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Chair: James Madsen; Vice Chair: Dawn Hukai; Secretary: Todd A. Savage; Executive Committee: Stephen Reed, Jennifer Willis-Rivera

To: Dean Van Galen, Chancellor
116 North Hall
University of Wisconsin-River Falls

From: James Madsen, Chair
Faculty Senate
University of Wisconsin-River Falls

May 5, 2011

RE: UWRF Faculty Senate Motion 2010-2011/52

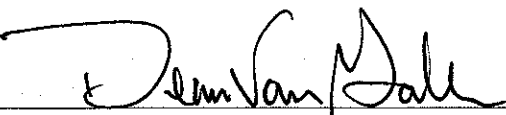
At the May 4, 2011 meeting of University of Wisconsin-River Falls Faculty Senate, motion 2010-2011/52 was passed and it is effective immediately. This motion is forwarded to you for your action.

Motion from the Faculty Senate Executive Committee (Jim Madsen, Chair) to approve the Strategic Plan Planning Road Map as contained in the attached document.

Approved

✓

Disapproved



Dean Van Galen, Chancellor

5/4/11

Date

UNIVERSITY OF WISCONSIN-RIVER FALLS
2012-2017 STRATEGIC PLAN DEVELOPMENT
APRIL 2011 DRAFT

Strategic planning determines where an organization is going over the next year or more, how it's going to get there, and how it'll know if it got there or not (McNamara, 2008). Another way of looking at it is to ask the following questions:

- Where are we?
- What do we have to work with?
- Where do we want to be?
- How do we get there?

UW-River Falls is developing an ambitious, forward thinking Strategic Plan that will build on its strengths and past strategic planning efforts. The process for developing the University's 2012-2017 Strategic Plan is broken into three phases:

Pre-Planning	Development	Implementation & Assessment
Report on Living the Promise Establish Planning Structure Draft Process Develop Communication Plan Approve Process	Establish Vision Reaffirm Mission & Values External Environmental Scan SWOT Analysis Define Strategic Direction-Goals Develop Strategic Initiatives	Draft Planning Document Define Implementation Structure & Process Develop Communication Plan Determine Assessment Celebrate Success

GOAL: The University will have a new strategic plan by May 2012 with implementation to begin in summer 2012.

LIVING THE PROMISE – CLOSING THE LOOP

Even as we look to the future and our next strategic plan, it is important to continue to support the goals of “Living the Promise” (LTP) and to identify “lessons learned” that can be applied to the development and implementation of the next strategic plan. To that end, the table below shows the steps that have been and will be taken this upcoming year to ensure we successfully close the loop on the LTP plan.

LIVING THE PROMISE – CLOSING THE LOOP PLAN

Timeline	Process	Participation
December 2010 – April 2011	Executive Cabinet (E-Cab) listening sessions on LTP (what worked, what was learned, etc.)	Cabinet Leadership Assembly Faculty Senate LTP Steering Committee University Planning Group (UPG)
April – May 2011	Review notes & develop a report on LTP, what worked, etc. Develop a report regarding the accomplishment of LTP over the first four years of plan Communicate both of the above to campus	UPG
May –July 2011	Build a list of LTP goals for 2011-2012 Academic Year Communicate goals to campus	Cabinet with review/input by UPG

STRATEGIC PLAN PROCESS DEVELOPMENT

The timeline for the development of the next strategic plan at UWRF is broken into three phases as follows:

- **Phase I:** Pre-Planning phase
- **Phase II:** Development & Approval phase
- **Phase III:** Implementation & Assessment phase

DETAILED STRATEGIC PLAN PROCESS TIMELINE ("ROADMAP")

Note: dates below are "target" dates and best efforts will be made to adhere to them. Any significant deviation from these dates shall be approved by the Faculty Senate.

