UWRF will engage in continuous quality improvement and assessment, define its priorities, and use solid information to make future decisions about how to use its resources.

**Tasks Completed**

- In February 2009, Faculty Senate passed and the Chancellor signed three motions approving the Academic Program Self Study Tool, ratings document, and a proposed process and timeline for assessing academic programs and units.
- In April 2009, after review and discussion, the Deans’ Council forwarded their recommendations to the Academic Programs and Policies Committee, which is currently reviewing the documents.
- Revised annual budget process to allocate resources according to institutional priorities.
- Spearheaded by the Office of the Vice Chancellor for Administration and Finance, the non-academic program self study and prioritization began in spring 2009. 127 administrative programs submitted self study documents in April 2009.

**Tasks In Progress**

- Review of the academic program self study recommendations by AP&P began on April 24, 2009.
- Non-academic self study documents were completed in April 2009, and are currently being reviewed by two administrative committees.

**Tasks to Be Addressed in the Future**

- Presentation of UWRF’s Academic Plan to the UW System Board of Regents.
- Allocation of resources consistent with program and unit assessment.
- Presentation of recommendations to administrative programs to the Chancellor’s Cabinet.
UWRF will develop and sustain a strong learning environment on the campus and beyond. We will support both student learning and faculty learning through research, scholarly and creative activity.

**Goals Completed**

- After careful review, the Recruitment, Admission, and Retention Committee has rewritten the initiative and task charter to more broadly address student success and retention. The new language in the task and initiative was approved by the Faculty Senate on March 25, 2009.
- The First-Year Experience (FYE) office received GPR UW System Growth Agenda funding, providing a centralized department for the development and implementation of first-year programs.
- Differential tuition was approved in spring of 2007 to support enhanced library resources, additional tutoring and testing, and increased support for undergraduate research, scholarly, and creative activities.

**Tasks In Progress**

- The Recruitment, Admission, and Retention Committee is working with task group leaders to examine student success and retention-related issues.

**Tasks to Be Addressed In the Future**

- Conduct an analysis of institutional and student characteristics and determine their influence on student success and retention.
- Identify best practices for student success and retention initiatives.
- Inventory current practices at UWRF that support student success.
- Establish short-term and long-term retention, progression, and completion goals with an assessment plan that measures student progress and program effectiveness.
- Develop a campus-wide plan to strengthen and coordinate new and existing programs that support student success and retention.
GOAL 2: MODEL SUSTAINABILITY PRINCIPLES
UWRF will model and champion the principles of sustainable community development.

Tasks Completed

• The St. Croix Institute for Sustainable Community Development (SCISCD) was established in 2007.
• UWRF is one of 90 schools for the AASHE STARS Benchmarking system. We have completed a Carbon Footprint Calculation for the American College and University Presidents Climate Commitment (ACUPCC).
• We also completed a campus-wide assessment for solar potential.
• A campus-wide faculty survey of sustainability-based curriculum, courses, and course content has been conducted. Over 30 faculty were identified for an interest group to work on sustainability-based curriculum.
• The UWRF Sustainability Working Group has adopted a definition of sustainability.
• UWRF is now 40% carbon neutral for campus electricity. All waste fryer oil in the University Center is converted to biodiesel and fuel for university vehicles and equipment.

Tasks In Progress

• The SCISCD is seeking additional funding with a DIN and other new funding is being sought.
• The Institute is working with communities in the region on "Cash Positive, Carbon Negative, Energy and Food Independence" models
• The ACUPCC carbon neutrality plan is in progress.
• The Sustainability Working Group is in the process of developing UWRF local food sourcing plan and system.
• Transition of Sustainability Working Group from Ad Hoc to University Committee
• Enhancement of sustainability awareness on campus, especially with students.
• Development of a Green Entrepreneur & Professional Development program context.

Tasks to Be Addressed In the Future

• Create of the UWRF Comprehensive Plan for Sustainability.
• Secure external sources of funding for sustainability initiatives.
GOAL 3: EXPAND GLOBAL LITERACY

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

Tasks Completed

• Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of campus regarding Globalization/Internationalization efforts at UWRF was carried out to inform a visit by two outside reviewers.
• Implemented an English Language Transition program in partnership with the Global Language Institute to teach English to non-native speakers.

Tasks In Progress

• Ongoing meetings of functional areas to address the streamlining and improvement in international student recruitment, admission, advising, registration, and transition to campus.
• The establishment of a Fulbright Faculty Coordinator position proposed by Faculty Senate International Programs Committee.
• A visit by consultants is scheduled for May 7th, 2009.
• The results of this review will directly affect the other tasks on the organizational structure, recruitment for international study abroad, expansion of international experiences, and faculty exchange.

