant fraction of our students!

We're doing a good job with our sustainability. I think we should continue with this. Our Ag programs win many awards nationwide. We should expand our grad programs.

We are the alone on the west side of the state. We need to be known for pulling students from the U of MN because we offer the same opportunities at lower cost and better student:faculty ration. Outdoor recreation/recreation needs to be ramped up. We have too many under utilized resources.

100% sustainable.
UWRF should be widely known for wise decision-making evidenced through regional leadership in select programs, like agriculture and teacher education. To be truly visionary, we would make a bold move toward becoming a sustainable community, but that is probably too bold for our campus.

undergrad research (broad based) collaboration with community for arts and economic developmentinternships accredited professional programs international/globalization (real not imagined).

UWRF should incorporate more parental participation in the academic success of students. Often times, I see many of my classmates slack off or lose focus on academics as they shift their focus to non-academic activities on campus. Discipline is an area of concern I have for many students. I believe parents are a key to the success of their children. As young adults, we make so many mistakes. These mistakes can be minimized. Making a mistake in college is not an option. Life is over. UWRF is the most helpful and best college for students of color. Many opportunities for students of color to become successful. Strong support structure and becoming successful in getting more students of color into graduate school.

Active campus life with challenging, exciting learning opportunities.

Quality programs. This school should be able to keep going for a very long time based on reputation. It's all about the quality of the programs and the quality of the students coming out of here.

River Falls is the only place in the world where you can catch trout down stream from a town with a population of 10,000 or more. There is an amazing natural resource that runs right through campus, the South Fork that needs to be protected and enhanced. We have an awesome Union Center that is green and nature friendly. We need to continue to take great strides into developing the green energy industry as a college preparing undergrads and graduates students as well as enhancing and improving our own practices on the land the University has direct control over. The nature portion of our campus MUST BE PRESERVED! The invasive species like garlic mustard and Box Elder Trees MUST be removed and bank stability of the South Fork of the Kinninnikinnik River must be rehabilitated. Most importantly over the years of construction on campus the south fork’s stream bed has been inundated with silt that needs to be removed and the stream protected from future degradation. In 10 years I see a campus that touts a philosophy and practices about producing greener energy and preserving our natural resources that is unmatched by any other campus. I see the South Fork restored to not only improve habitat for Trout and quality insects but also provides productive habitat for the native plant species of what used to be an Oak Savanna. The South Fork truly is the heart of campus that must be enjoyed by outdoor enthusiasts and contemplative thinkers alike (which coincidentally can be a category that a majority of UWRF Students would put themselves in). If we don’t respect and take care of our heart how can we expect to exist for much longer?

If we offered more undergraduate research opportunities I feel that we as a university could shine. Since the coat to attend is relatively low the students could really help to make it shine through their research.

An affordable university, with high academic standards, and is located close to a major metropolitan area. This is a university that serves students from both urban and rural areas.

Getting more out of Less.

Pay attention to our strengths and unique programs.

We are already known for our education programs and as well as our strong college of Agriculture. I would like to see these areas expanded and to become a more nationally recognized campus for these great attributes. Attend more national contests and make sure they are widely publicized.

It is well known. People will know about it because of its innovative graduate programs, nontraditional
student offerings, and well run residential traditional-age student programs.

In 10-15 years, I foresee a shortage of qualified professors, as so many are nearing retirement age. Many of the older professors are very high caliber and interested in helping the students. Many of the younger teachers/professors are not. Continue with the greening of campus. Great small school atmosphere very near to metropolitan area.

Teaching and Learning. We could focus on our unique opportunities for students to do high impact practices b/c of our small size. We area great value, that should be known.

UWRF should aim to support the local community more. This would make UWRF more distinctive.

Known for great majors/classes/ and community.

Education – Ag. Science.

The UW System Global Campus. UWRF is geographically and academically positioned to carve out a very strong niche. This niche would first and foremost provide a rich, dynamic and robust education environment but it would also provide revenue on two fronts - from international students and from domestic students who are attracted to a global campus. Build a strong campus leadership cadre - critical to future growth. Build a strong community of scholars - faculty, staff and students.

I would like the two factors mentioned above to receive sufficient funding to make them a reality.

I would think UWRF should be widely known and respected for its "green" efforts as well as "community" environment on campus where students truly have a voice.

