



UNIVERSITY OF WISCONSIN **River Falls**
GLOBAL. INNOVATIVE. EXCELLENT.



KNOWLEDGE POWERS WISCONSIN'S FUTURE: UW-RIVER FALLS

ANNUAL ACCOUNTABILITY REPORT, 2012-13



Status At-A-Glance

Core Strategy 1: Prepare Students

In 2011-12, approximately 360 organizations in the St. Croix Valley and Twin Cities hosted co-op or internship students from UW-River Falls.

Core Strategy 2: Stronger Workforce

The **Adult Degree Completion (ADC)** program in Business Administration focuses on providing a degree completion option in Business Administration for adults located in or near the St. Croix Valley and currently has 71 students.

Core Strategy 3: Stronger Businesses

Employment opportunities continue to be strong for graduates of the Agricultural Engineering Technology program. Nearly 100% of graduates are employed at graduation with starting salaries averaging \$48K, with many students receiving multiple offers during their senior year.

Core Strategy 4: Stronger Communities

The mission of the UW-River Falls Hudson Center is to serve as a base to strengthen relationships with the regional business community and educational partners. The Hudson Center offered 22 for credit classes with a total enrollment of 414 in Fall 2012.

Core Strategy 5: Resources

In April 2012, UW-River Falls Foundation announced the launch of its first-ever comprehensive fundraising campaign titled "Rising to Distinction." As of December 2012 approximately half of the \$20 million goal has been raised.

Core Strategy 6: Operational Excellence

In 2010-11, UW-River Falls was recognized as the leader in energy efficiency in the UW System as measured by BTU, electricity, and GSF.

Core Strategy 7: Collaborations

UW-River Falls, home to one of the largest undergraduate dairy science programs in the United States, has signed a collaboration agreement with China Agricultural University, located in Beijing. The agreement will allow for the exchange of students and faculty between the two institutions.

CORE STRATEGY 1

Prepare Students

Ensure that students are prepared with the integrative learning skills, multicultural competencies, and practical knowledge needed to succeed in and contribute to a rapidly changing, increasingly global society.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

UW-River Falls prepares students for a global society through a variety of experiences, both as part of the curriculum and outside of the classroom. Among these experiences are the **high impact practices** in the table below. Student participation in these activities has been shown to contribute to gains in **critical thinking**, one of the fundamental outcomes of learning, as well as to gains in practical skills and in personal and social development.

	UW-River Falls	National	Master's
High Impact Practices: First-Year Students			
Learning communities	12%	19%*	16%*
Service learning	28%	38%*	38%*
High Impact Practices: Seniors			
Research with faculty	21%	19%	16%*
Service learning	48%	46%	50%
Internship	52%	48%	46%*
Senior experience	35%	29%*	29%*
Critical Thinking: Seniors			
Thinking critically	87%	86%	87%
Application of theories	78%	81%	82%
Analyzing ideas	84%	86%	86%

*Significant differences from the UW-River Falls percentage at the 0.05 level.
 Note: All participating national and master's-level public colleges and universities.
 Source: 2011 National Survey of Student Engagement.

- **Study abroad** and exchange programs help students gain a basic understanding of, respect for, and appreciation of cultural differences. Of UW-River Falls graduates in 2011-12, 17.3% studied abroad, a decrease from 19.2% in 2010-11 and a decrease from 17.4% five years previously.

ADDITIONAL UW-RIVER FALLS INDICATORS

- In 2011-12, approximately 360 organizations in the St. Croix Valley and Twin Cities hosted co-op or internship students from UW-River Falls. Additionally, approximately 120 organizations were involved in service-learning, community based research, or volunteer partnerships with UWRF students.
- A total of 170 first-year students are participating in residential **learning communities** during the 2012-13 academic year. The first to second-year retention rate for learning community students is 82%.
- A total of 1,441 students worked on campus during Fall 2012. These students are significantly more likely to have more frequent interaction with faculty and are more likely to persist over time.
- The **Center for Agricultural Business Management and Engagement (CABME)** was established at UW-River Falls with a gift from CHS, Inc., a leading global agribusiness cooperative in the US. CABME will serve students and the agricultural community by providing and coordinating learning opportunities that develop knowledgeable leaders through teaching, research, and outreach.
- Intercollegiate competitive teams are one of the high impact practices in the College of Agriculture, Food, and Environmental Sciences. Each year on average, 14 different teams, involving approximately 150 students, compete against their peers from around the country. Participants gain training and practical experience in methods used by professionals in the field; whether the students are judging soil or dairy cattle, or designing a tractor. Students learn decision-making, how to analyze and solve a problem, teamwork, self-discipline, and communication skills - all skills valued by virtually any employer.

