

Plan 2008: Education Quality Through Racial and Ethnic Diversity – Phase II
University of Wisconsin – River Falls

May 2, 2005

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Introduction

The University of Wisconsin-River Falls' Plan 2008 Phase II report identifies activities which will work to achieve the seven overarching goals of Plan 2008. The campus, beginning with Design for Diversity (1988-98) has worked steadily and creatively to develop and implement initiatives that contribute to an inclusive and welcoming climate and, most importantly, result in people of color -- students, faculty and staff -- achieving success in higher education.

The University is also committed to integrating Plan 2008 goals and activities with our institutional goals and priorities. We continue with the vision which Chancellor Ann Lydecker articulated in her February 2003 preface to UW-River Falls' Plan 2008 Phase I report:

Diversity remains an essential priority for UW-River Falls and for the UW System. As a campus, we strongly support Plan 2008 goals and are committed to the actions necessary to achieve these goals. . . . It is sometimes easy for particular initiatives to be viewed as separate from the fundamental, guiding mission and goals of an institution. . . . Our approach is to make Plan 2008 goals a seamless part of our UW-River Falls' mission and vision. They should infuse our decision-making and daily workplace behavior.

The planning process for Phase II began in Spring, 2003 when the 18-member Phase I task force, representing a wide range of campus units, began discussion of potential Phase II initiatives. Those deliberations, however, were not finalized as the campus awaited further System guidance on Phase II planning. In early September of 2004, the task force, with some updating of membership, was charged by Interim Chancellor Virgil Nylander to continue and refine Phase II plans. In a series of meetings from September through December of 2004, the task force developed the campus plan which follows.

It is helpful to initially set the context for the specific initiatives UW-River Falls has identified to advance the seven goals of Plan 2008. This context for UW-River Falls includes the demographic changes occurring in Western Wisconsin, diversity strengths and challenges at the University, and the institution's priorities for the period 2003-06.

INSTITUTION SPECIFIC NEEDS AND CHALLENGES

Demographic changes:

UW-River Falls is unique in that the city of River Falls is partially located in St. Croix County, the fastest growing county in Western Wisconsin. It is also among the 100 fastest growing counties in the U.S.

This trend began in the late 1990's with the population of the St. Croix Valley increasing by 27% between 1990 and 2000. This growth rate is continuing. New housing developments underway in River Falls include plans for at least 1100 new housing units. As the growth rate continues, we are likely to see a slow but steady increase in the number of people of color in Western Wisconsin. As noted in the February 2003 Chancellor's preface to the Plan 2008 Phase I report:

River Falls is a part of the metropolitan statistical area for Minneapolis/St. Paul and the latter community is rapidly expanding into the St. Croix Valley. According to Wisconsin Department of Administration projections (October 2002), the population of five Western Wisconsin counties (Barron, Chippewa, Pierce, Polk and St. Croix) is projected to increase by 24.6% between 2000 and 2010 (from 239,084 to 298,000) and by 71.9% between 2000 and 2030 (from 239,084 to 411,000). The Minnesota metropolitan area is projected to have a 20.5% increase in the 20-24 year old population between 2000 and 2010 (from 186,094 to 224,300). This population will be increasingly diverse and presents an opportunity and challenge to UW-River Falls to effectively serve educational needs of an increasingly multi-cultural population.

The demographics are changing in the Twin Cities metropolitan region with additional growth in populations of color, notably the Hmong and Somali communities. This opens opportunities to further build on relationships with communities of color to encourage their enrollment at UW-River Falls. We have found that personal and programmatic connections with public schools enrolling students of color are valuable diversity resources. As demographics change, UW-River Falls views itself on diversity issues as a partner and resource for the River Falls' community and Western Wisconsin. Working with the community to create a more inclusive and welcoming climate can contribute to retaining students of color. Feeling welcome in the River Falls region, as well as on campus, should be a positive retention factor.

For faculty and staff of color, the changing regional demographics can also be a plus. At a September 2004 regional conference on economic, health, and workforce issues (Synergy 2004), business and industry leaders noted the small but growing trend toward greater diversity in the area workforce. Such diversity may help attract dual career families of color.

UW-River Falls Diversity-Related Strengths & Challenges

Institutionally we have strengths on which to build and challenges to face. Starting with the Design for Diversity initiative in the early 1990's and then Plan 2008 Phase I, UW-River Falls has put a number of programs in place which, taken together, have earned external recognition.

The table below indicates our progress in enrolling students of color:

Total Headcount Enrollment

Fall Semester Students Enrolled	1998	2000	2002	2004*	Change 98 to 04*
African American	35	41	68	69	97%
American Indian	17	26	24	33	94%
Hispanic/Latino	47	64	65	77	64%
Southeast Asian	34	56	86	101	197%
Asian American	65	62	56	62	-5%
Total Students of Color	198	249	299	342	73%
International	30	54	62	64	113%
White	5,342	5,532	5,286	5,431	2%
Total Headcount	5,570	5,835	5,647	5,837	5%

*Data are preliminary.

In October, 2003, UW-River Falls received the Educational Diversity Award from the Office of State Employment Relation's Affirmative Action Council. The National Association of College and Auxiliary Services (NACAS) awarded UW-River Falls its 2004 Golden Award for diversity accomplishments. Both awarding organizations were impressed with the range of programs coming from many different academic departments and administrative units on the campus.

Specific initiatives cited in these awards included:

- Campus Diversity Training Initiative
- Multicultural Pre-College Programs
- TRIO Upward Bound
- Vincent High School Research Collaboration
- Multilingual Admissions Publications
- Ethnic Studies Collection Development
- Career Development Support
- McNair Scholars Program
- New Faculty/Staff Orientation

We have a solid foundation of diversity programs. The challenge is to further create and refine initiatives which specifically will improve the retention and graduation rates of students of color and increase the diversity among our faculty and staff. The University will need to pursue these goals in a context of fiscal constraint. Maintaining quality while financial resources diminish demands aggressively seeking additional funding through grants, internal resource shifts, and external fundraising through the Office of University Advancement. In the larger national context following the Michigan decision, the institution will continue to tie Plan 2008 initiatives closely to the central mission and priorities of the University.

PLAN 2008 AND UW-RIVER FALLS 2003-06 PRIORITY GOALS

A broad campus objective in regard to Plan 2008 initiatives has been to integrate and link diversity strategies with UW-River Falls' priority goals. The most recent iteration of institutional priorities for 2003-06 focuses on seven key areas:

UW-River Falls' priority goals:

1. Continue to improve the educational experience of all students.
 - 1a. Continue to strengthen students' academic preparation.
 - 1b. Develop and implement an effective outcomes assessment plan for the University.
 - 1c. Design and implement enrollment management plans for undergraduate and graduate students that build on EM-21 and Plan 2008.
2. Continue to foster a diverse, inclusive, and supportive campus community.
3. Recruit and retain quality faculty and staff and continue their professional development.
4. Increase international involvement by students, faculty, and staff.
5. Value, encourage, and support life-long learning.
6. Expand the role of the University within the St. Croix Valley region.
7. Maximize resources necessary to advance the University.

Appendix B shows how UW-River Falls' Plan 2008 Phase II activities link with campus priorities from the above list. These linkages are described briefly in the following paragraphs.

Plan 2008 Goal I: Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.

This goal is consistent with UW-River Falls' priority 1: Continue to improve the educational experience of all students. Under this heading, UW-River Falls specifies "designing and implementing enrollment management plans for undergraduate and graduate students that build on EM-21 and Plan 2008." We seek to strengthen students' academic preparation and increase enrollment of students of color. Our 2008 initiatives in pre-college programs, aggressive recruiting, and connections with cultural communities fit with those priorities.

Plan 2008 Goal II: Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.

This goal correlates with UW-River Falls' priority strengthening academic preparation of students (priority 1), and fostering a diverse climate (priority 2). It may also have positive implications to encourage life long learning (priority 5) as the University connects with parents.

Plan 2008 Goal III: Close the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.

This goal is consistent with elements of UW-River Falls' priority 2: Continue to foster a diverse, inclusive, and supportive campus community. Within this priority, UW-River Falls is committed to initiatives to increase the retention and graduation rates of UW-River Falls' students and to partnering with parents and the community to foster inclusiveness.

Plan 2008 Goal IV: Increase the amount of financial aid available to needy students and reduce their reliance on loans.

This goal correlates with UW-River Falls' priority 7: Maximize resources necessary to advance the University. This priority includes a focus on recruitment and access through increased scholarships and grants. Aggressive and on-going efforts to maximize financial resources to insure access is crucial in the context of decreasing state support and increasing tuition costs.

Plan 2008 Goal V: Increase the number of faculty, academic staff, classified staff, and administrators of color so that they are represented in the UW System workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.

UW-River Falls' priority 5 initiatives include continuing to monitor, analyze, and apply data to support equitable personnel practices, initiating a mentoring network for faculty and staff of color, and engaging in training of recruitment committees.

UW-River Falls' priority 3 is to recruit and retain quality faculty and staff and to continue their professional development. This priority includes refining recruitment and personnel practices (hiring, retention, and promotion) consistent with values of equity and diversity. It also includes expanding a faculty and staff mentoring program.