For allowing students to be more experimental since it is a smaller school. By allowing students to do more actual hands on work and a more personal learning experience. The sooner students can be doing what they aspire to do the better.

Our mission statement that we are an inclusive campus and sustainable... On the sustainability side of things get composting going...or a student garden...or other things like that.

It's known for a great agriculture school now and that needs to stay with UWRF I believe and the Food Science Department should stay too because it offers opportunities that aren't available at other campuses.

It's commitment to diversity. You are thirty min away from St Paul and Minneapolis and your minority representation is horrible. I think it's a little better then when I went to school here but it can be better then that. Instead of talking about the importance of recruitment actually do something about it. Soon there will be a new minority and I’m sure they want someone to think about them. Just because you are in a farming community doesn't mean this is not a main priority. I think UWRF hides behind excuses.

I'd like to see us as a leader in sustainable community development - Become the first carbon-negative, cash-positive university in the U.S.

The school is losing much of what made it distinctive. It has become known based on many of the things it's getting rid of.

Strengthen our role in the area as a Liberal Arts college and not just Moo U.

Good education and not very expensive, treatment/accommodation of students, student access to profs. Ag school and education school make us distinctive as well.

UWRF must continue on the path toward sustainable development. Every building, every landscape project, every energy initiative, every student event, every food service contract, every major purchase of any kind must be engaged with this in mind. We should *revel* in the rural campus and protect it carefully, and we should see ourselves as a model for the surrounding community. We could easily
market ourselves as "The greenest campus in Wisconsin" if we aggressively pursued this goal. We are small enough to achieve that goal relatively easily, and we certainly have the people interested in that goal on campus. Our focus on agriculture and environmental sciences programs makes this a perfect fit. But it cannot be done piecemeal. It must be fully integrated into any strategic plan as a *pillar.*

More research.

Environmental friendliness. If I saw UWRF in 15 years, I would want it to be known as the greenest campus in the nation. Have own electricity supplies, food processing and the most minimal waste possible. It is becoming very important and RF should be known for this.

-Quality academics, quality organizations, and quality athletics - Spend money where it needs to go and prevent it from going to things that are not needed. For example, we are spending $25,000 on Orgsync, when organizations worked just fine using Facebook (cost = $0). Also, I heard that we are looking at redoing the sidewalk layout for campus. Personally, I believe they are fine as they are and it would just be an unnecessary expense to change it.

The chemistry department is incredible - everyone in the department is simply a higher level of human being than what I am used to dealing with. There may be other departments with stand-out teachers (e.g. Dr. Wheeler), but the Chemists seem like an evolved species of human beings. The strength of the school is academics - it's an inexpensive school in a small town: a driven person could focus and become amazing.

I think UWRF is widely respected for having such an open, inclusive, and friendly environment. I also feel that the school is respected academically. I can't vouch for the other departments, but the Art department is great, and I know that UWRF is a lot of the time known for its Art program. I feel like in order for UWRF to be more distinctive, it needs to expand with its growing student population. Like aforementioned, there are not enough class sections to meet the demand from the growing number of students.

Our green initiative is great. I think we should continue to stay a smaller campus and avoid growing too large that it takes away from the benefits that the student gains who prefers a smaller school.

A liberal arts school that has small class sizes and low student-faculty ratio.

UWRF could be widely known and respected for creating innovative learning and support structures on campus that are aligned with high impact and best practices. Expanding academic support programs, increasing pre-major advising opportunities, creating multi-discipline learning opportunities that include out of class learning opportunities, and enhancing our ability to support underrepresented students. Well defined collaborative opportunities between Academic and Student Affairs. A First Year Experience Seminar course that is actually team taught by faculty and Student Affairs staff.

Diversity, innovation.

be more with the times (technology speaking, sustainability speaking)---develop a clear mission and be intentional in how we insert it all over campus.

For a strong teaching program. For faculty and staff who care and respond timely!

It should be a distinct school where people from all nationalities, race, gender, sexual orientation, religion and what ever else can come together in harmony and study.

UWRF should be a top school for agriculture, farming, plant & soils etc. Also adding an engineering program.