CORE STRATEGY 2

Stronger Workforce

Increase the number of Wisconsin graduates and expand educational opportunities through improving access and increasing retention and graduation rates.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

Providing access for new students and increasing their rates of success are key to producing more degree holders. The More Graduates initiative includes specific enrollment plans for UW-River Falls.

UW-River Falls Total Headcount Enrollment

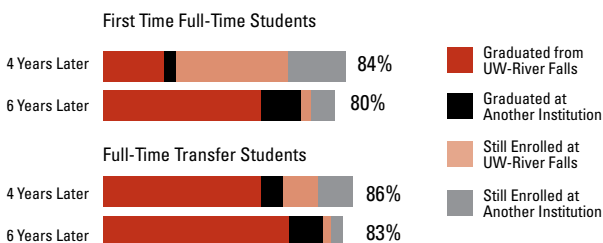
Fall Semester Students Enrolled	2007		2011		2012	
	#	%	#	%	#	%
African American	93	1%	95	1%	87	1%
American Indian	28	<1%	17	<1%	19	<1%
Southeast Asian	86	1%	119	2%	115	2%
Other Asian American	84	1%	59	1%	43	1%
Hawaiian/Pacific Is.*			5	<1%	5	<1%
Hispanic/Latino(a)	62	1%	111	2%	117	2%
Two or More Races*			90	1%	101	2%
White	5,900	91%	6,147	91%	5,830	90%
Unknown	113	2%	59	1%	33	1%
International	66	1%	86	1%	97	2%
URM ¹	269	4%	412	6%	415	6%
Transfer Students	449		423		432	
Total Headcount	6,452		6,788		6,447	
More Graduates Plan			6,926		7,003	

¹ Underrepresented minority (URM) students include all who indicate African American, American Indian, Hispanic/Latino(a), or Southeast Asian alone or in combination with other races/ethnicities.

*New race/ethnicity categories were implemented in 2008.

- **Success and progress rates** in the chart below show the percent of students who graduate with a bachelor's degree, or are still enrolled, within four and six years of entering UW-River Falls.

SUCCESS AND PROGRESS RATE FOR UW-RIVER FALLS, FALL 2006 COHORT



Source: Voluntary System of Accountability, College Portrait (www.collegeportraits.org)

- **Degrees conferred** at UW-River Falls in 2011-12 totaled 1,443 an increase of 168 (13%) over five years earlier. UW-River Falls conferred 1,249 undergraduate degrees in 2011-12, more than More Graduates plans. Over 100 graduates earned a degree with more than one major concentration in 2011-12.

ADDITIONAL UW-RIVER FALLS INDICATORS

- UW-River Falls has a long-standing commitment to serving **first generation** college students. Of the enrolled freshmen in fall 2012, 742 were first generation.
- The **Adult Degree Completion (ADC)** program in Business Administration, began Fall 2010 with 23 students, focuses on providing a degree completion option for adults located in or near the St. Croix Valley. The ADC continues to grow as the program had 71 students in Fall 2012 and 89 students in Spring 2013.
- UW-River Falls has received approval from the Board of Regents to create a bachelor's of applied science. The degree program will be modeled after the successful adult degree completion program in business administration. The degree program will have several tracks including criminal justice and information technology.
- For 12 years UW-River Falls has hosted a week-long summer workshop for students and faculty of Vincent High School (VHS) in Milwaukee. The group (approximately 25/year) participates in hands-on experiences in the basic and applied sciences. As a result of this collaboration, in fall 2012, VHS established an urban agriculture program and hired a recent agricultural education graduate from UWRF as the instructor. There are 216 students in this first year program, learning about career opportunities in the food and fiber industry, which accounts for 10% of the Wisconsin workforce.

CORE STRATEGY 2

Stronger Workforce

Closing the Equity Gap

Reduce the Equity Gap by half by 2015 among underrepresented minorities, lower income students, and for all races/ethnicities.

RETENTION AND GRADUATION RATES

Each UW institution has the goal of raising retention and graduation rates for all students, and closing the Equity Gap among underrepresented minorities (URM) and lower income students. Improving the success rate of all student groups is important to the plans of the More Graduates initiative.