Timeframe	Activity	Persons or Groups Responsible	Governance Involvement
Throughout process	Faculty Senate Committees or Ad Hoc Task Forces charged as needed with focused tasks or development of recommendations	Faculty Senate Chair and Chancellor	Existing Faculty Senate committees utilized as appropriate; members of Ad Hoc groups approved through governance
May-11	Announce initial steps in the development of Strategic Plan	Chancellor	
April – June 11	Develop Proposed Strategic Planning Process	Coordinating Group	Faculty and Academic Staff members of Coordinating Group approved by Faculty Senate
	Approve Strategic Planning Process ("Roadmap")	Faculty Senate, Chancellor, e-cab	Faculty Senate approves process
	SWOT Analysis, Environmental Scan, and Communications & Events Planning Taskforces membership identified	Coordinating Group and Faculty Senate	Faculty Senate Exec approves membership of SWOT Analysis, Environmental Scan, and Communication & Events Planning Taskforces
	Faculty/Staff/student survey to be administered by the end of Spring Semester 2011	Coordinating Group	Survey content approved by Faculty Senate
All dates from this point onward are tentative. Final dates will be approved by the Faculty Senate Exec. and Chancellor at a special meeting in June, 2011.			

June - August 11	Conduct Environmental Scan (primarily data collection/analysis and gaining perspectives from external groups)	Environmental Scan Taskforce in coordination with Chancellor's Advisory Council and other key external constituents	Faculty Senate Exec. provided update over summer and invited to major meetings with external groups (e.g. Chancellor's Advisory Council)
	Develop Communication Plan	Communication and Events Planning Taskforce (supported by communications/web team)	Draft Communication Plan shared with Faculty Senate Exec., Academic Staff Council Chair, and Classified Staff Rep. for implementation no later than June 2011
	Conduct SWOT analysis	SWOT Analysis Taskforce in coordination with the Strategic Planning Coordinating Group	Faculty Senate Exec. provided update over summer
August-11	Opening Meeting	Chancellor provides campus with update on strategic plan process and encourages involvement	Faculty Senate Chair, Academic Staff Council Chair, and Classified Staff Rep. will also encourage engagement
	<u>Opening Week:</u> Town Hall Meeting of faculty, staff, administrators, students, community members: supplemental SWOT analysis. Discussion of survey results. What should UWRF look like in 5/10 years? Share LTP 2011/12 goals.	Strategic Planning Coordinating Group	Open to all members of the university and wider community
	Opening Week, special College and Departmental Meetings: Agendas include discussions about the roles, and preferences that the college and department have vis-à-vis university-level strategic planning (i.e. these discussions should inform participation in the Town Hall meeting)	Facilitated by deans and department chairs	College-level and department-level discussions will provide valuable input into the strategic planning processes for the colleges in particular and University in general
	Campus and Community Listening Sessions	Multiple sessions with focused questions hosted by Coordinating Group	Faculty Senate Chair, Student Senate President, Academic Staff Council Chair, and Classified Staff Rep. attend all sessions.

