Proposed Initiative: The University will support an expansion of the number of international students and visiting faculty by developing a reasonably priced transportation plan that links to and is integrated with the Twin Cities transportation system.

Proposed by: College of Business and Economics

What strategic goal does this initiative support?
Global Education and Engagement

Describe how the initiative supports the goal(s).
A high quality transportation system will make UWRF a national leader in development of infrastructure for internationalization of the campus. Despite its presence in the Metropolitan area and proximity to an international airport, River Falls is isolated from the transportation system of the Twin Cities. Many universities find themselves in a similar situation. They want international students and visiting faculty, but the lack of affordable and convenient transportation leaves the students and faculty isolated in a small rural community. UWRF has an opportunity to develop a distinctive model for transportation that allows UWRF to be a national leader in supporting international students and visiting faculty. A transportation system that links to and is integrated with the Metropolitan transportation system is required before UWRF can seriously compete to attract large numbers of international students and visiting faculty.

Based on the definition of university-wide initiative, indicate how the proposed initiative has a university-wide impact.
UWRF has many programs across the colleges that are attractive for international students. Faculty across the campus have contacts with peer faculty around the world that would benefit from being visiting faculty at UWRF. With great faculty, strong programs, and a desire to have large numbers of international students and visiting faculty, UWRF must fix the problems that prevent us from being a state and national leader of globalization efforts. Transportation for our visiting students and faculty is not good enough for us to compete, despite our proximity to a large internationally focused metropolitan area.

Please provide a set of benchmarks and/or indicators of success to support your initiative.
The University will have a plan for transportation linked to and integrated with the Twin Cities transportation system by January 2013. The implementation of the plan can begin Fall 2013.

What elements are involved in the initiative?
Sustainability, Inclusiveness, Human Capital, Technology, Finance

Indicate how each element would be/would not be affected by the initiative.
- **Sustainability:** The University enrollment plan is more stable if UWRF is able to recruit significantly more international students. This makes the financial plan of the university sustainable. Without the ability to attract students from new markets, the University's financial plan is not sustainable. The pool of students from existing markets is declining. We need to have the infrastructure required to support the new types of students we need.
- **Inclusiveness:** In a world that has become tightly linked, the students at UWRF need to have increased exposure to and experience with students and faculty from other countries and cultures. Doubling or tripling the number of international students will significantly benefit our existing students. It will also create significant other opportunities for our students and the community to travel and do business. Internationalization of the campus is a key component of an inclusive campus.
• **Human Capital:** The plan development will draw upon the skill and experience of a large number of faculty and staff from across the campus. It will be an intensive process requiring hours of research and discussion. This is service for those involved.

• **Technology:** A plan that is integrated with the transportation system of the Twin Cities must rely upon sophisticated technology. Information needs to be readily available to the campus and continuously updated. For individuals to have a system that is truly seamless, we must tie into the Metropolitan Transportation System scheduling system. It will require significant time and effort.

• **Facilities:** No facility expansion or modification is required.

• **Finance:** The is no outlay cost for development of the plan. Time and effort is part of the service expectation for faculty and staff. An important component of the plan is to have a system that is financially sustainable through fees, grants, and allocation of budget.

• **Other:**