Plan 2008 Goal VI: Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.

This Plan 2008 goal correlates most closely with UW-River Falls' priority 2, continuing to foster a diverse, inclusive, and supportive campus community. UW-River Falls' initiatives under this Plan 2008 goal focus on academic curriculum and co-curricular diversity education and experiences. Successfully implementing these initiatives should help achieve this campus priority.

Plan 2008 Goal VII: Improve accountability of the UW System and its institutions.

Inasmuch as this Plan 2008 goal provides for accountability on all Plan 2008 initiatives, it correlates with all of the UW-River Falls' priorities previously noted.

University of Wisconsin-River Falls and University of Wisconsin System Policies

It is important to emphasize that the specific Plan 2008 initiatives, as they link to campus goals, remain consistent with existing University of Wisconsin system policies and the policies of the University of Wisconsin-River Falls. Those policies include a) existing institutional admissions standards; b) established criteria for hiring faculty, administrators and staff; and c) existing state and federal AA/EEO laws and policies.

The following section details specific activities relevant to each Plan 2008 goal. The rationale, timeline, responsible parties/partners, funding sources and success measures are noted for each initiative.

**PLAN 2008 Phase II
DRAFT**

Goal	Activity
<p>I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.</p>	<ol style="list-style-type: none"> 1. Precollege programs to be expanded to include year-round program offerings and opportunities for high school and middle school students both on and off campus. Current programs include: College Camp, Explore, Teen University, Vincent HS Collaborative, Gear Up, Upward Bound. 2. External funding will be sought to expand the resources available to fund increased/broader participation in residential precollege programs and to support the development of new precollege program initiatives. 3. Maintain grant funding and identify additional funding to support the UWRF Upward Bound program at Arlington HS in St. Paul. 4. Continue to expand outreach activities with emphasis on postsecondary readiness and access at Alternative and Adult Learning Centers that work with students aged 18-24 as they complete diploma programs. Continue active referral network between regional community and technical colleges to enroll adult learners as degree-completing transfer students. Continue to expand articulation agreements to assist students in transitioning to 4 year program status. 5. Continue to incorporate Admissions publications general information in Spanish, Hmong and Somali to ensure that prospective students and their families have access to user friendly information on scholarships, majors, student activities, etc. 6. Maintain and increase regular interaction with St. Croix, Ho-Chunk, Lac Courte Oreilles Ojibwa bands through annual visits and recruitment of students for precollege and college recruitment programs. Outreach activities will be scheduled annually at tribal community colleges in western and northern Wisconsin and eastern Minnesota. Campus visit days will be coordinated with "Gear Up" and TRIO programs to host high school students from Lac Courte Oreilles Ojibwa Tribal Council each semester. 7. Placement test results will be purchased each year for targeted outreach initiatives and reviewed annually to help UWRF achieve greater diversity thru the enrollment of students from groups traditionally underrepresented in higher education in Wisconsin. Individual mailings to be sent to all names contained in UW System's Office of Multicultural Affairs pre college database

<p>II. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.</p>	<ol style="list-style-type: none"> 1. Maintain active involvement at state and regional levels with schools, school districts, community organizations and public and private agencies. This is to ensure familiarity with academic accomplishment and all that UW-River Falls has to offer. 2. Continue to build and cultivate relationships with organizations, associations and agencies serving communities of color. Current partnerships include: American Indian Higher Education Consortium, Black Achievers of WI, CLUES, Lao Family Societies of WI and MN, La Oportunidad, MN Association of Counselors of Color, MN. Multicultural Education Partnership(MMEP), Multicultural Information Center(MIC), National Council on Race and Ethnicity in Higher Education(NCORE), National College Access Network (NCAN),WI Educators Association of Student Support Programs(WEASSP), WI School Counselors Association .
<p>III. Close the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.</p>	<ol style="list-style-type: none"> 1. Continue an intentional and intrusive career advising program for students from targeted populations. 2. Continue to offer a New Student Transition Seminar with a targeted population of academically challenged, low-income, first generation, and multicultural students. 3. Design and implement an intrusive academic coaching and tutoring model for freshman students from targeted populations who demonstrate a need for support. 4. Continue to improve academic support and instruction for students who are English language learners. 5. Continue to pursue the implementation of regular commercial transportation to Minneapolis/St. Paul.
<p>IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.</p>	<ol style="list-style-type: none"> 1. Provide additional support for scholarships by : <ul style="list-style-type: none"> • Re-submitting detailed scholarship plan(modified from ‘Reach for the Future, Goal 1, Section A., Activity 2.) to University Advancement to be considered as part of the capital campaign. • Seeking outside sources to fund scholarships for targeted groups. • Working with University Advancement to communicate specific scholarship needs to be part of the ‘Annual Campaign’ 2. Seek support to increase state funding in existing programs such as the Lawton Minority Retention Grant and Advanced Opportunity Program as well as the WHEG, TIP and WIG programs. 3. Support and communicate to UW System/Wisconsin legislature the need to expand eligibility in the Lawton Minority Retention Grant to needy incoming freshmen. 4. Create computer generated ‘queries’ and reports to identify specific students (or groups of students) eligible for specific scholarships, as needed. 5. Design and implement an intrusive ‘financial preparedness’ program for freshmen students from targeted populations.

<p>V. Increase the number of faculty, academic staff, classified staff, and administrators of color, so that they are represented in the UW System workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.</p>	<ol style="list-style-type: none"> 1. Continue to submit an annual Affirmative Action Plan including Equal Opportunity reporting. 2. Regularly analyze data on hiring, retention, and promotion of faculty and staff of color to advance equal opportunity objectives. 3. Market employment opportunities in targeted publications, e.g., Black Issues in Higher Education, Hispanic Outlook, and Women in Higher Education. 4. Conduct training for recruitment committees on effective practices to diversify the faculty and staff. 5. Initiate a mentoring network for faculty and staff of color. 6. Administer a campus climate survey on a regular basis. Distribute results widely and promote their use in improving campus climate. 7. Reassess the need for a workplace ESL program.
<p>VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.</p>	<ol style="list-style-type: none"> 1. Continue to work on coalition building and general support among our campus organizations representing students of color, including the creation of a multicultural center. 2. Launch a concerted diversity education program aimed at our residence hall student population. 3. Work with City, K-12, and University staff to (a) develop a diversity education module for City, school, and University employees and (b) create a joint City, school, and University crisis team to respond to episodes of prejudice and other forms of ethnic, racial, or sexual harassment. 4. Continue to seek additional funding for Ethnic Studies library resources to maximize holdings and promote their use. 5. Reassess the desired outcomes and assessment plan of the University's diversity course requirement. 6. Motivate and support faculty members to teach academic courses from a more diverse and multicultural perspective, including attention to classroom climate. 7. Institute a system of regular, structured communication between Admissions, Multicultural Services, and other staff involved in diversity initiatives. 8. Institute a series of presentations that increase diversity awareness for academic and classified staff.
<p>VII. Improve accountability of the UW System and its institutions.</p>	<ol style="list-style-type: none"> 1. The M/D Coordinator will organize UW-River Falls' compilation of the annual report on Plan 2008 goals. 2. Establish data points regarding the achievement of students of color in terms of both rate and share in university educational outcomes.

ASSESSMENT ACTIVITIES FOR PLAN 2008

I. Assessment measures necessary to monitor the gap in achievement rates (retention and graduation rates) between under-represented and majority students.

The following reports appear to be useful in monitoring the achievement gap between under-represented groups and majority students and will be used to report to UW System and the Board of Regents Plan 2008 progress. The reports should designate as individual under-represented groups, Native Americans, African American, Latino/Hispanic and S.E. Asian and, then all other racial groups (white and Asian American) as the majority. These reports together with the OPAR statistics will reviewed annually by the University (example, Plan 2008 Advisory Committee) for the purposes of recommending modification of and/or new activities to accomplish goals.

- Retention rate - Fall to Spring each year
- Fall to Fall each year
- Freshman Fall – 2nd Year Fall
- 2nd Year Fall – 3rd Year Fall
- 3rd Year Fall – 4th Year Fall

Term Graduation/Academic Data

- Number and % graduating Fall
- Number and % graduating Spring
- Number and % graduating Fall to Fall
- Number with 3.5 Term GPA vs. Number with Term GPA Less than 2.0
- Average CUM GPA each term
- Average Total Credits completed each term

Annual Graduation Rate/Academic Data (Some elements will be optional, reported if sufficient numbers prevent possible FERPA violation)

- Data on an academic year basis starting with 1998-99
- Number of graduates who start here vs. start elsewhere (Matriculated here)
- Residency (State)
- ACT Comp
- High School Rank (%-tile)
- Transfer credits (post high school)
- Cum GPA
- Time to degree
- Credits to degree
- College
- Major
- Minor

Concerns to be addressed in formulating the reports.