**UW-River Falls New Freshmen Entering Full Time
2nd Year Retention Rate at Institution Where Started**

	2001 Fall Cohort		2011 Fall Cohort	
	#	%	#	%
African American	22	59%	24	42%
American Indian	4	*	4	*
Southeast Asian	19	63%	36	33%
Other Asian American	13	46%	12	50%
Hawaiian/Pacific Is. ¹			1	*
Hispanic/Latino(a)	19	63%	27	56%
Two or More Races ¹			28	57%
White	1,022	71%	1,072	72%
Unknown	6	100%	3	*
International	3	*	14	86%
URM ²	64	61%	111	45%
Pell Recipients	242	67%	404	65%
Total New Freshmen	1,108	70%	1,221	69%
More Graduates Plan				75%

¹ New race/ethnicity categories were implemented in 2008.

² Underrepresented minority (URM) students include all who indicate African American, American Indian, Hispanic/Latino(a), or Southeast Asian alone or in combination with other races/ethnicities.

*Five or fewer students were retained or graduated.

Accomplishing the More Graduates initiative means increasing graduation rates for students of all races/ethnicities.

**UW-River Falls New Freshmen Entering Full Time
6 Year Graduation Rate at Institution Where Started**

	2001 Fall Cohort		2006 Fall Cohort	
	#	%	#	%
African American	22	27%	18	39%
American Indian	4	*	6	*
Southeast Asian	19	42%	31	29%
Other Asian American	13	*	20	35%
Hispanic/Latino(a)	19	*	11	*
White	1,022	54%	1,176	56%
Unknown	6	100%	15	*
International	3	*	12	*
URM ¹	64	31%	66	33%
Pell Recipients	242	44%	272	47%
Total New Freshmen	1,108	52%	1,289	54%
More Graduates Plan				58%

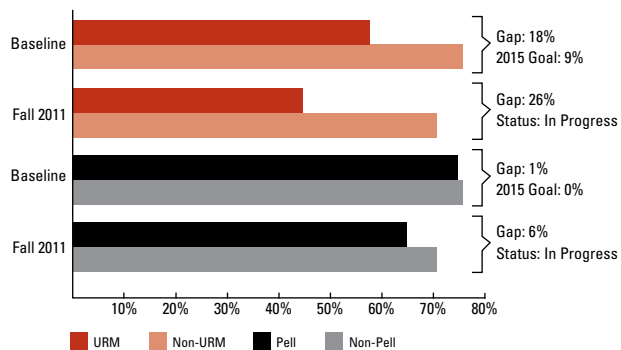
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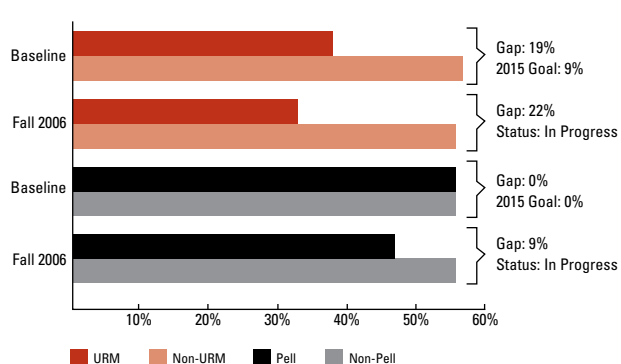
STATUS OF THE EQUITY GAP

The UW System has the goal of reducing the Equity Gap by half compared to the baseline cohorts (1998 to 2000 combined) among underrepresented minorities (URM) and lower income students, and for all races/ethnicities by 2015.

CLOSING THE EQUITY GAP IN RETENTION RATES AT UW-RIVER FALLS



CLOSING THE EQUITY GAP IN GRADUATION RATES AT UW-RIVER FALLS



CORE STRATEGY 3

Stronger Businesses

Increase the creation of well-paying jobs by expanding the university research enterprise while linking academic programs to entrepreneurship and business development.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

Part of UW-River Falls' mission is to create new knowledge and prepare students to use that knowledge in the workforce.