Tasks to Be Addressed In the Future

• Increase support for global education on campus.
• Additional financial support for students and faculty to pursue international travel.
• Implementation of an expanded and sustainable host family program.
• Development of a strategic plan for internationalizing the campus based on the results of review by visiting consultants.
GOAL 4: DEVELOP ENGAGED LEADERS

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

Tasks Completed

• At its October 8, 2008 meeting, the Faculty Senate approved an ad hoc group charged with creating the tasks and initiatives for Goal Four: Develop Engaged Leaders of UWRF’s strategic plan.
• Special Assistant to the Chancellor Blake Fry convened the first meeting of the group; Amy Lloyd and Claire Killian were elected as co-chairs of this ad hoc committee at that time.

Tasks In Progress

• The members of this committee are currently in the planning stage of writing the tasks and initiatives.

GOAL FOUR AD HOC COMMITTEE MEMBERS

Claire Killian (Co-Chair), Management and Marketing
Amy Lloyd (Co-Chair), Student Affairs
Gregg Hadley, Agricultural Economics
Dennis Cooper, Animal & Food Science
Neil Kraus, Political Science
Michelle Parkinson, English
Joy Benson, Management and Marketing
Mark Gillen, Counseling & School Psychology
Michael Miller, Teacher Education
Donna Robole, Human Resources
Blake Fry, Special Assistant to the Chancellor
Carmen Croonquist, Internships
GOAL 5: FOSTER A DIVERSE AND INCLUSIVE CULTURE
UWRF will create a supportive community that embraces our differences and builds understanding.

Tasks Completed

• Formerly the Diversity Committee, the group adopted a new name in 2009 in line with the university’s priorities and mission. The group is now named the Diversity and Inclusivity Committee.
• The Diversity and Inclusivity Committee commissioned a study on the status of women on campus.
• The Committee also updated and rewrote the tasks and initiatives in Goal 5 in order to move forward with diversity and inclusivity efforts on campus. The new goals and initiatives can be viewed on the poster displaying the Strategic Planning Grid.

Tasks In Progress

• The committee is promoting a physical location on campus that will house The Center on Diversity and Inclusivity. This center will function as a focal point for the meeting of several ethnic and cultural groups on campus. It will also serve as a support and networking agency; as the focus of workshops and as a catalyst for fomenting programs and other services in keeping with the diversity and inclusivity goals of the campus community.

Tasks to Be Addressed In the Future

• Administer of the Campus Climate Survey, an all-campus assessment tool used to identify issues, concerns, and impediments to a person’s ability to work, study, and feel safe at UWRF.
• Create individual support plans for the University’s 2009-2010 Affirmative Action/Equal Employment Opportunity Plan.
UWRF will create and implement an integrated marketing strategy.

**Tasks Completed**

- UWRF contracted with Woychick Design to create an integrated marketing plan for the university. The results of their work were presented to the UWRF community in the summer of 2008.
- Woychick Design completed a survey of campus consumers in order to assess perceptions about UWRF, and used those perceptions to create a new branding strategy.
- The Falcon Action Network, a group of alumni friends, students, faculty and staff committed to advocating for UWRF to Wisconsin’s decision-makers, is in place and active.
- Admissions materials created with the new strategy have been created and distributed.

**Tasks In Progress**

- In January of 2009, the UWRF website was updated with the color scheme and word mark of the new integrated marketing strategy. The site also features the new slogan “Work together. Stand apart.”
- The website will continue to be updated with a second phase in which the full design created by the design firm will be implemented.

**Tasks to Be Addressed In the Future**

- Assessment and support of the new marketing campaign by an ad hoc Marketing Measurement Committee. The committee is charged with developing a system for measuring the success of the marketing initiative.
Goal 7: Invest in Human Resources

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

Tasks Completed

• Beginning in 2007-08, department chairs received an increase to stipend amounts and additional release time.
• In 2008-09, all full professors received a $2,000 increase to their base salary.
• Starting in 2008-09, salary adjustments for faculty promotion were tied to pay plan increases.
• Health insurance options improved in 2009 and the institution will continue to monitor status each year.
• Improved the hiring process for instructional academic staff.
• Implemented UW System titling guidelines for instructional academic staff.