1. Plan 2008 is concerned only with the under-represented groups, Native American, Hispanic/Latino, African American, and S. E. Asian. Other groups identified as ethnic groups are not targeted and for the purpose of these reports included as majority students or not included in any fashion.
2. Racial designation is a self identification issue. Some students choose not to report because they feel that their race is not the business of the University, they are forced to chose between parents (bi-racial, etc.) and/or cite different reasons. However, International students often self identify into one of the four under-represented groups listed and should not be included in the reports.
3. GPA's, both term and cumulative, are reported incorrectly in certain circumstances. A student who withdraws, obtains all Incompletes, obtains SP, or flunks all their courses show a term GPA of 0.000. In all but the last case, the term GPA is really a blank, no harm, no foul. Only the individual receiving grades of "F" has a term or a cumulative GPA of 0.00. Any report needs to make those adjustments.
4. These reports should not include, or should separate out, Graduate student, Youth Option students, Non-degree seeking students and others not tracking towards a degree by the nature of their admission. Recommend undergraduates only.
5. As the number of students in the under-represented groups is small, extreme care has to be taken with this data to avoid identifying any individual. FERPA violations in reporting data would be a disaster.
6. However, as the number of students in the under-represented groups is small, individuals can be tracked easily and academic performance monitored. A preliminary qualitative observation would be that some of the "high achieving" students in the under-represented groups appear to "commit academic suicide" in their final year and not graduate. This tracking and monitoring might provide for early detection and possible intervention.
7. The eSIS (PeopleSoft electronic Student Information System) is recognized as a "living system" and data changes daily. Date of data collection and the basis of the academic and retention reports should be the CDR date or use a fixed data warehouse.
8. These reports will be reviewed annually, assessed for the effectiveness of the information generated and modified if necessary.

II. Assessment plans for individual activities (34) designed to accomplish each of the seven goals within Plan 2008.

Each of the thirty-four (34) activities described in Plan 2008 will have an annual qualitative and/or quantitative assessment completed with recommendations for continuation, modification, and/or elimination. The assessment will be conducted by the offices and individuals responsible for the activity. The activities, assessments and recommendations will be reviewed by the University (example, Plan 2008 Advisory Committee) for a recommendation.

PLAN 2008: Educational Quality Through Racial and Ethnic Diversity
University of Wisconsin-River Falls
Activity Planning Grid
Plan Years 2003-2008