- **Research** leads to the development of new industries and creates well-paying jobs in Wisconsin. Federal and privately funded research expenditures at UW-River Falls were \$118,000 in fiscal year 2012 (FY12), down from \$151,000 in FY11.
- **Degrees in high-need and leading-edge fields** are important to meet the demand for workers in fast-growing occupations, such as in science, technology, engineering, and mathematics (STEM) and health fields. In 2011-12, UW-River Falls conferred 364 STEM degrees and 29 degrees in health fields.
- UW-River Falls' graduates **contribute to Wisconsin's economy** through higher levels of discretionary spending and by paying higher taxes. The difference in earnings between college and high school graduates is \$21,000 on average. Overall, 48% of graduates from UW-River Falls remained in the state, with 30% living in the West Central region. 90% of Wisconsin residents who graduated from UW-River Falls remained in the state.

ADDITIONAL UW-RIVER FALLS INDICATORS

- The **College of Business and Economics (CBE)** has increased the effort to provide internships to a large number of CBE students. The CBE has a goal of doubling internships for credit within three years and allocating additional resources to this effort. In efforts to increase the number of internships, in fall 2011, the CBE has created a new internship office to provide advising for students with an eventual goal of at least 70 interns. During the 2011-12 academic year, the CBE had 51 interns, up from the previous year's 46 interns.
- Employment opportunities continue to be strong for graduates of the Agricultural Engineering Technology program. Recent graduates of the program are employed with a wide range of companies such as 3M, Archer Daniels Midland, Cargill, GEA Process Engineering, Mercury Marine, Toro, Case-IH and John Deere working in positions such as process and test engineers, grain terminal operations, and Precision Agriculture Specialists. Nearly 100% of graduates are employed at graduation with starting salaries averaging \$48K, with many students receiving multiple offers during their senior year.

CORE STRATEGY 4

Stronger Communities

In partnership with communities, address Wisconsin’s greatest challenges and priorities through intensified engagement, research, and learning.

UW-RIVER FALLS’ PROGRESS ON UW SYSTEM INDICATORS

UW-River Falls has a positive impact on communities both by cultivating civic participation in students and through a variety of engagement efforts developed in partnership with communities.

- Encouraging students’ **civic participation** yields immediate benefits to communities while students are enrolled and builds a foundation for lifelong civic involvement of graduates.

Participation by Seniors, 2011	UW-River Falls	National	Master’s
Community service or volunteer work	64%	58%*	55%*
Community-based course project or service learning project	48%	46%	50%
Voting in local, state, or national elections	29%	33%	34%*

*Significant differences from the UW-River Falls percentage at the 0.05 level.
 Note: All participating national and master’s-level public colleges and universities.
 Source: 2011 National Survey of Student Engagement.

- One of many ways UW-River Falls is active in **community outreach and engagement** is by offering non-credit courses for professional development and personal enrichment. In fiscal year 2012, the total of non-credit continuing education course enrollments for UW-River Falls was 554.

ADDITIONAL UW-RIVER FALLS INDICATORS

- The UW-River Falls **Small Business Development Center (SBDC)** continues to provide assistance to businesses with one on one counseling, workshops, and classes. Approximately 100 people are helped each year through the SBDC, where Experimental Learning students provide business plans for local businesses and accounting students provide tax preparation assistance to low income individuals in the River Falls area.
- The **Center for Economic Research (CER)** encourages economic research and promotes economic development in the upper Midwest. The CER maintains a website, supports student research, publishes a database of regional economic data, and provides consulting services to St. Croix Valley communities.
- The mission of the UW-River Falls **Hudson Center** is to serve as a base to strengthen relationships with the regional business community and educational partners with a focus on undergraduate courses for non-traditional students and working adults seeking to complete a baccalaureate degree, or enroll in select graduate and continuing education programs. The Hudson Center offered 22 for credit classes with a total enrollment of 414 in Fall 2012.
- In Spring 2012, UWRF St. Croix Institute for Sustainable Community Development, partnering with St. Croix Valley Habitat for Humanity, broke ground on the first 6 units of the Eco Village. The project is the largest of its kind in the nation. The **Eco Village** will consist of 18 homes and a community center on five acres of land share solar and geothermal energy systems, walkways, community produce gardens, green spaces, and possibly a shared fleet of electric automobiles. The project is an impressive model of sustainable community development that has the potential to greatly benefit families economically and socially.