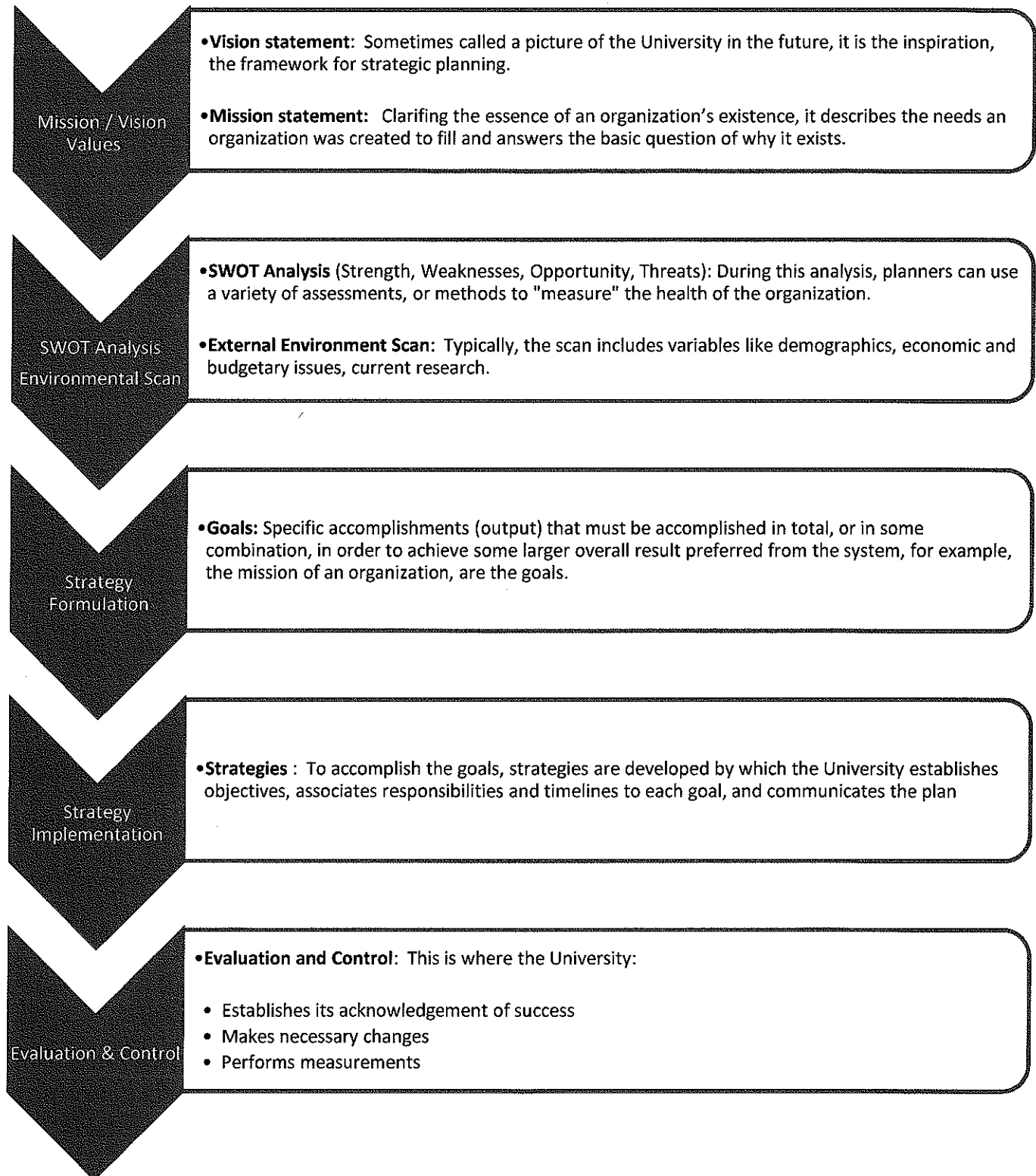
September-11	On-line input regarding presentation of key strategic planning principles, information at Town Hall meeting and survey results.	Strategic Planning Coordinating Group	Open to all members of the university and wider community.
	Results of survey, town-hall meeting, on-line feedback , and listening sessions collated	Strategic Planning Coordinating Group	Provides valuable input into the strategic planning processes.
October-11	Present results of all information-gathering exercises	Strategic Planning Coordinating Group, SWOT and Environmental Scan Taskforces	Activity occurs at one or several Wednesday evening sessions of the Faculty Senate, supplemented by a select group of faculty, staff, administrators, students, and community leaders.
	Propose any changes to University Vision, Mission, Values	Chancellor and Mission/Vision/Values Task Force	Task Force to include Faculty Senate Chair, Academic Staff Council Chair, and Student Senate President. Any changes reviewed/approved by Faculty Senate.
	Based on Environmental Scan, SWOT, and Listening Sessions, develop <u>draft</u> "future oriented" strategic vision and focal points to guide strategic plan	Chancellor	Activity occurs at one or several Wednesday evening sessions of the Faculty Senate, supplemented by a select group of faculty, staff, administrators, students, and community leaders.
November-11	Broad feedback sought on strategic vision, focal points and other items including online Survey	Communication Taskforce, Coordinating Group, e-cab	Any changes are provided to Faculty Senate for discussion and approval no later than late November.
December-11	Collating, synthesizing, sharing all information and status to date with campus (part of opening spring meeting)	Strategic Planning Coordinating Group and Communications Task Force	Any changes are provided to Faculty Senate for discussion and approval (any subsequently identified need for change, e.g. by the SPCG, will be submitted to the Faculty Senate for discussion and approval).
January-12	Based on all information gathered, develop first draft of the		Faculty Senate Chair on drafting