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Precollege programs to be expanded to include year-round program offerings and opportunities for high school and middle school students both on and off campus. Current programs include: College Camp, Explore, Teen University, Vincent HS Collaborative, Gear Up, Upward Bound.		
Provide background information & baseline data that establishes the need for this activity.	Program enrollments and interest have grown, as well as requests from school districts and feeder programming agencies to have programming options available throughout the school year as well as during the summer.		
What is the status?	New	Continuing X	Amended X
Who is responsible for implementing this activity?	Multicultural Services Precollege Programs, College of Agriculture, Food and Environmental Sciences, College of Education and Professional Studies, with assistance from other departments/units as requested and/or necessary.		
How will the outcomes be recorded and evaluated?	Each program is required to conduct an annual program review and evaluation for funding sources/sponsors.		
Who will be responsible for recording the data and evaluating this activity?	Admissions and individual program directors.		
What is the target group?	High school and middle school students traditionally underrepresented in higher education including those who are one or more of the following: low income, first generation college student, and/or student of color.		
What is the timeline for implementing and completing this activity?	Projects already underway		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Federal and State program grants, public and private sector agency support, UWRF		
What factors will affect the success of this activity?	Enrollment trends, affordability, and the ability to successfully address transportation and issues.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	External funding will be sought to expand the resources available to fund increased/broader participation in residential precollege programs and to support the development of new precollege program initiatives.		
Provide background information & baseline data that establishes the need for this activity.	Program enrollments and interest have grown, as well as requests from school districts and feeder programming agencies to have programming options available throughout the school year as well as during the summer.		
What is the status?	New	Continuing X	Amended X
Who is responsible for implementing this activity?	Multicultural Services Pre college Programs, College of Agriculture, Food and Environmental Sciences, College of Education and Professional Studies, with assistance from other departments/units as requested and/or necessary.		
How will the outcomes be recorded and evaluated?	Each program is required to conduct an annual program review and evaluation for funding sources/sponsors.		
Who will be responsible for recording the data and evaluating this activity?	Admissions, Multicultural Services, and individual program directors.		
What is the target group?	High school and middle school students traditionally underrepresented in higher education including those who are one or more of the following: low income, first generation college student, and/or student of color.		
What is the timeline for implementing and completing this activity?	Projects already underway		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Federal and State program grants, public and private sector agency support, UWRF		
What factors will affect the success of this activity?	Enrollment trends, affordability, and the ability to successfully address transportation and issues.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Maintain grant funding and identify additional funding to support the UW-River Falls Upward Bound program at Arlington HS in St. Paul.		
Provide background information & baseline data that establishes the need for this activity.	Program enrollments and interest have grown, as well as requests from school districts and feeder programming agencies to have programming options available throughout the school year as well as during the summer.		
What is the status?	New	Continuing X	Amended X
Who is responsible for implementing this activity?	Multicultural Services Pre college Programs, College of Education and Professional Studies, with assistance from other departments/units as requested and/or necessary.		
How will the outcomes be recorded and evaluated?	Each program is required to conduct an annual program review and evaluation for funding sources/sponsors.		
Who will be responsible for recording the data and evaluating this activity?	Admissions and Upward Bound program director.		
What is the target group?	High school and middle school students traditionally underrepresented in higher education including those who are one or more of the following: low income, first generation college student, and/or student of color.		
What is the timeline for implementing and completing this activity?	Projects already underway		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Federal and State program grants, public and private sector agency support, UWRF		
What factors will affect the success of this activity?	Enrollment trends, affordability, and the ability to successfully address transportation and issues.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Continue to expand outreach activities with emphasis on postsecondary readiness and access at Alternative and Adult Learning Centers that work with students aged 18-24 as they complete diploma programs. Continue active referral network between regional community and technical colleges to enroll adult learners as degree-completing transfer students. Continue to expand articulation agreements to assist students in transitioning to 4 year program status.		
Provide background information & baseline data that establishes the need for this activity.	Growing number of students regionally who fail to complete traditional high school programs. As well, there is an increase in the number of refugees and those granted political asylum seeking high school graduation credentials. Community and technical colleges have created an affordable and accessible point of entry for many students embarking on post secondary programs. Successful completion of postsecondary curriculum assists continuing students in the completion of a four-year degree programs. Increased numbers of students are enrolling as transfer students at UW-River Falls.		
What is the status?	New	Continuing x	Amended
Who is responsible for implementing this activity?	College of Education and Professional Studies, College of Agriculture, Food and Environmental Sciences, College of Arts and Science, College of Business and Economics, and Admissions,		
How will the outcomes be recorded and evaluated?	Review number conversions from prospect pool to applicant pool through eSIS. Annual review of application, enrollment, retention and graduation data for transfer students.		
Who will be responsible for recording the data and evaluating this activity?	Admissions Office, Registrar's Office, and Office of Institutional Research		
What is the target group?	Students aged 18-24 that are complete high school diploma programs as well as transfer students who have self- identified as a member of one or more groups traditionally underrepresented in higher education.		
What is the timeline for implementing and completing this activity?	Ongoing		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Staff time		
What factors will affect the success of this activity?	<ol style="list-style-type: none"> 1. Ability to assist students who have been "at risk" to make longer-term commitment to pursuing post secondary educational programming, 2. Ability to continue outreach initiatives and expand markets for recruitment and enrollment of new transfer students. 3. Ability to retain students. 		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Continue to incorporate Admissions publications general information in Spanish, Hmong and Somali to ensure that prospective students and their families have access to user friendly information on scholarships, majors, student activities, etc.		
Provide background information & baseline data that establishes the need for this activity.	Increased numbers of prospective and enrolled student households use a language other than English as the primary language in the home.		
What is the status?	New	Continuing x	Amended
Who is responsible for implementing this activity?	Admissions Office		
How will the outcomes be recorded and evaluated?	Response from student households, requests for additional materials and services, and prospect/enrollment data.		
Who will be responsible for recording the data and evaluating this activity?	Admissions		
What is the target group?	Refugees, Political Asylum grantees, resident alien and refugee households		
What is the timeline for implementing and completing this activity?	Ongoing		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Funded from current resources		
What factors will affect the success of this activity?	Changes in community demographics, demand for and availability of translation assistance/services.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Maintain and increase regular interaction with St. Croix, Ho-Chunk, Lac Courte Oreilles Ojibwa bands through annual visits and recruitment of students for precollege and college recruitment programs. Outreach activities will be scheduled annually at tribal community colleges in western and northern Wisconsin and eastern Minnesota. Campus visit days will be coordinated with "Gear Up" and TRIO programs to host high school students from Lac Courte Oreilles Ojibwa Tribal Council each semester.		
Provide background information & baseline data that establishes the need for this activity.	Native American students are underrepresented in higher education WI,		
What is the status?	New	Continuing x	Amended
Who is responsible for implementing this activity?	Admissions Office, Multicultural Services Precollege Programs, other offices/departments as requested		
How will the outcomes be recorded and evaluated?	Review visit day and event/outreach activity participation. Modify programming as needed/or requested to support increased participation in outreach activities.		
Who will be responsible for recording the data and evaluating this activity?	Admission Office and Multicultural Services Precollege Coordinator		
What is the target group?	Native American high school and middle school students		
What is the timeline for implementing and completing this activity?	Projects already underway		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Funded from current resources		
What factors will affect the success of this activity?	Ability to carryout programming initiatives, provide transportation assistance as needed, and the successful recruitment and retention of Native American students.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.			
What is the activity?	Placement test results will be purchased each year for targeted outreach initiatives and reviewed annually to help UW-River Falls achieve greater diversity thru the enrollment of students from groups traditionally underrepresented in higher education in Wisconsin. Individual mailings to be sent to all names contained in UW System's Office of Multicultural Affairs precollege database.		
Provide background information & baseline data that establishes the need for this activity.	To be as far-reaching as possible in developing a prospective student database it is necessary to purchase/acquire the names of students who have either self-identified as a member of a racial/ethnic group, and/or participated in pre college programs in WI		
What is the status?	New	Continuing x	Amended
Who is responsible for implementing this activity?	Admissions		
How will the outcomes be recorded and evaluated?	Monitor internal database to track the number of names that convert from "suspect" to prospect and applicant.		
Who will be responsible for recording the data and evaluating this activity?	Admissions		
What is the target group?	High School students of color		
What is the timeline for implementing and completing this activity?	ongoing		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Institutional funding designated for Multicultural Recruiting		
What factors will affect the success of this activity?	Ability to be competitive in the marketplace regarding the recruitment of identified prospective students. Accuracy of address information used for mailings.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal II. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.			
What is the activity?	Maintain active involvement at state and regional levels with schools, school districts, community organizations and public and private agencies. This is to ensure familiarity with academic accomplishment and all that UW-River Falls has to offer.		
Provide background information & baseline data that establishes the need for this activity.	The institution is held in high regard as an active member of the diverse regional communities and interests that UW-River Falls wishes to serve. As part of a concerted outreach initiative, UW-River Falls promotes heightened community and family awareness of the need for sound pre college learning and planning (at the elementary and secondary level) to households traditionally underrepresented in higher education. Understanding the correlation that school readiness plays in post secondary success advantages and encourages students as they move through the educational pipeline on the way toward earning a college degree.		
What is the status?	New	Continuing x	Amended
Who is responsible for implementing this activity?	Admissions, Multicultural Services, individual UWRF colleges, departments and offices.		
How will the outcomes be recorded and evaluated?	Monitor institutional familiarity and referral/request rates		
Who will be responsible for recording the data and evaluating this activity?	Individual program areas/units.		
What is the target group?	Groups traditionally underrepresented in higher education		
What is the timeline for implementing and completing this activity?	Ongoing		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Funded from current resources		
What factors will affect the success of this activity?	<ol style="list-style-type: none"> 1. Level of departmental/program unit participation. 2. Ability of institution to maintain/improve position in the higher education marketplace. 		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal II. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.			
What is the activity?	Continue to build and cultivate relationships with organizations, associations and agencies serving communities of color. Current partnerships include: American Indian Higher Education Consortium, Black Achievers of WI, CLUES, Lao Family Societies of WI and MN, La Oportunidad, MN Association of Counselors of Color, MN. Multicultural Education Partnership(MMEP), Multicultural Information Center(MIC), National Council on Race and Ethnicity in Higher Education(NCORE), National College Access Network (NCAN), WI Educators Association of Student Support Programs(WEASSP), WI School Counselors Association		
Provide background information & baseline data that establishes the need for this activity.	UW-River Falls is an active participant and supporter of initiatives that address access to higher education.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Principally Admissions and Multicultural Services with support from various College representatives		
How will the outcomes be recorded and evaluated?	Departmental/program review of the benefit of such collaborations.		
Who will be responsible for recording the data and evaluating this activity?	Principally Admissions and Multicultural Services with support from various College representatives		
What is the target group?	Organizations that serve diverse populations/communities of color and encourage access to higher education opportunities.		
What is the timeline for implementing and completing this activity?	This is an ongoing activity		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Institutional/departmental dollars		
What factors will affect the success of this activity?	Ability to effectively market programs, and adapt programming to respond to regional needs.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal III. Closing the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.			
What is the activity?	Career Exploration workshops and/or presentations for Upward Bound and Pre college Camp participants, Multicultural Student Organizations, Ag-Ed 140 classes, and McNair Scholar Meetings.		
Provide background information & baseline data that establishes the need for this activity.	During the past 10 years, the freshman to sophomore retention rates for students of color have averaged 15% below that of the general student body. The freshman to sophomore retention rate for students of color improved considerably in 198-99: 73% for students of color as compared to 76% for the general student body. One of the important factors in student retention is clarity about major and career direction. Providing career advising and development services helps to enhance retention and graduation rates.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Career Services, designated Career Counselor, in collaboration with designated Multicultural Advisor in the Academic Success Center.		
How will the outcomes be recorded and evaluated?	1. Freshman to sophomore retention rates of students of color. 2. Six-year graduation rates for students of color. 3. Participant feedback on the program.		
Who will be responsible for recording the data and evaluating this activity?	Office of Institutional Research and Multicultural Advisor		
What is the target group?	Students of color		
What is the timeline for implementing and completing this activity?	Ongoing efforts are made throughout the year		
How much will it cost?	Approximately \$100/ workshop or presentation		
What will be the funding sources?	Career Services budget		
What factors will affect the success of this activity?	Number of available staff, support from Multicultural Services, funding availability from Career Services budget.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal III. Closing the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.			
What is the activity?	Offer a New Student Transition Seminar to enhance support services for a targeted population of students who are academically at-risk, multicultural, low income, or first generation. Students involved will begin their seminar during their freshman Weeks of Welcome. Seminar will provide strategies for student success in goal setting, time management, study skills, financial management, etc. Seminar will provide social programs and an orientation to the campus. Seminar will be offered as model for adaptation by colleges.		
Provide background information & baseline data that establishes the need for this activity.	The freshman to sophomore retention rates for students of color during the past ten years have averaged 15% below that of the general student body. In addition to the variety of support services available to all students, the Academic Success Program, in existence since 1989, provided comprehensive academic support for first year students of color who are at-risk academically. Previous seminars indicated that Seminar students with low ACT and high school rank do better than their regularly admitted counterparts during their first year.		