A national model for walking the talk as a sustainable campus community (based on the best available science and facilitated through a sustainability-based integrated planning approach).
1) Undergraduate, face-to-face education. We have to emphasize face-to-face. That is where student-centeredness can have its due play, not through wires. "Come to River Falls. Stay four years in a marvelous intellectual cocoon. Emerge ready for your profession and confident." Also ready to be a mature citizen. And knowing you have left friends as well as mentors and teachers behind you. 2) Science education particularly. 3) International education. Chancellor Betz wanted UWRF to be the UWS center for Education Abroad. This goal should continue to be an extremely high priority. 4) Continue strong agricultural research and learning, continually supplemented by a justified and enhanced reputation for sustainable farming and living methods.

The college of Agriculture Food and Environmental Sciences Make more of an impression that does not include UW-Madison in peoples vocabulary when people hear UWRF.

I am not sure how to answer this question. I think it is a great thing that we are currently known as 'a good ag and education school'.

Small class sizes and good staff.

Valuable asset to the community (community, state, etc.), personal and marketable education for our students.

I'm not sure, but we do need focus. We try to do too much with too few resources / people and money, both. We have begun to make some great marks with undergraduate research. I believe that if we properly support that, we could become nationally known for it.

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<td>Have more things happening on the weekend.</td>
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<td>Our students and our graduates are our best marketing device. In a tough economy, many of them are finding innovative careers and seeking advanced degrees in some top graduate schools. We should have a retreat for our top students from every department and ask them to discuss questions like these. And in the room next door, we should have top teachers from every department (not college but department) and ask them to spend a day discussing questions like these. UW-River Falls has a mountain of expertise that is untapped. The loudest, most visible voices on campus are not always the strongest or most capable. Czesław Miłosz once said that the world is divided into two species: Those who speak and do not know; and those who know and do not speak. I would like to see us become a campus that is able to both know and speak.</td>
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<td>Look long and hard at student enrollment and what type of student the university attracts.</td>
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<td>Make the Ag Engineering program more legitimate and respected. Many parts of it are severely outdated.</td>
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<td>Parking is a real issue for commuters. Loved the quarter system, now that everything is online could go back to it.</td>
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<td>The University needs to put everything onto the table, establish priorities, and allocate resources appropriately. It's not clear to me why UWRF has been so limited in its ability to raise money (i.e. through the Foundation) and to launch a major campaign. We need to publicize the accomplishments of faculty and staff widely and consistently throughout western Wisconsin to show how the UWRF is a contributor to society and why we need support from our local communities and the State, especially in these difficult political times.</td>
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<td>Wise to take a step back from the day-to-day business to think about the future of the university. However, there are immediate crisis within the university (and system). Perhaps group could address immediate, intermediate, and future goals in the plan - makes sense to address the immediate crises prior to allocating resources (time, money, people, opportunity, cost) to a 10-15 year envisioning (question 3) of what UWRF should be known for.</td>
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<td>I think the administrative campaign to distance ourselves from the &quot;Moo U&quot; tag is a bad idea. I agree with the recent editorial in the Student Voice and have always felt that we would be better off embracing it and turning it into a positive reference-not to promote it, but also not to discredit it. Simply accept it and tell people to &quot;think outside the barn&quot; and discover the variety of wonderful programs we have here at UW-River Falls.</td>
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<tr>
<td>I LOVE UW River Falls and have called River Falls my home after being a student here. Thank you for all you have done and continue to do.</td>
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<td>Look at expanding and updating the Agricultural Science building. There is great potential there. Increase the food science program and invest in new technologies.</td>
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<tr>
<td>Not at this time.</td>
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<tr>
<td>Nope.</td>
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Don't waste money building a parking garage that no one wants to use.

N/A.

Less is more. Fewer goals, less objectives, less tasks, less committees. The previous iteration was very ambitious and complex, and it was impossible to hold anyone accountable for tasks that could not be measured. It is difficult to prioritize given the diversity of all of the interest groups on campus, but 3-4 measurable common goals would give everyone a clear sense of what we want to accomplish.

Implement the changes; get rid of those who stand in the way of progress.

Great idea to have a strategic planning committee. Don't buy into "change" just for change. Make sure you inventory "what you have" then discover weakness's that can be improved. Do not add just to add. Treasure the University. Understand the value of industries that citizens "know" - inform the citizens about the uniqueness and value of area industry. Best Maid - warm plus product - nationally known, but locally purchased. Keep the small town atmosphere!

No.

I think river falls is a good school; it just needs to offer more.