	Strategic Plan. proposed strategic initiatives, measurable indicators of progress/success and proposed implementation and accountability plan. Drafting team: Provost and Chair of Faculty Senate in consultation with Coordinating Group and Chancellor	team; need consultation with Assessment Committee and other committees as appropriate
February – March 12	The draft plan is submitted to the Chancellor, Cabinet, Faculty Senate, Student Senate and Campus for review and comment	Draft plan discussed by Faculty Senate, Academic Staff Council, and Student Senate
	Online forums and facilitated campus information sessions provide feedback	
April – May 12	UWRF Adopts Strategic Plan: Drafting Team Revises the Strategic Plan and Submits to Faculty Senate and the Chancellor for Final Review and Approval	Faculty Senate reviews/approves
	Campus Celebration	

Revisions to this plan can be requested by the Chancellor and/or the Senate Executive Committee and will be subject to Senate and Chancellor approval.

THE FRAMEWORK

The framework we will follow in creating the Strategic Plan is simple and as follows:



ROLES AND RESPONSIBILITIES FOR DEVELOPMENT OF THE UNIVERSITY'S NEXT STRATEGIC PLAN

Chancellor:

- Initiate the strategic planning process in partnership with governance groups
- Work with Faculty Senate leadership to develop a "roadmap" for the planning process
- Actively engage in key listening, planning and visioning sessions
- Serve as the primary conduit for discussion of UWRF's future with key external constituents including UW System, the Board of Regents, legislators, alumni and major donors, business and community leaders
- Based on analysis of key internal and external information as well as broad campus input, articulate a future-oriented vision and set of principles that will guide the development of the strategic plan
- Approve and communicate the strategic plan goals and key strategies

Faculty Senate:

- Collaborate with the Chancellor to establish a "roadmap" for strategic plan development that is approved by Faculty Senate
- Ensure strong faculty engagement in the strategic planning process
- Facilitate engagement of Faculty Senate committees or appoint faculty to other groups to develop goals and/or strategies
- Approve vision, mission and goals of the Strategic Plan

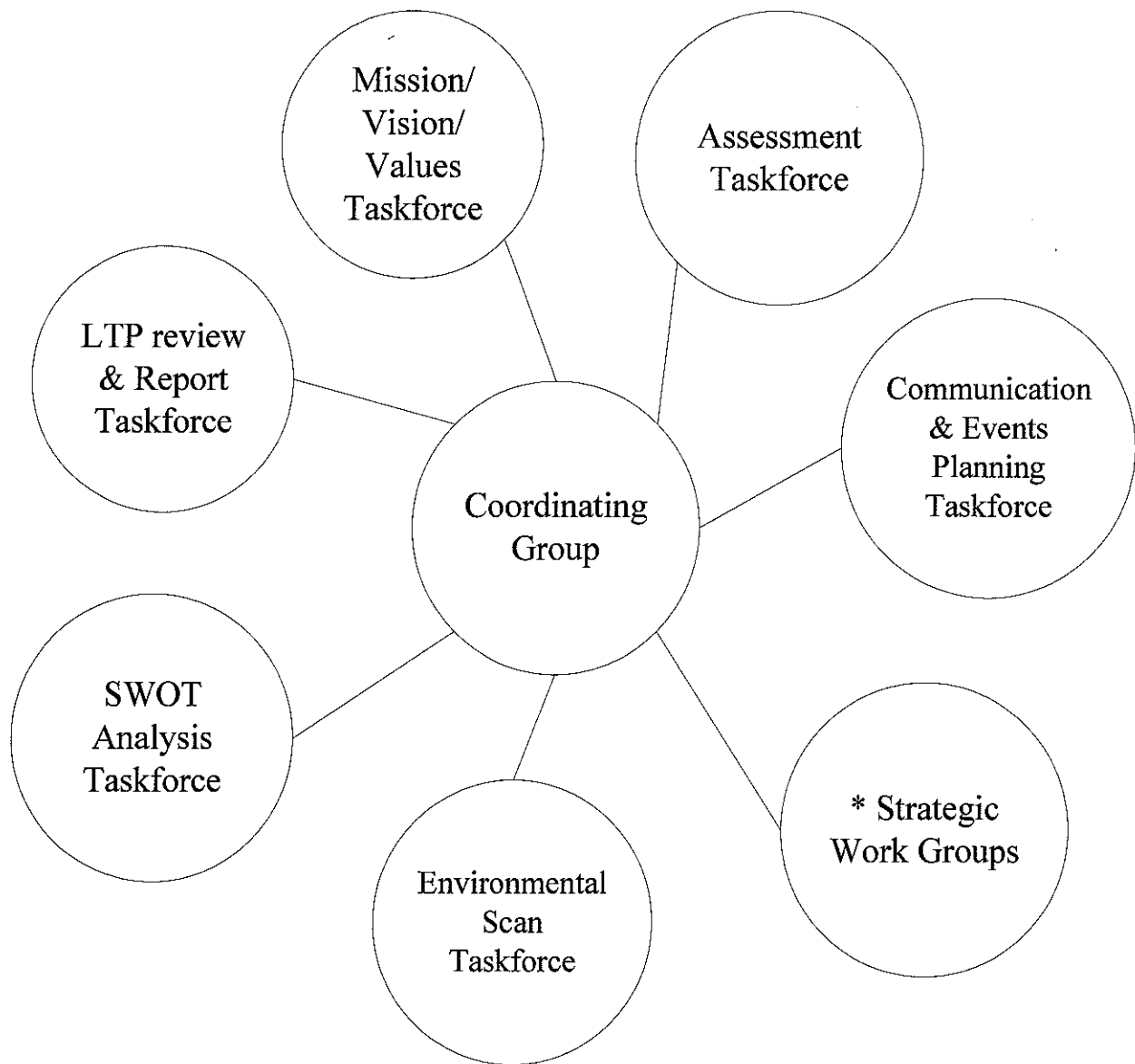
Strategic Planning Coordinating Group:

- Guided by the strategic planning "roadmap" and timeline, coordinate the strategic planning process, ensure broad input and governance involvement, facilitate strong communication, plan and schedule meetings and activities, and develop and manage documents related to the strategic planning process
- Coordinating Group Composition (provided support from Office of Integrated Planning):
 - One member of Executive Cabinet appointed by the Chancellor
 - One tenured academic administrator appointed by the Provost
 - Faculty Senate Chair
 - One additional faculty member to be appointed by Faculty Senate
 - Academic Staff Member appointed by the Chancellor in consultation with the Chair of Academic Staff Council

Student Senate:

- Ensure student engagement in the strategic planning process
- Review strategic plan and provide feedback and recommendations to the Chancellor

Strategic Plan Taskforces in Support of Strategic Plan Development



* Faculty Senate Committees or Special task force groups as charged by Chancellor and/or Faculty Senate Chair

Coordinating Group:

Membership:

- One member of Executive Cabinet appointed by the Chancellor – **Joseph Harboug**
- One tenured academic administrator appointed by the Provost – **Glenn Potts**
- Faculty Senate Chair – **Jim Madsen**
- One additional faculty member to be appointed by Faculty Senate – **Jennifer Borup**
- Academic Staff Member appointed by the Chancellor in consultation with the Chair of Academic Staff Council and approved by Faculty Senate– **Alice Reilly-Myklebust**

Role: The role of the coordinating group is to coordinate the strategic planning process, ensure broad input and governance involvement, facilitate strong communication, plan and schedule meetings and activities, and develop and manage documents related to the strategic planning process.

In addition to the Coordinating Group, seven taskforces will be created to ensure broad university engagement in the development of the strategic. The seven taskforces are:

1. LTP Review & Report Taskforce
2. Environmental Scan Taskforce
3. SWOT Analysis Taskforce
4. Communication and Events Planning Taskforce
5. Mission, Vision, Values Taskforce
6. Assessment Taskforce

Taskforces Membership:

Membership of the taskforces would include 6-8 members assigned as follows:

- One member of the Strategic Planning Coordinating Group
- One Faculty member appointed by Faculty Senate
- One Member appointed by the Chancellor
- One Student appointed by Student Senate
- Academic Staff Member appointed by the Chancellor in consultation with the Chair of Academic Staff Council
- 2-4 members at large to be appointed based on their expertise in the field of strategic planning in general and one of the taskforces in particular.