Tasks In Progress

• Implementation of the second $2,000 salary adjustment for full professors was deferred until 2010 due to funding constraints.
• Revising the summer session compensation model.
• Considering multiple-year contracts for instructional academic staff.
• Monitoring proposed health insurance options for 2010.

Tasks to Be Addressed In the Future

• Development of a model to address faculty salary equity issues on an ongoing basis.
• Compensation and promotion model for instructional academic staff.
GOAL 8: ENHANCE THE USE OF TECHNOLOGY

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

Tasks Completed

• All Technology Enhanced Classrooms (TECs) are on a 5-year computer replacement program.
• All new TECs are designed to accommodate ADA requirements; students and faculty members with disabilities contact Academic Success Center/Disabilities Services or Human Resources for appropriate accommodations.
• All web server hardware has been replaced with new equipment to improve performance and reliability of the campus web.
• A highly available, redundant SAN (Storage Area Network) has been implemented to provide access to shared storage from multiple locations across campus.
• New standards are being implemented to the university web site as part of the integrated marketing plan.

Tasks In Progress

• Implemented Guest Access (faGuest) across campus, need to document and communicate with campus.
• Access to equipment check out for faculty and students is available in multiple places across campus. Need to develop a searchable database of available equipment.
• Regular faculty training in learning technologies; limited training in D2L, TECs, teaching online, and others.
• A telephone system replacement plan is in progress.

Tasks to Be Addressed In the Future

• Restructuring the Technology Council and its subcommittees.
• Technologies that would allow for utilization of popular services such as Chats, blogs, podcasting, etc.
Goal 9: Invest in Facilities to Support Our Mission

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

Tasks Completed

• The strategic budgeting initiative spearheaded by Budget Officer Kristen Hendrickson has created a single budget request process encompassing most facilities related requests.
• An operations and management task force/team has been assigned to develop a business model/operating plan for the new Health and Human Performance building.
• The campus has reconstituted the previous Space Planning Committee. The UWRF Faculty Senate approved the addition of faculty members to the new administrative committee, the Facilities Development Committee. This group has broad campus representation, and is working on is a Classroom Demand Analysis spearheaded by Registrar Dan Vande Yacht.

Tasks to Be Addressed In the Future

• The group will also work quite closely with the master planning process that is anticipated to get into full swing by the fall of 2009.

Facilities Development Committee Members

Dale Braun, Campus Planner
Reza Rahgozar, Accounting and Finance
Mary Manke, College of Education and Professional Studies
Lisa Kroutil, Chemistry
Dean Olson, Agricultural Engineering Technology
Mary Alice Muraski, Teaching Learning Technology
Matt Fitzgerald, Career, Counseling and Health Services
Julie Phelps, Student Affairs
Dan Vande Yacht, Registrar
Connie Smith, Risk Management
Mike Stifter, Facilities Management
UNIVERSITY OF WISCONSIN
River Falls

UNIVERSITY PLANNING GROUP

GOAL 10: SECURE FINANCIAL RESOURCES
UWRF will build a sound base of fiscal resources that will enable the university to fulfill its mission and goals.

TASKS COMPLETED

• UWRF co-sponsored and participated in United St. Croix Valley Legislative Day, during which business, civic, and educational leaders from Pierce, Polk, and St. Croix Counties advocated for greater flexibility in the policies governing the approval and bidding of UW System capital projects.
• UWRF called upon all alumni living in the State of Wisconsin to contact the Governor and key legislators in support of enumeration of Health and Human Performance Building. This resulted in a face-to-face meeting with and a future campus visit from Wisconsin administration.
• The university established and detailed four federal funding priorities for inclusion in the UW System FY 2010 Federal Priorities Binder and for submission directly to Sen. Herb Kohl.
• UWRF advocated for the inclusion of funding for higher education facilities in the American Recovery and Reinvestment Act during legislative office visits in Washington, DC and to the Wisconsin Office of Recovery and Reinvestment.

TASKS IN PROGRESS

• The University Planning Group continues to oversee the UWRF strategic plan and engaging in growing strategic planning efforts.
• University Advancement is in the first phase of a Capital Campaign for UWRF.
• In early Fall 2008, the Strategic Enrollment Planning Group launched the first comprehensive, strategic enrollment planning effort that will produce by the end of this academic year an Enrollment Management plan for the institution.
• Continue advocating for the 2009-2011 biennial budget.
• Reviewing alternative tuition models.

TASKS TO BE ADDRESSED IN THE FUTURE

• Completion of the Capital Campaign.
• Continue to actively pursue grants, gifts, and external funding to support university priorities.