Something has to be done with transition planning - with so many people leaving or retiring, there is little to no plan in place for managing that and keeping current programs/initiatives in place so it isn't detrimental to our students and employees.

Strategic means being strategic. The recent fiasco with distribution of funds to underpaid faculty emphasizes the lack of commitment to being strategic. Some faculty were well rewarded who have very little if any impact on campus outside of minimal performance in the classroom. This is insulting to faculty that participate in shared governance, teach in demanding rapidly changing areas, work with students on research, sustainability, or participate in international study abroad. If the campus intends to be strategic, investing in faculty that actually performs must be addressed. Giving more resources to departments just because they are big is also not thinking strategically. We need to support small programs that are unique to campus.

Maintain the focus themes of the previous strategic plan but create a matrix and time implementation plan for success. Analyze how the comprehensive fundraising campaign can/should help drive achievement of the strategic plan's goals.

Keep the campus the same! Improve what is already here don't need to add on.

I feel like the recreation department needs to be expanded. There should be more available for students who are not in athletics to be more engaged in that part of campus. Maybe a large weight room that is not dominated by football players or more equipment in Knowles.

Nope.

Please, embrace what UWRF is. Don't try to revamp it and make it different. We love this school for what it is and what it has been. If we wanted what other schools have we would have attended the other schools.

The choices in the cafeteria no longer match the healthy and sustainable goals of the university. Chartwells was MUCH better in almost every way. They knew what they were doing, and they had much more innovative, healthy, and local options than does Sodexho.

Get progressive and challenge the status quo. Eliminate the phrase "we have always done it this way" because, frankly, it does not work anymore.

Society has changed our mandate as a state post-secondary institution. We no longer can or should be
"all things to all people". That means reducing our program array to perhaps 25 majors or less. We must also get realistic about our economic model and count on NO funding from the state within 10 years.

keep it simple, direct, focused.

Getting parents more involved in college activities or groups. Parents are a great resource. They can become missionaries for the school and share with other parents about their positive experience. Tell other parents about the success of their students. This will go a long ways to help the school become more successful and make itself unique from the larger schools.

Don't waste money on advertising on billboards. Put money back into this campus to make it more enjoyable for us students to be here. The one thing this campus lacks is a place for students to hang out. I am sorry to say, but the UC does not qualify as a very good hang out place. In all honesty, look at UW-EC. They have a building with a bowling alley, pool tables, and the works in it. We should have something like that. Bring back the campus bar.

Be sure we plan wisely for growth but preserve our roots.

Always consider the future of the university. The quick fix is usually never the right answer. Give serious thought about where the university will or may have needs in the near and distant future.

We are in a competitive market. We must have a university that is more desirable and convenient than other universities.

The Executive Cabinet and the Faculty Senate Executive Committee are the groups that it appears will deal with much of this. They often do not adequately represent the interests of faculty and staff on campus. The Chancellor and Faculty Senate Chair need to go out of their way to be available for input from others -- and they need to hear what is being said.

No.

I have none at this time.

No - River Falls is an awesome place, but defining its strengths wouldn't hurt.

Nope.

Share all ideas with all as the sharing process further stimulates ideas/innovation and garners greater support and buy in to the eventual plan.

Instead of focusing so much on building new buildings why not focus on making the most out of the space we have....college costs enough already without having to dish out money each semester for buildings I will never see in my time here.

Instead of contacting alumni for money only try contacting them about issues like this. Lucky I’m in a masters program or I wouldn’t know about this. I hope I don't come off as hostile. I just know the up coming importance of race.

Eliminate department "silos" and try harder to blend different units of the campus for greater equity, unity and communication.

The plan seems to be to turn the school into a stripped down degree mill. It will be unfortunate when that is accomplished.

DO NOT cut Gen Ed: we need students who can read, write, and think; don't let the Provost push us around so much; DO NOT make minors optional; be more concerned about students getting a good education and not just a quick education.

Salary, salary, salary.
None at this time, have not had a chance to completely review the master plan but looking forward to doing so.

Make sure to really listen to the students; they have good ideas about how this campus should function.

I don't know if this is the group who put up the signs on the way into RF that say "we are building an inclusive community," but if it is, you should take those down. There are some things which are most effective if they are implicit. For the most part, I would say patience is a virtue. Things are going well. If the school expands too fast, there will be less opportunity for the one-on-one experiences I had with my professors. Small class sizes are the best thing about UWRF, don't throw that away.