What is the status?	New	Continuing	Amended X
Who is responsible for implementing this activity?	Academic Success Center Director, Multicultural Advisors		
How will the outcomes be recorded and evaluated?	1. Freshman to sophomore retention rates for participants 2. Academic standing of participants 3. GPA of participants 4. Credits participants have completed 5. Participant feedback on program.		
Who will be responsible for recording the data and evaluating this activity?	Director of Academic Success Center and Multicultural Advisor		
What is the target group?	Academically at-risk, low-income, first generation, and multicultural students		
What is the timeline for implementing and completing this activity?	On-going, Fall 2005		
How much will it cost?	\$750		
What will be the funding sources?	To be determined		
What factors will affect the success of this activity?	Lack of funding		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal III. Closing the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.			
What is the activity?	Appoint an ad-hoc committee to research and design an effective academic coaching/tutoring program.		
Provide background information & baseline data that establishes the need for this activity.	Drawing upon the experience of University 160 and Ag-140 courses, it has been determined that academic coaching and tutoring will additionally strengthen the University's on-going efforts to support transitioning students. Additionally, present transitional seminar results indicate that retention of its participants is 7% higher than their counterparts.		
What is the status?	New X	Continuing	Amended
Who is responsible for implementing this activity?	An appointed ad-hoc committee composed of representatives from the Academic Success Center, Multicultural Services, and representatives from each college.		
How will the outcomes be recorded and evaluated?	<ol style="list-style-type: none"> 1. Freshman to sophomore retention rates for participants 2. Academic standing of participants 3. GPA of participants 4. Credits participants have completed 5. Participant feedback on program 		
Who will be responsible for recording the data and evaluating this activity?	Academic Success Center Director and Multicultural Advisor		
What is the target group?	Freshmen students who participated in the Transition Seminar		
What is the timeline for implementing and completing this activity?	Implemented Spring 2005—On-going activity		
How much will it cost?	Staff and faculty time		
What will be the funding sources?	Staff and faculty time		
What factors will affect the success of this activity?	Dependent upon New Student Transition Seminar		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal III. Closing the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.			
What is the activity?	Create an ad hoc committee to a) establish criteria to identify English language learners (ELL) (TESOL and English placement scores) and b) explore the need for additional academic support for these students.		
Provide background information & baseline data that establishes the need for this activity.	ELL students have historically been divided into two groups at UW-River Falls. With the recent changes in the General Education requirement, those students who have graduated from US high schools and who require remediation will be required to take English 020 (Foundations of English) before proceeding to English 100 (Freshman English). English 101 and 102 (English for Non-Native Speakers) will take the place of English 100. Tentative plans for an additional required English class are pending. There is also a TOEFL summer preparation program for Japanese international students.		
What is the status?	New <input checked="" type="checkbox"/>	Continuing <input checked="" type="checkbox"/>	Amended
Who is responsible for implementing this activity?	The committee composed of the director of the Freshman English Program/Writing Center, professors teaching ELL and remedial English course, TESOL staff, TOEFL staff, and ASC Tutoring Coordinator		
How will the outcomes be recorded and evaluated?	Dependent on plan formulated by the committee		
Who will be responsible for recording the data and evaluating this activity?	Appointed chair of the ad hoc committee		
What is the target group?	Students with English language learner needs.		
What is the timeline for implementing and completing this activity?	Fall 2005		
How much will it cost?	Unknown at this time.		
What will be the funding sources?	Dependent on the recommendations of the committee		
What factors will affect the success of this activity?	Accurate identification of students and the success of strategies to increase their language proficiency.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal III. Closing the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.			
What is the activity?	Continue to pursue the implementation of regular commercial transportation to Minneapolis/St. Paul.		
Provide background information & baseline data that establishes the need for this activity.	River Falls is located approximately 30 miles from Minneapolis/St. Paul. There is no public transportation from River Falls to the metro area. Students who do not have access to personal transportation cannot take advantage of the many Minneapolis/St. Paul cultural, educational, entertainment, and community events. Proximity to the Twin Cities is one of the reasons cited by students in their choice of UW-River Falls, but the lack of public transportation presents an obstacle for students taking advantage of our location.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	The University as a whole.		
How will the outcomes be recorded and evaluated?	<ol style="list-style-type: none"> 1. Number of students using the service 2. Satisfaction of students with service based on feedback surveys. 3. Financial viability of service 		
Who will be responsible for recording the data and evaluating this activity?	UW-River Falls Leadership Center		
What is the target group?	Students who would benefit from the cultural activities and accessibility to the Twin Cities, including students of color.		
What is the timeline for implementing and completing this activity?	Fall 2006		
How much will it cost?	No cost to the University		
What will be the funding sources?	User-funded service		
What factors will affect the success of this activity?	Finding a company that views this as a commercially viable business venture.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.			
What is the activity?	Provide additional support for scholarships by : <ul style="list-style-type: none"> a. Re-submitting detailed scholarship plan(modified from ‘Reach for the Future, Goal 1, Section A., Activity 2.) to University Advancement to be considered as part of the capital campaign. b. Seeking outside sources to fund scholarships for targeted groups. c. Working with University Advancement to communicate specific scholarship needs to be part of the ‘Annual Campaign’ 		
Provide background information & baseline data that establishes the need for this activity.	Baseline data will be collected on the number and amounts of scholarships that are currently awarded to students of color.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Director – Office of Financial Assistance		
How will the outcomes be recorded and evaluated?	Scholarship data (numbers and amounts) will be collected annually and compared to the baseline data.		
Who will be responsible for recording the data and evaluating this activity?	Office of University Advancement		
What is the target group?	Low income students		
What is the timeline for implementing and completing this activity?	Current scholarship cycle beginning December 1, 2004		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Donors		
What factors will affect the success of this activity?	Amount of actual funding receiving from University Advancement and/or outside sources.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.			
What is the activity?	Seek support to increase state funding in existing programs such as the Lawton Minority Retention Grant and Advanced Opportunity Program as well as the Wisconsin Higher Education Grant (WHEG), Talent Incentive Program (TIP) and Wisconsin Indian Grant (WIG) programs.		
Provide background information & baseline data that establishes the need for this activity.	At the beginning of Plan 2008, then-Chancellor Thibodeau indicated there would be an initiative to increase funding in the Lawton & AOP programs. To date no significant increase in funding levels has occurred.		
What is the status?	New	Continuing XX	Amended
Who is responsible for implementing this activity?	To be determined		
How will the outcomes be recorded and evaluated?	Monitor yearly allocations/expenditures for University of Wisconsin - River Falls campus.		
Who will be responsible for recording the data and evaluating this activity?	Office of Financial Assistance		
What is the target group?	Eligible students for these programs.		
What is the timeline for implementing and completing this activity?	Current biennial budget (05-07) and beyond		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Outside agencies		
What factors will affect the success of this activity?	State budget and other priorities		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.			
What is the activity?	Support and communicate to UW System/Wisconsin legislature the need to expand eligibility in the Lawton Minority Retention Grant to needy incoming freshmen.		
Provide background information & baseline data that establishes the need for this activity.	Currently students with 30+ credits are eligible for the Lawton Minority Retention Grant.		
What is the status?	New XX	Continuing	Amended
Who is responsible for implementing this activity?	To be determined		
How will the outcomes be recorded and evaluated?	Either the initiative is approved or not.		
Who will be responsible for recording the data and evaluating this activity?	Academic Success Center		
What is the target group?	Students of Color with financial need.		
What is the timeline for implementing and completing this activity?	Communicate with UW System and Legislature by June 1, 2005. Implement, if approved, Fall 2005		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Outside agencies		
What factors will affect the success of this activity?	Pending Legislative action		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.			
What is the activity?	Create computer generated 'queries' and reports to identify specific students (or groups of students) eligible for specific scholarships, as needed.		
Provide background information & baseline data that establishes the need for this activity.	"BRIO" system could be used to query database to find groups of students.		
What is the status?	New XX	Continuing	Amended
Who is responsible for implementing this activity?	Director of Office of Financial Assistance Director of Institutional Research		
How will the outcomes be recorded and evaluated?	Reports generated		
Who will be responsible for recording the data and evaluating this activity?	Director of Office of Financial Assistance Director of Institutional Research		
What is the target group?	Specific students and/or groups of students eligible for the specific scholarship		
What is the timeline for implementing and completing this activity?	Ongoing		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	Existing resources		
What factors will affect the success of this activity?	Other eSIS project initiatives and demands on Institutional Research		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.			
What is the activity?	Design and implement an intrusive 'financial preparedness' program for freshmen students from targeted populations.		
Provide background information & baseline data that establishes the need for this activity.	Recent observations indicate that students and families are struggling with the concept(s) of financial aid and fiscal responsibility to pay their university charges.		
What is the status?	New XX	Continuing	Amended
Who is responsible for implementing this activity?	Office of Financial Assistance & Academic Success Center staff		
How will the outcomes be recorded and evaluated?	Seminars/Campus Presentations		
Who will be responsible for recording the data and evaluating this activity?	Director of Office of Financial Assistance		
What is the target group?	First generation, low-income, economically disadvantaged students		
What is the timeline for implementing and completing this activity?	Academic 2005-06 and beyond		
How much will it cost?	\$300 for printed materials		
What will be the funding sources?	Unknown		
What factors will affect the success of this activity?	Competing priorities for staff time		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Continue to submit an annual Affirmative Action Plan including Equal Opportunity reporting.		
Provide background information & baseline data that establishes the need for this activity.	Executive Order 11246 requires the submission of an annual AA Plan. The AA Plan provides consistent and comprehensive data regarding AA/EEO objectives and institutional progress in meeting those objectives.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Office of Equity and Compliance		
How will the outcomes be recorded and evaluated?	A written version of the Plan is prepared with summaries posted on-line. The Plan is reviewed by the UW-RF Chancellor and UW-System.		
Who will be responsible for recording the data and evaluating this activity?	Equity and Compliance prepares; Chancellor and UW- System AA Office evaluates		
What is the target group?	All UW-RF employees		
What is the timeline for implementing and completing this activity?	Annual		
How much will it cost?	No additional costs, No additional Plan 2008 funding requested		
What will be the funding sources?			
What factors will affect the success of this activity?	Accuracy and timeliness of hiring data supplied by HR; application of new census data		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Regularly analyze data on hiring, retention, and promotion of faculty and staff of color to advance equal opportunity objectives.		
Provide background information & baseline data that establishes the need for this activity.	Shared information on any potential adverse impact in personnel decisions is the basis for taking corrective action if needed.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Office of Equity and Compliance with assistance from Human Resources		
How will the outcomes be recorded and evaluated?	Report from Equity and Compliance to Provost/Vice Chancellor		
Who will be responsible for recording the data and evaluating this activity?	Recording Data: Office of Equity and Compliance with assistance from Human Resources Evaluation: Provost/Vice Chancellor		
What is the target group?	Faculty and staff of color		
What is the timeline for implementing and completing this activity?	Annual summary, completed in June		
How much will it cost?	No additional monetary costs, No additional Plan 2008 funding requested		
What will be the funding sources?			
What factors will affect the success of this activity?	Time of current staff to compile analysis; communication of analysis as hiring, retention and promotion decisions are made.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Market employment opportunities in targeted publications, e.g., Black Issues in Higher Education, Hispanic Outlook, and Women in Higher Education		
Provide background information & baseline data that establishes the need for this activity.	Readership of these publications is significant; advertising in these outlets both taps diverse applicant pools and also confirms commitment to diverse hiring for applicants of color whose initial knowledge of position openings comes from the chronicle.		
What is the status?	New X	Continuing	Amended
Who is responsible for implementing this activity?	Equity and Compliance Office and Human Resources		
How will the outcomes be recorded and evaluated?	Applicants self-report their information source for position openings; equity and Compliance Officer will compile and monitor		
Who will be responsible for recording the data and evaluating this activity?	Equity and Compliance Office and Human Resources		
What is the target group?	Available applicants of color for the specified position		
What is the timeline for implementing and completing this activity?	Ongoing		
How much will it cost?	Approximately \$4,500/year		
What will be the funding sources?	Locally designated minority recruitment funds; college budgets		
What factors will affect the success of this activity?	Availability of funding		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Conduct training for recruitment committees on effective practices to diversify the faculty and staff.		
Provide background information & baseline data that establishes the need for this activity.	Gains in hiring faculty and staff of color have only slightly exceeded campus attrition. UW-RF has a leadership team participating in 2004-2005 initiatives of the 3 rd annual Keeping Our Faculties national Conference. Conference presentations highlighted the value of diversity training for campus recruitment committees and provided resources to pursue for such training.		
What is the status?	New X	Continuing	Amended
Who is responsible for implementing this activity?	Equity and Compliance Office in conjunction with Affirmative Action Advisory Committee		
How will the outcomes be recorded and evaluated?	Progress in hiring faculty and staff of color tracked through annual Affirmative Action Plan		
Who will be responsible for recording the data and evaluating this activity?	Equity and Compliance Office to record training participation; evaluation by Affirmative Action Advisory Committee		
What is the target group?	Faculty and staff who serve on or chair recruitment committees		
What is the timeline for implementing and completing this activity?	Training plans developed and/or contracted for, Spring 2005 for implementation Fall 2005		
How much will it cost?	Approximately \$2,500		
What will be the funding sources?	Equity & Compliance, HR, campus minority recruitment fund		
What factors will affect the success of this activity?	Participation by recruitment committee members		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Initiate a mentoring network for faculty and staff of color.		
Provide background information & baseline data that establishes the need for this activity.	Mentoring initiatives have not consistently occurred across campus. UW-RF has a leadership team participating in 2004-05 initiatives of the 3 rd Annual Keeping Our Faculties National Conference. Conference presentations highlighted the value of mentoring programs in retaining faculty and staff of color.		
What is the status?	New X	Continuing	Amended
Who is responsible for implementing this activity?	Keeping our Faculties Leadership Team in partnership with Provost's Office and Equity and Compliance Office		
How will the outcomes be recorded and evaluated?	Feedback will be provided to groups noted above		