CORE STRATEGY 5

Resources

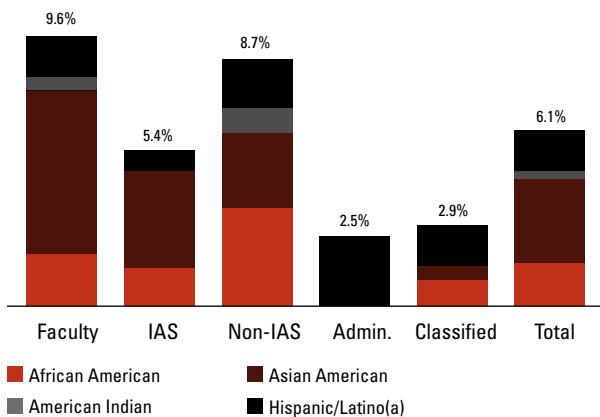
Balance, diversify, and grow the university's financial resources and facilities while developing its human talent.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

The resources of people, money, and facilities are what enable UW-River Falls to fulfill its mission to students and the people of Wisconsin.

- **Diversity of faculty and staff** is an indicator of UW-River Falls' efforts to develop its human resources. Faculty and staff diversity provides richer exchanges of ideas in the classroom, broader lines of inquiry in research, and a more welcoming climate for students from underrepresented groups. In fall 2012, 6.1% of UW-River Falls faculty and staff were of color, or 45 out of 733.

UW-RIVER FALLS FACULTY AND STAFF OF COLOR BY EMPLOYMENT CATEGORY, FALL 2012



IAS=Instructional Academic Staff | Total does not include Graduate Assistants

- UW-River Falls relies on **revenue** from a variety of sources to fulfill its mission. Revenue from all sources increased from \$84 million in fiscal year 2007 (FY07) to \$97 million in FY12. Revenue from gifts, grants, and contracts increased from 8% of total revenue in FY07 to 13% in FY12.

ADDITIONAL UW-RIVER FALLS INDICATORS

- The **Falcon Promise** is a differential tuition initiative that will invest student funds in four initiatives of importance to students and to the success of UW-River Falls. The initiative includes tutoring, undergraduate research opportunities, increase student scholarships (The Falcon Scholars Challenge) and enhancing learning spaces. When fully implemented the partnership between students and the University will generate approximately \$554,440 to support student retention and success. In Fall 2012, UW-River Falls admitted its first cohort of Falcon Scholars and will target 80 students per year over the next three years.
- In April 2012, the UW-River Falls Foundation announced the launch of its first-ever comprehensive fundraising campaign titled "**Rising to Distinction.**" The campaign seeks to raise \$20 million by July 2016 for a variety of initiatives including student financial aid, faculty support, student learning opportunities, and facilities. As of December 2012 approximately half of the \$20 million goal has been raised.

CORE STRATEGY 6

Operational Excellence

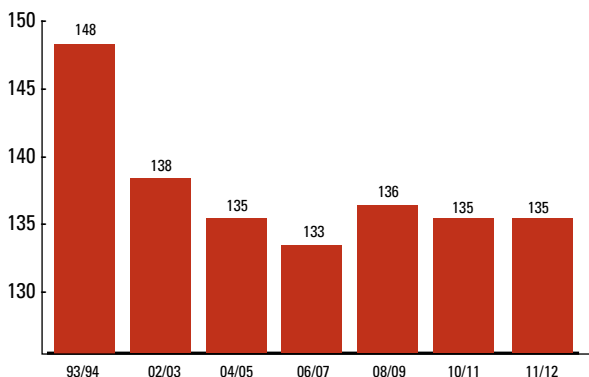
Advance operational excellence by becoming more flexible, responsive, and cost efficient.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

UW-River Falls makes efficient use of its human, financial, and physical resources in a variety of ways.

- By encouraging progress toward degree completion, UW-River Falls helps ensure efficient use of students' personal and financial resources and provides space for new students. **Credits taken prior to graduation**, an indicator of resources used by UW-River Falls students, are currently below the levels in 1993-94, when the goal to reduce credits to the bachelor's degree was adopted.

AVERAGE CREDITS TAKEN BY UW-RIVER FALLS BACHELOR'S DEGREE RECIPIENTS



- Keeping **administrative spending** low allows UW-River Falls to concentrate resources on instruction and other student-related activities. Administrative spending at UW-River Falls was 45% of the national average in FY10, the most recent year of available national data. This means UW-River Falls spent \$9.9 million less on institutional support than if spending at the national average.
- Reducing **energy usage** is a goal for UW-River Falls. Weather-adjusted energy usage in fiscal year 2011 (FY11) was 17.0% below the amount in the baseline year of FY05.