This is minor compared to what I said above. But the bottom level of the University Center is always freezing cold. I have no clue why this is. It doesn't matter whether it's Winter, Spring, or Summer; it's always freezing down there. This gets a little annoying, since it's supposed to be the hang-out place on campus where we can relax. I always wish I had a blanket.

I LOVE UWRF!! I don't think I would be where I am today if it was not for some amazing people that this school allowed me the opportunity to come into contact with. The UWRF community has had such a positive impact on my life and education and I couldn't be more thankful.

Have a few focused goals instead of the many we had in the last strategic plan!

I would only suggest that the individuals involved in the coordination and participation of the new Strategic Plan be a representative group of our campus make up. In my view, faculty should not be the only group in our community driving the process. A Strategic Plan should be an opportunity to look holistically at the entire UWRF experience. This requires broad input from a wide variety of campus community members. I would also suggest that steps be taken to ensure that all perspectives are heard and respected. Thank you for coordinating this survey and for seeking this feedback.

Right now is a great opportunity--lots of people are leaving due to retirement/other jobs. Let's take the time upfront to really analyze what we are doing well and how we can strengthen what we already have going on. Be realistic--be intentional--include a wide variety of voices.

See above.

Safer crosswalks. The lighting is terrible! Eliminating car traffic behind South Hall and by Ag Sci.

Remove "Fear" from the dictionary of strategic planning, and put "Bold", "Entrepreneurial", and yes, "Sustainability" in bold print.

You mean other than the 10-page paper I just wrote for 1-3? Yes, sure. The most difficult thing that I foresee is getting teaching faculty involved. The previous process was exhausting. That group has seen too few results from the previous process. The state's political climate is psychologically debilitating. Yet the current Faculty Senate has requested and received an enhanced involvement in the process. The idea of involving teaching faculty is a decent one. Practically, I am afraid it will be difficult to implement. But the results will be greater support in the end for the outcomes if teaching faculty can be energized. So the suggestion would be to use the communication process to enlist the participation of teaching faculty and reward participants by acknowledging their work (as generally IS happening consistently these days) giving them as much free food or education junkets as budget constraints will allow.

Yes, thanks for all the work you do. A strategic plan is a good thing to have in place!

Do not continue to expand. Campus can't continue to grow the way it is. How many more buildings can we build in the swamp? UWRF is known for having small class sizes with dedicated professors. This will change if we continue to grow.
Keep it simple.

Yes, students are indeed crucial to our institution, but as my comments above indicate, what we do may be unsustainable and, worse, unethical, if it is at the cost -- mental, physical, and professional -- of the faculty who make these things possible. If faculty are properly supported -- with money, time, respect for boundaries -- then faculty will be all the more able to assist students.

I do think the dining services should be changed up or improved. The quality of the food is not very good. I do not enjoy eating there. There is not much for selection or variety. They have the same few things every day, and every once in a while they have a premium night where the food is better.

The motto's pretty cheesy. The old logo with the river is way better than the newer one. Fix the website. It's hard to navigate. This is probably not what you're actually looking for from this survey.

No, not really.

Just what I already said--please provide more training to the professors on innovative ways to teach to enhance student learning.

Some internet courses work effectively and some do not. It is very important to me that students LEARN - not just "go" to college.

We are a small university that needs to literally "Grow Up" not out. Avoid paving over farmland and natural habitat at all costs. Future generations need to eat and enjoy nature. Think "parking ramp" not huge parking lots. Think "Tower Dorm" not more smaller structures, with associated parking lots, sidewalks, utilities, etc.

Please make sure the Strategic Plan and Master Plan dovetail well. Knowing that both will likely be modified after an initial 5 years, they should generally support one another initially. Be sure to engage equally staff, students, faculty and alumni in the strategic planning process.