Who will be responsible for recording the data and evaluating this activity?	Equity and Compliance Officer (who is also leader of Keeping Our Faculties team)		
What is the target group?	New faculty and staff of color		
What is the timeline for implementing and completing this activity?	Planning, Spring 2005 Implementation, Fall 2005		
How much will it cost?	\$3,500 – 4,000		
What will be the funding sources?	\$2,000 funding available from external Keeping Our Faculties Conference and \$2,000 campus match		
What factors will affect the success of this activity?	Support of academic deans and department chairs; participation by faculty/staff of color		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Administer a campus climate survey on a regular basis. Distribute results widely and promote their use in improving campus climate.		
Provide background information & baseline data that establishes the need for this activity.	Campus climate surveys have been previously conducted providing baseline data; continuing the process identifies area of progress as well as needed improvements		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Equity and Compliance Office with assistance from Institutional Research		
How will the outcomes be recorded and evaluated?	Outcomes assessed by Campus Climate Coordinating Committee and reported to Chancellor		
Who will be responsible for recording the data and evaluating this activity?	Institutional Research Office will record data and report to Campus Climate Coordinating Committee		
What is the target group?	All employees		
What is the timeline for implementing and completing this activity?	Every 2 years		
How much will it cost?	Approximately \$2,000		
What will be the funding sources?	Equity and Compliance Office/Institutional Research/Human Resources budgets		
What factors will affect the success of this activity?	Effective survey construction; response rate of campus community.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal V. Increase the number of faculty, academic staff, classified staff and administrators of color, so that they are represented in the UW system workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.			
What is the activity?	Reassess the need for a workplace ESL program.		
Provide background information & baseline data that establishes the need for this activity.	UWRF provided ESL for dairy workers, which was then expanded beyond the dairy industry; however, participation rate declined. It is appropriate to do a needs analysis to determine appropriate future direction		
What is the status?	New X	Continuing	Amended
Who is responsible for implementing this activity?	Outreach Office		
How will the outcomes be recorded and evaluated?	Assessed by Outreach staff		
Who will be responsible for recording the data and evaluating this activity?	Outreach Office		
What is the target group?	Members of area workforce needing ESL training		
What is the timeline for implementing and completing this activity?	Engage in needs assessment in 2005		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?			
What factors will affect the success of this activity?	Available funding; transition work load and priorities as new Dean is hired for Outreach and Graduate Studies.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Initiate and schedule a series of brown bag lunches or pizza lunches with student organization officers to a) update members about each organization's activities, b) more effectively apply for SUF funding from the Student Senate and c) support coalition building among multicultural organizations.		
Provide background information & baseline data that establishes the need for this activity.	Currently, there are five organizations overseen by Multicultural Services on the UW-River Falls campus: African American Alliance, Asian American Student Organization, Latino Student Organization, Native American Council and CATTs! (The Community Action Theater Troup).		
What is the status?	New	X	Continuing Amended
Who is responsible for implementing this activity?	Multicultural Student Services Advisors		
How will the outcomes be recorded and evaluated?	A minimum of two officers from each multicultural organization will meet regularly during the academic year to a) be informed of the activities of the other cultural organizations (which they will share with their organization members), b) hopefully, SUF funding will be increased from the previous year, and c) one activity per semester will take place in collaboration with the other student organizations.		
Who will be responsible for recording the data and evaluating this activity?	The Multicultural Student Services Advisors and multicultural organization advisors		
What is the target group?	Students who are officers in the campus multicultural organizations and their organization members		
What is the timeline for implementing and completing this activity?	Start date: Spring 2005 or fall 2005.		
How much will it cost?	Eight lunches per semester @ approximately \$60 each (\$500).		
What will be the funding sources?	Multicultural services funding.		
What factors will affect the success of this activity?	Funding sources, student participation.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	The creation of a multicultural student center.		
Provide background information & baseline data that establishes the need for this activity.	Each campus in UW-System has a space devoted to multicultural students and their activities. There is no space dedicated for this purpose at UW-River Falls. Multicultural Centers are a visible recognition to the campus, multicultural students, and the public that diversity plays a significant role in society and is valued on campus. Students of color/ethnicity at UW-River Falls have submitted a petition and are advocating a location to affirm the University's commitment to diversity.		
What is the status?	New	X	Continuing Amended
Who is responsible for implementing this activity?	M/D Coordinator, Vice Chancellor for Administration and Finance, Campus Planner, Chancellor		
How will the outcomes be recorded and evaluated?	Through the dedication of a space for this purpose		
Who will be responsible for recording the data and evaluating this activity?	Staff in Multicultural Services in conjunction with diversity organization student leaders		
What is the target group?	As soon as is feasible		
What is the timeline for implementing and completing this activity?	As soon as is feasible		
How much will it cost?	To be determined (estimate of \$3,000)		
What will be the funding sources?	GPR resources		
What factors will affect the success of this activity?	The interest of the University administration and planners, and funding		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Launch a concerted diversity education program aimed at our residence hall student population. This program will be titled "Living with Differences."		
Provide background information & baseline data that establishes the need for this activity.	We have become increasingly aware that our residence hall students (more than 2,200) both desire and need a program that helps them live with "differences." Residence hall students are increasingly aware that their neighbors and roommates each have unique qualities and life styles. To this end, training about "living with differences" enhances the quality of their residence hall experience.		
What is the status?	New	X	Continuing
			Amended
Who is responsible for implementing this activity?	Co-Directors of the Leadership Center and staff		
How will the outcomes be recorded and evaluated?	Monthly reports will be submitted to the Dean for Student Development and Campus Diversity. In turn, periodic updates will be given to the Plan 2008 Advisory Committee.		
Who will be responsible for recording the data and evaluating this activity?	Dean for Student Development and Campus Diversity		
What is the target group?	UW-River Falls residence hall students		
What is the timeline for implementing and completing this activity?	This action step will be implemented during the 2004-2005 academic year and will continue each year until further notice.		
How much will it cost?	\$5,000-6,000 per year from PR funds		
What will be the funding sources?	PR funds dedicated to residence life programming		
What factors will affect the success of this activity?	Professional staff management, dedicated marketing, and implementation through residence hall student staff		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Work with City, K-12, and University staff to (a) develop a diversity education module for City, school, and University employees and (b) create a joint City, school, and University crisis team to respond to episodes of prejudice and other forms of ethnic, racial, or sexual harassment.		
Provide background information & baseline data that establishes the need for this activity.	There has been growing interest not only across campus but in the City of River Falls in the topics of diversity, multiculturalism, and the future of our region. With people's heightened awareness about the advantages of a diverse community coupled with the steady growth of the Twin Cities into Western Wisconsin, there is increasing recognition that the campus and local community must do more to welcome and support people from underrepresented populations. This action step calls for a significant local and regional commitment and initiative.		
What is the status?	New	X	Continuing Amended
Who is responsible for implementing this activity?	Dean for Student Development and Campus Diversity		
How will the outcomes be recorded and evaluated?	Monthly meetings are now underway which include campus and community leaders. Reports of these meetings and their subsequent activities will be regularly distributed. In turn, periodic updates will be given to the Plan 2008 Advisory Committee.		
Who will be responsible for recording the data and evaluating this activity?	Dean for Student Development and Campus Diversity		
What is the target group?	UW-River Falls' faculty, staff, and students as well as citizens of the River Falls, WI, geographic region.		
What is the timeline for implementing and completing this activity?	This action step will be implemented during the 2004-2005 academic year and will continue each year until further notice.		
How much will it cost?	\$2,500 annually from University funds with equivalent contributions from the public schools and city for a total of \$7,500 annually.		
What will be the funding sources?	University GPR budgets under the management of the Dean for Student Development and Campus Diversity		
What factors will affect the success of this activity?	Commitment, communication, and initiative on the part of campus and community leaders.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Continue to seek additional funding for Ethnic Studies library resources and coordinate use of current resources to maximize holdings.		
Provide background information & baseline data that establishes the need for this activity.	Ethnic Studies allocations have been on-going as part of the library budget. The library allocates funding each year for cross disciplinary departments. A current grant is still available for ethnic studies resources at this time. Additional grant sources may be researched for additional funds. *New recommendation: that holdings be organized in a general research guide for ethnic studies, including reference sources.		
What is the status?	New X	Continuing X	Amended
Who is responsible for implementing this activity?	Chair, Ethnic Studies, Library Reference Librarian		
How will the outcomes be recorded and evaluated?	Increases in library holdings of current and pertinent materials and books; use of resource guide		
Who will be responsible for recording the data and evaluating this activity?	Director, Library (until "Library Acquisitions" position is filled)		
What is the target group?	Faculty/staff/students		
What is the timeline for implementing and completing this activity?	Funding for materials available currently (see below) Reference Guide, spring 2005		
How much will it cost?	No additional Plan 2008 funding requested		
What will be the funding sources?	\$2000 library allocation-library budget \$2500 in a remaining grant account (WCWC)		
What factors will affect the success of this activity?	Continued funding		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Reassess the desired outcomes and assessment plan of the University's diversity course requirement.		
Provide background information & baseline data that establishes the need for this activity.	The goal of diversity courses, according to the UW-River Falls Faculty/Staff Handbook, is to prepare students "for lives in a society characterized by issues of race, gender, and ethnicity" As such, assessing the impact of these courses according to this goal is an important task.		
What is the status?	New	Continuing X	Amended
Who is responsible for implementing this activity?	Provost and Academic Deans		
How will the outcomes be recorded and evaluated?	To be determined		
Who will be responsible for recording the data and evaluating this activity?	Academic Deans in consultation with the Director of Institutional Research		
What is the target group?	UW-River Falls Faculty and Instructional Academic Staff		
What is the timeline for implementing and completing this activity?	Academic Year 2005-2006 and continuing until further notice		
How much will it cost?	To be determined		
What will be the funding sources?	Institutional GPR Resources		
What factors will affect the success of this activity?	Institutional commitment to assess diversity courses and to review the outcomes of the diversity requirement.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Motivate and support faculty members to teach academic courses from a more diverse and multicultural perspective, including attention to classroom climate.		
provide background information & baseline data that establishes the need for this activity.	Several recent faculty development sessions have focused on these issues and there has been increasing interest on the part of many (students, instructors, administrators) in helping instructors teach in a more inclusive way. Of particular interest to many is the issue of classroom climate: creating environments that are friendly and welcoming to all students and include diverse perspectives.		
What is the status?	New	X	Continuing
Who is responsible for implementing this activity?	Provost and Academic Deans		
How will the outcomes be recorded and evaluated?	To be determined		
Who will be responsible for recording the data and evaluating this activity?	Provost and Academic Deans; Equity and Compliance Officer		
What is the target group?	UW-River Falls Faculty and Instructional Academic Staff		
What is the timeline for implementing and completing this activity?	This action step has been recently implemented and will continue until further notice.		
How much will it cost?	\$10,000		
What will be the funding sources?	Faculty and Academic Staff Development Board		
What factors will affect the success of this activity?	Funding and support from faculty development sources and administration. Motivation on the part of faculty and instructional academic staff to include new approaches in their teaching.		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Institute a system of regular, structured communication between Admissions, Multicultural Services, and other staff involved in diversity initiatives.		
Provide background information & baseline data that establishes the need for this activity.	Due to restructuring in recent years, there are no longer regularly scheduled meetings between key offices or departments which are involved in the provision of services and opportunities for targeted populations. Key providers include Multicultural Services, Financial Assistance, Admissions, etc., resulting in activities that will benefit students (financial aid awareness workshops, scholarship and scholarly opportunities, etc)		
What is the status?	New	Continuing	Amended X
Who is responsible for implementing this activity?	M/D Coordinator, Staff from Multicultural Services, Admissions, Financial Assistance		
How will the outcomes be recorded and evaluated?	More coordinated and timely provision of information to students resulting in increased utilization of services and increased compliance with financial assistance, registration, etc.		
Who will be responsible for recording the data and evaluating this activity?	Multicultural Services and Admissions		
What is the target group?	Targeted populations		
What is the timeline for implementing and completing this activity?	Spring 2005		
How much will it cost?	Negligible cost		
What will be the funding sources?	Departmental budgets		
What factors will affect the success of this activity?	Student compliance		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.			
What is the activity?	Institute a series of presentations that increase diversity awareness for academic and classified staff.		
Provide background information & baseline data that establishes the need for this activity.	With the reorganization of Human Resources at UW-River Falls, there is increased interest on the part of classified staff to become informed on issues of diversity.		
What is the status?	New	X	Continuing Amended
Who is responsible for implementing this activity?	Human Resources Office		
How will the outcomes be recorded and evaluated?	To be determined by the director of Human Resources, in consultation with the director of Institutional Research		
Who will be responsible for recording the data and evaluating this activity?	Director of Human Resources		
What is the target group?	Academic and classified staff		
What is the timeline for implementing and completing this activity?	Implement during the 2005-2006 academic year		
How much will it cost?	\$5,000		
What will be the funding sources?	Institution's GPR resources		
What factors will affect the success of this activity?	HR/Staff commitment to serving a diverse population		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VII. Improve accountability of the UW System and its institutions.			
What is the activity?	The M/D Coordinator, Director of the Academic Success Center and the Special Assistant to the Chancellor will organize UW-River Falls' compilation of the annual report on Plan 2008 goals.		
Provide background information & baseline data that establishes the need for this activity.	The Multicultural/Disadvantaged Coordinator, Director of the Academic Success Center, and the Special Assistant to the Chancellor have organized the compilation and editing of the reports on Plan 2008.		
What is the status?	New	Continuing X	Amended X
Who is responsible for implementing this activity?	M/D Coordinator, Director of the Academic Success Center, and the Special Assistant to the Chancellor.		
How will the outcomes be recorded and evaluated?	UWRF Plan 2008 Advisory Committee		
Who will be responsible for recording the data and evaluating this activity?	Chancellor		
What is the target group?	University of Wisconsin System, Board of Regents		
What is the timeline for implementing and completing this activity?	Annual		
How much will it cost?	Staff time		
What will be the funding sources?	Funded with current resources		
What factors will affect the success of this activity?	None		