ADDITIONAL UW-RIVER FALLS INDICATORS

- UW-River Falls was named the most energy efficient four-year campus in the UW System during the 2010-11 academic year, according to the University of Wisconsin System. UW-River Falls was the leader in all three categories; the number of British thermal units (Btu) of fossil fuels, electricity, and overall energy used per gross square foot (GSF).
- The **Sustainability Tracking and Rating System (STARS)** is an international metric designed to level the playing field between all institutions of higher education and gauge performance across a broad base of environmental, economic, and social sustainability factors. UW-River Falls is one of four UW schools that currently participates in STARS, which is quickly becoming the de facto standard for sustainability grading. UWRF received a STARS silver rating last year, and is actively collecting data for the second assessment.
- UW-River Falls adopted the Climate Action Plan and Sustainable Campus Community Plan in June 2012 for planning purposes. The Climate Action Plan is the most aggressive in the nation with a target of carbon-negative by 2018 and is one of the most comprehensive plans located to date. The plan includes greenhouse gas reduction impacts, budgetary information, timeframes and steps to implement, pay pack periods, and curriculum and research integration possibilities for 29 individual reduction strategies. The Sustainable Campus Community Plan examines sustainability across environmental, economic, and social spectrums as they relate to the campus and community, and highlighting best practices and priority actions for improvement.

CORE STRATEGY 7

Collaborations

Further leverage UW System's strengths and impact through collaborations among the campuses and with other Wisconsin partners.

UW-RIVER FALLS' PROGRESS ON UW SYSTEM INDICATORS

UW-River Falls' collaborations and partnerships with other UW institutions, other education sectors, businesses, community organizations, and governmental agencies allow it to have greater impact than by acting alone.

- UW-River Falls increases student access through **collaborative degree programs**, which are offered at multiple locations, integrate courses from different institutions, or both. UW-River Falls is a partner in five of these formal arrangements, listed below.

Collaborative Degree Program	Partner Institutions
Dual Degree - BS in Physics, BS in Engineering	EAU, LAC, MSN, OSH, WTW
Dual Certification in Special Education	EAU
BS in Sustainable Management	PKS, STO, SUP, EXT*
Associate of Science	EAU, STO, Chippewa Valley Technical College
BS in Health and Wellness Mgmt.	LAC, STP, SUP, EXT*

EXT* - UW-Extension provides administrative, financial, and other support to a number of UW System Collaborative Degree Programs.

- UW-River Falls has a variety of other **partnerships** in academic and non-academic areas.

ADDITIONAL UW-RIVER FALLS INDICATORS

- In 2011, UW-River Falls received a Susan Harwood Training Grant from the Occupational and Safety Health Administration to establish the **Center for Dairy Farm Safety (CDFFS)**. It was developed and managed in collaboration with UW-Extension. The goal of the CDFFS is to bring together best practice protocols for dairy operation occupational and health programs. This grant will strengthen the capacity of both UW institutions by developing new curriculum designed with dairy industry involvement, extending outreach capabilities to dairy producers, and to provide training to future producers and managers.