Yes. I was a non-traditional (older) Psych major/creative writing minor. I worked in the Writing center as a tutor. My goal there was to help students find their writing voice. Many times I felt like I was actually counseling as they struggled with me to get to the deep part of who they were and what their values were (especially ESL students). My experience was amazing and I left thinking that several of the papers generated for classes at UWRF had the potential to impact the world but my guess is that they end up in a drawer gathering dust or even worse, in a waste basket. I believe that UWRF has a well to draw water from in the writing center, a well that could offer thirst-quenching water beyond the campus grounds; especially if the writing center purpose was expanded to ensure equal opportunity for all students (some tutors weren't as helpful as others). I think the creation of a UWRF Literary Magazine that published a few published writers along prominent papers from UWRF students would not only motivate/encourage students at UWRF to take what they thought and felt more seriously, it could encourage other universities/libraries/the world to move from un-earned privilege to earned privilege. Maybe we could make the American dream a reality for all people no matter where they come from. I cherish the time I spent at UWRF (2007-2011) and believe in the idea of "inclusivity." If anything I've said is unclear or if someone wants to hear more about my ideas I would be willing to stop by and talk. Thanks for the opportunity to share what has been in my heart for the last couple of years. Sincerely, Gloria Meyer gloriakmeyer@yahoo.com.

- UWRF should devote more resources toward assessing and improving technologies, processes and procedures that reduce energy and resource consumption in all areas of campus operations. We are doing well, but with more resources we could do much better and could position our campus for long-term viability.
- UWRF should devote more resources toward preventative health and medical programs and resources to reduce per-person investment in health insurance and medical costs.
I have attended UWRF for five years, both as a student and staff member. Throughout these years, I can clearly see the progress of strategic planning. I would like to say that UWRF is heading in the right direction to be a more acknowledged campus. Please continue modernizing buildings, improving campus environment, and emphasizing widespread education. Based on my experiences, I would recommend UWRF as a great community and source of education.

Don’t be afraid to ask help from all of the different organizations, especially those that are working towards a more inclusive campus. Visit with DOC (the Diversity Organization Coalition).

I think I've said enough. It's always fun to brainstorm. I hope we are willing to take some bold initiative and not fall back to the same old same old. Thanks for listening.

As mentioned above, be focused and not try to be everything to everyone. We don't need 11 strategic goals with 2-3 subsets and 3 subsets of the subsets. Be willing to say no and make tough decisions.

Parking has always been a big complaint and hassle.

I'd like to see our final strategic plan be fairly focused and to avoid being too broad. I think we need to be deliberate about where we focus our limited resources and energy so we can achieve great results. Success breeds success.

Finding a way to improve funding for the football program in order to have more full-time staff members to maintain a competitive balance with other universities in the WIAC. After all...football is often the "front porch" of a university.

Focus on a few goals and do them well rather than spreading ourselves too thin. Find a goal that the entire campus can rally around and get excited about.

River Falls is a university that is possible for first generation college students. I think this is unique. Not sure if it is due to cost or location but River Falls attracts students that are often first generation college applicants from among the lowest median family income groups. A huge message to bring to the high school students is that "UWRF is Possible". I made it work with no "college fund" or savings and went on to have a high paying job beyond my expectations. I know the economics have changed some in 20 years but that may only strengthen the message that UWRF can deliver-UWRF may be one of the few local Universities that is truly possible.

As a student, I sincerely hope that sustainability is taken into account when considering every aspect of the Strategic Plan.

Reputation of the school relies on good quality teaching that produces good quality graduates. In order to improve the quality of teaching and learning, there are two suggestions: 1. More incentives to teachers and students, in the forms of recognition, awards, scholarships, etc. 2. For students, in order for students to benefit from education, they need to spend enough amount of time to study. The hours our students use for study are very limited, compared to times spent on part time jobs, and clubs, etc.
We need to find effective ways to increase study hours.

Make sure you are involving ALL faculty and staff across the University in this process. Everyone contributes to the success of this campus and faculty and staff at all levels should have ample opportunity for input into this process.

Be who you are vs. what a few academic "visionaries" desire the institution to be. You can well serve a number of niches; however it appears that a few in key positions are afraid of it.

If faculty members are taken care of, they may be more willing to give back to the university.

I'm concerned about the budget issues faced by our university. Outreach programs such as the Shared Inquiry Program have the potential to bring in a lot of money. Marketing and making the program available to educators around the state is imperative if this program is to expand and grow. (I understand that La Crosse had a very successful and lucrative learning community masters program, but due to poor marketing and management, the program is almost defunct. I hope that will not happen to the program at UWRF.)

Quit trying to be social engineers. Live by example -- not by some fancy words!!

Thank you for engaging the community in this process. It is very much appreciated.

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