Which Plan 2008 Goal and Initiative will this activity satisfy?			
Goal VII. Improve accountability of the UW System and its institutions.			
What is the activity?	Establish data points regarding the achievement of students of color in terms of both rate and share in university educational outcomes.		
Provide background information & baseline data that establishes the need for this activity.	Measure of success have been limited to retention and graduation rates. The data exists to compare rates and shares not only in graduation rates but also in financial assistance, “hot” majors, honors activities and functions, Deans’ lists, gateway courses, etc.		
What is the status?	New	Continuing X	Amended X
Who is responsible for implementing this activity?	Academic Success Center and Office of Institutional Research		
How will the outcomes be recorded and evaluated?	Comparisons will be made with the majority population in terms of rate (%-age of group achieving goal) and share (%-age of representation within the parameter).		
Who will be responsible for recording the data and evaluating this activity?	Data is currently recorded and available, the Office of Institutional Research will “mine” or extract the existing data and evaluation will be done by the Plan 2008 Advisory Committee		
What is the target group?	Traditionally underrepresented students and South East Asian students		
What is the timeline for implementing and completing this activity?	Initiate during Fall 2004 expand during Spring 2005 and ongoing thereafter.		
How much will it cost?	Staff time		
What will be the funding sources?	Funded with current resources		
What factors will affect the success of this activity?	Record accuracy with electronic student information system and ability to retrieve specific data		