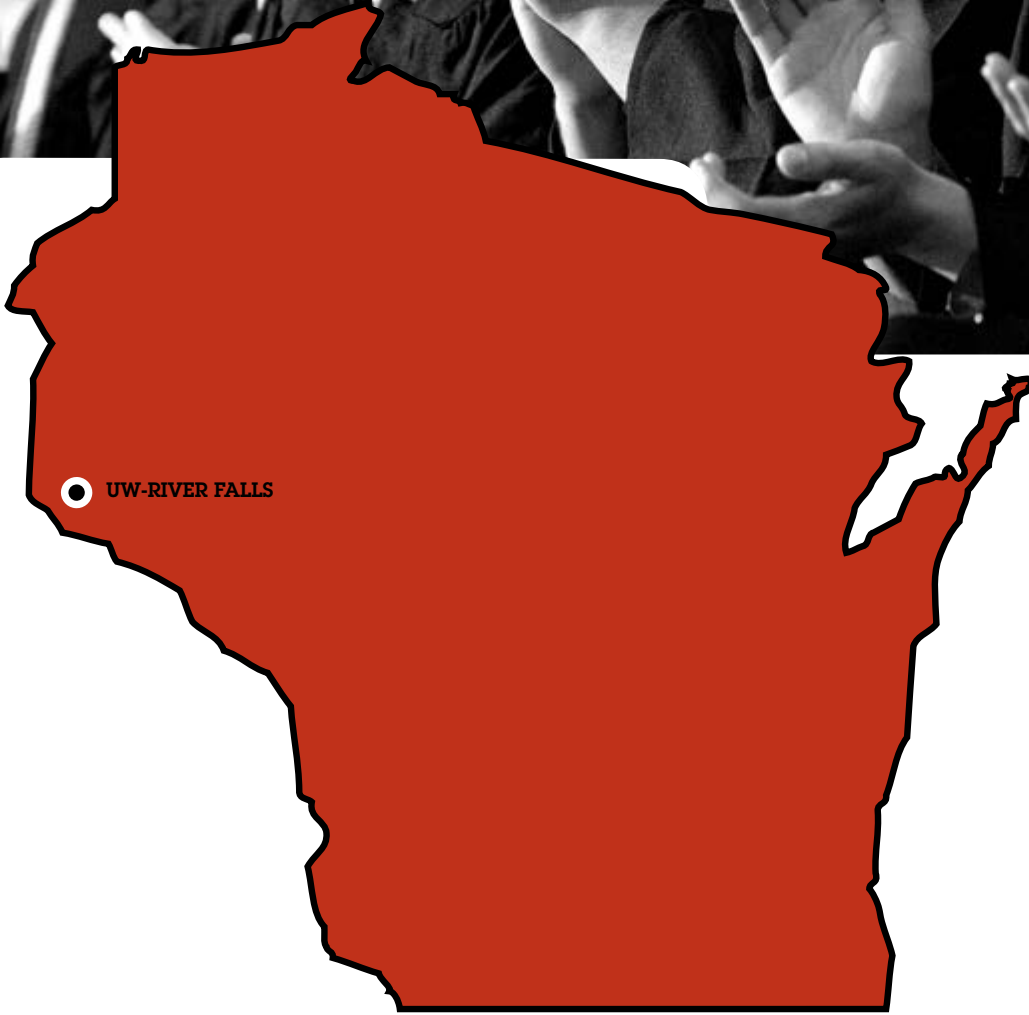
- UW-River Falls, home to one of the largest undergraduate dairy science programs in the United States, has signed a collaboration agreement with China Agricultural University, located in Beijing. The new partnership is an outgrowth of meetings held in China in June 2012 as part of a Department of Agriculture, Trade, and Consumer Protection visit to promote Wisconsin's rich dairy industry and related resources. The agreement will allow for the exchange of students and faculty between the two institutions.
- UW-River Falls has signed a collaborative agreement with Virginia State University, a historically black, land-grant university. The agreement lays the groundwork for faculty exchanges, joint research projects, study abroad and experiential learning opportunities for students, and professional development workshops.
- The St. Croix Valley Educational Collaborative (SCVEC) represents a compact between educational partners, signifying a commitment to work together for purposeful action to enhance educational opportunities in the St. Croix Valley, with a primary focus on Wisconsin's St. Croix and Pierce counties. The initial partners in the SCVEC are the Hudson School District, the School District of River Falls, Wisconsin Indianhead Technical College, Chippewa Valley Technical College and the University of Wisconsin-River Falls. The work of the SCVEC has focused on career pathways, academic assessment, and economic development.



UW-RIVER FALLS

The University of Wisconsin-River Falls was founded in 1874 as the fourth State Normal School in Wisconsin and continues to carry out its original mission - to educate and prepare citizens for the future. The undergraduate curriculum offers a core of liberal studies that supports university degrees in the arts, letters, and sciences, as well as, specialized professional degrees at the baccalaureate level. Graduate degrees are offered in partnership with each of the four colleges and cooperative programs with other institutions within the state, region, and world.

This report illustrates UW-River Falls' contributions to the UW System's vision for Wisconsin. Progress is reported within the seven core strategies of the UW System's Strategic Framework. Each core strategy includes one or more indicators of progress that are common among UW institutions, supplemented with additional information reflecting activities and outcomes of particular relevance to UW-River Falls. For similar information on the UW System as a whole, as well as links to additional resources and technical notes, see the systemwide *Knowledge Powers Wisconsin's Future* report: <http://www.wisconsin.edu/opar/accountability/>



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UW-RIVER FALLS

Accountability Reports can be found at <http://www.uwsa.edu/opar/accountability/>