APPENDIX A

University of Wisconsin-River Falls Priority Goals 2003-06

GOAL 1: Continue to improve the educational experience of all students

Goal 1A: Continue to strengthen students' academic preparation

Goal 1B: Develop and implement an effective outcomes assessment plan for the university

Goal 1C: Design and implement enrollment management plans for undergraduate and graduate students that build on EM-21 and Plan 2008

GOAL 2: Continue to foster a diverse, inclusive, and supportive campus community

GOAL 3: Recruit and retain quality faculty and staff and continue their professional development

GOAL 4: Increase international involvement by students, faculty, and staff

GOAL 5: Value, encourage and support life-long learning

GOAL 6: Expand the role of the university within the St. Croix Valley region

GOAL 7: Maximize resources necessary to advance the university

APPENDIX B

PLAN 2008 PHASE II GOALS AS LINKED TO UW-RIVER FALLS PRIORITY GOALS 2003-2006

Plan 2008 Phase II Goal	Plan 2008 Phase II Activities	UW-River Falls Priority Goals 2003-06
<p>I. Increase the number of Wisconsin high school graduates of color who apply, are accepted, and enroll at UW System institutions.</p>	<ol style="list-style-type: none"> 1. Precollege programs to be expanded to include year-round program offerings and opportunities for high school and middle school students both on and off campus. Current programs include: College Camp, Explore, Teen University, Vincent HS Collaborative, Gear Up, Upward Bound. 2. External funding will be sought to expand the resources available to fund increased/broader participation in residential precollege programs and to support the development of new precollege program initiatives. 3. Maintain grant funding and identify additional funding to support the UWRF Upward Bound program at Arlington HS in St. Paul. 4. Continue to expand outreach activities with emphasis on postsecondary readiness and access at Alternative and Adult Learning Centers that work with students aged 18-24 as they complete diploma programs. Continue active referral network between regional community and technical colleges to enroll adult learners as degree-completing transfer students. Continue to expand articulation agreements to assist students in transitioning to 4 year program status. 5. Continue to incorporate Admissions publications general information in Spanish, Hmong and Somali to ensure that prospective students and their families have access to user friendly information on scholarships, majors, student activities, etc. 6. Maintain and increase regular interaction with St. Croix, Ho-Chunk, Lac Courte Oreilles Ojibwa bands through annual visits and recruitment of students for precollege and college recruitment programs. Outreach activities will be scheduled annually at tribal community colleges in western and northern Wisconsin and eastern Minnesota. Campus visit days will be coordinated with "Gear Up" and TRIO programs to host high school students from Lac Courte Oreilles Ojibwa Tribal Council each semester. 7. Placement test results will be purchased each year for targeted outreach initiatives and reviewed annually to help UWRF achieve greater diversity thru the enrollment of students from groups traditionally underrepresented in higher education in Wisconsin. Individual mailings to be sent to all names contained in UW System's Office of Multicultural Affairs pre college database 	<p>1A, 1C</p> <p>1A, 1C</p> <p>1A, 1C</p> <p>1A, 1C, 2, 5</p> <p>1C</p> <p>1A, 1C, 2</p> <p>1C</p>

<p>II. Encourage partnerships that build the educational pipeline by reaching children and their parents at an earlier age.</p>	<p>1. Maintain active involvement at state and regional levels with schools, school districts, community organizations and public and private agencies. This is to ensure familiarity with academic accomplishment and all that UW-River Falls has to offer.</p> <p>2. Continue to build and cultivate relationships with organizations, associations and agencies serving communities of color. Current partnerships include: American Indian Higher Education Consortium, Black Achievers of WI, CLUES, Lao Family Societies of WI and MN, La Oportunidad, MN Association of Counselors of Color, MN. Multicultural Education Partnership(MMEP), Multicultural Information Center(MIC), National Council on Race and Ethnicity in Higher Education(NCORE), National College Access Network (NCAN),WI Educators Association of Student Support Programs(WEASSP), WI School Counselors Association .</p>	<p>1A, 1C, 2</p> <p>2, 5</p>
<p>III. Close the gap in educational achievement by bringing retention and graduation rates for students of color in line with those of the student body as a whole.</p>	<p>1. Continue an intentional and intrusive career advising program for students from targeted populations.</p> <p>2. Continue to offer a New Student Transition Seminar with a targeted population of academically challenged, low-income, first generation, and multicultural students.</p> <p>3. Design and implement an intrusive academic coaching and tutoring model for freshman students from targeted populations who demonstrate a need for support.</p> <p>4. Continue to improve academic support and instruction for students who are English language learners.</p> <p>5. Continue to pursue the implementation of regular commercial transportation to Minneapolis/St. Paul.</p>	<p>1C</p> <p>1A, 1C</p> <p>1A, 1C, 2</p> <p>1A, 1C, 2</p> <p>1C, 2</p>
<p>IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans.</p>	<p>1. Provide additional support for scholarships by :</p> <ul style="list-style-type: none"> • Re-submitting detailed scholarship plan(modified from 'Reach for the Future, Goal 1, Section A., Activity 2.) to University Advancement to be considered as part of the capital campaign. • Seeking outside sources to fund scholarships for targeted groups. • Working with University Advancement to communicate specific scholarship needs to be part of the 'Annual Campaign' <p>2. Seek support to increase state funding in existing programs such as the Lawton Minority Retention Grant and Advanced Opportunity Program as well as the WHEG, TIP and WIG programs.</p> <p>3. Support and communicate to UW System/Wisconsin legislature the need to expand eligibility in the Lawton Minority Retention Grant to needy incoming freshmen.</p>	<p>1A, 1C, 7</p> <p>1A, 1C, 7</p> <p>1A, 1C, 7</p>

<p>IV. Increase the amount of financial aid available to needy students and reduce their reliance on loans. (Continued)</p>	<p>4. Create computer generated ‘queries’ and reports to identify specific students (or groups of students) eligible for specific scholarships, as needed.</p> <p>5. Design and implement an intrusive ‘financial preparedness’ program for freshmen students from targeted populations.</p>	<p>1A, 1C, 7</p> <p>1A, 1C, 2</p>
<p>V. Increase the number of faculty, academic staff, classified staff, and administrators of color, so that they are represented in the UW System workforce in proportion to their current availability in relevant job pools. In addition, work to increase their future availability as potential employees.</p>	<p>1. Continue to submit an annual Affirmative Action Plan including Equal Opportunity reporting.</p> <p>2. Regularly analyze data on hiring, retention, and promotion of faculty and staff of color to advance equal opportunity objectives.</p> <p>3. Market employment opportunities in targeted publications, e.g., Black Issues in Higher Education, Hispanic Outlook, and Women in Higher Education.</p> <p>4. Conduct training for recruitment committees on effective practices to diversify the faculty and staff.</p> <p>5. Initiate a mentoring network for faculty and staff of color.</p> <p>6. Administer a campus climate survey on a regular basis. Distribute results widely and promote their use in improving campus climate.</p> <p>7. Reassess the need for a workplace ESL program.</p>	<p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>3</p> <p>2</p> <p>5, 6</p>
<p>VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity.</p>	<p>1. Continue to work on coalition building and general support among our campus organizations representing students of color, including the creation of a multicultural center.</p> <p>2. Launch a concerted diversity education program aimed at our residence hall student population.</p> <p>3. Work with City, K-12, and University staff to (a) develop a diversity education module for City, school, and University employees and (b) create a joint City, school, and University crisis team to respond to episodes of prejudice and other forms of ethnic, racial, or sexual harassment.</p> <p>4. Continue to seek additional funding for Ethnic Studies library resources to maximize holdings and promote their use.</p> <p>5. Reassess the desired outcomes and assessment plan of the University’s diversity course requirement.</p> <p>6. Motivate and support faculty members to teach academic courses from a more diverse and multicultural perspective, including attention to classroom climate.</p>	<p>2</p> <p>2</p> <p>2, 6</p> <p>2</p> <p>2</p> <p>2, 3</p>

<p>VI. Foster institutional environments and course development that enhance learning and a respect for racial and ethnic diversity. (Continued)</p>	<p>7. Institute a system of regular, structured communication between Admissions, Multicultural Services, and other staff involved in diversity initiatives.</p> <p>8. Institute a series of presentations that increase diversity awareness for academic and classified staff.</p>	<p>1A, 1C, 2</p> <p>2, 3</p>
<p>VII. Approve accountability of the UW System and its institutions.</p>	<p>1. The M/D Coordinator will organize UW-River Falls' compilation of the annual report on Plan 2008 goals.</p> <p>2. Establish data points regarding the achievement of students of color in terms of both rate and share in university educational outcomes.</p>	<p>1A, 1B, 1C, 2, 3, 5, 6, 7</p> <p>1A, 1B, 1C, 2, 7</p>

APPENDIX C

Advisory Group Membership

Ms. Linda M. Alvarez, Academic Staff, Multicultural Counselor
Dr. Roger A. Ballou, Academic Staff, Dean for Student Development and Campus Diversity
Ms. Carolyn J. Brady, Academic Staff, Multicultural Recruiter
Dr. Wm. E. Campbell, Academic Staff, Director, Grants and Research
Dr. Philip B. George, Faculty, Director of the Academic Success Center
Dr. Suzanne D. Hagen, Faculty, Special Assistant to the Chancellor, Equity and Compliance
Ms. Miriam Huffman, Academic Staff, Involvement Coordinator
Mr. Kadar Hussein, Student
Dr. Cynthia Kernahan, Faculty, Psychology
Dr. Terrence Manner, Faculty, Modern Languages
Dr. Mary P. Manke, Faculty, Associate Dean, College of Education and Professional Studies
Dr. E. Katherine Miller, Faculty, Biology
Ms. Tyra Nelson, Academic Staff, TRIO and Multicultural Counselor
Dr. Pascal T. Ngoboka, Faculty, Economics
Dr. Alan J. Tuchtenhagen, Academic Staff, Director of Admissions
Dr. Jose E. Vega, Faculty, Teacher Education
Ms. Georgia Wagner, Student
Dr. John R. Walker, Faculty, Economics
Mr. David B. Woodward, Academic Staff, Director of Financial Assistance