A Focused Future

Fall 2015 Plenary Address, September 3, 2015
Chancellor Mark A. Mone
University of Wisconsin-Milwaukee
Overview

- Why we are Here
- Transforming Lives
- Knowledge Creation

- Preserving & Protecting
- Entrepreneurship
- Collaboration

- Student Success
- Research Excellence
- Community Engagement

- National Trends
- Budget Recaps
- Structural Deficit
- Organization & Effectiveness Team

Q & A
Public research universities initiate the fundamental research that drives scientific and technological discovery. They educate and train the skilled workforce of tomorrow. They prepare schoolteachers and faculty for the classroom. They equip the next generation of leaders with the knowledge, skills, and empathy to lead a twenty-first century democracy. Most important, public research universities are stewards and repositories of human knowledge.
Wisconsin Idea

“The boundaries of the university are the boundaries of the state.”
- University of Wisconsin President Charles Van Hise, 1904

Van Hise declared that he would "never be content until the beneficent influence of the university reaches every family in the state."
“Wisconsin must elevate UW-Milwaukee’s capacity in the state’s largest city and maintain excellence and access ...”
People

- **Student Success**
  - Outcomes
  - Enrollment Updates & CEMAT
  - Development & Support

- **Research Excellence**
  - Research Updates
  - Centrality of Research
  - TTRU for future planning

- **Community Engagement**
  - Partnership Updates
Student Success

- Quality education
- Retention and graduation
- Prepare students for life after graduation
- UW System accountability strategy to prepare students
  - High impact practices
  - Critical thinking
Enrollment Updates

- **Fall 2015**
  - Application and admissions up
  - Yields down
  - Headcount likely down

- **National trends**
  - No growth in number of 18-24 year-olds
  - College enrollments fell 2%
    - Bulk of decline in students over age of 24
    - Decline in older student enrollment coincides with lower unemployment rate
CEMAT Work

- Chancellor’s Enrollment Management Action Team
  - Data-driven decision making
  - Comprehensive retention plan
  - Work groups on scholarships and advising
  - Focusing efforts with a Strategic Enrollment plan
Research Excellence

- Research as a core purpose
- Centrality of research
- TTRU for future planning
- Kenwood IRC
Research Excellence

2015 Research Report

Made in Milwaukee

People
“We currently have seven of your (students) conducting water quality monitoring and environmental restoration from Bay View Park in St. Francis to Southport Park in Kenosha and all points in between.”

“These individuals represent the College of Letters & Science (Biological Sciences), College of Health Sciences, School of Architecture & Urban Planning, and School of Freshwater Sciences; a great example of the interdisciplinary nature of our work...”

“UW-Milwaukee students can and are making a difference”
Vision 20/20 Comprehensive Campaign update

- $83 million raised
- Three pillars: Students, Faculty and Innovators
- In “quiet phase” of campaign
- Year of volunteers
Very Good News

- Higher Learning Commission Accreditation
- UWM Flex Degree Progress
- WUWM Radio received two national Radio Television News Digital Association Awards
- $400,000 DOE grant for graduate assistance in areas of national need
Challenges: National Trends

- The Top 4 Worries of College Presidents in 2015
  - Decline in state financial support (85%)
  - Competition for students (53%)
  - Ability to raise tuition (39%)
  - Attracting and retaining qualified faculty and staff (28%)
National Trends, cont’d

- How Colleges are Feeling the Effect of Shifting Demographics
  - Declining high-school graduates in primary recruitment region (64%)
  - Lower socioeconomic status of applicants (40%)
  - Declining middle class (38%)
  - Changing racial and ethnic mix (38%)
## Biennial Budget Recap

<table>
<thead>
<tr>
<th>What Could Have Been</th>
<th>Actual</th>
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<tr>
<td>$300 million cut to UW System</td>
<td>$250 million cut to UW System</td>
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<tr>
<td>$48 million cut to UWM</td>
<td>$30 million cut to UWM</td>
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<td>3x the size of any prior cut</td>
<td>2x size of any prior cut</td>
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**Challenges**
$30 million structural deficit projected for FY16

UW System Issues
- Budget cuts for four consecutive biennia
- Four year tuition freeze

UWM-specific Issues
- Significant capital and program commitments
- $20M in Milwaukee Initiative and DIN base funds
- Several years of declining enrollment
- Historical underfunding of GPR allocation
- Depletion of reserves
Structural Deficit Perspectives

- **Roots of deficit** are a decade in the making
- **Joint decisions** on campus commitments: state, community, donors, and UWM
- **Sound rationale**, at the time
- **New revenue anticipated** through program growth
- **Perfect storm** of events (e.g. tuition freeze, budget cuts, falling enrollments, commitments, loss of DIN, historical underfunding, etc.)
- **Any two events could have been sustained**
Cost containment continues
Budget Planning Task Force
  o Previously allocated $15.7 million in cuts
    o $12.2 million for FY16
    o $3.5 million for FY17
  o In process of allocating another $14.5 million in base cuts for FY17
    o BPTF reviewed all units’ permanent cut scenarios
    o Cuts will not be pro rata
    o Impossible to load base cuts entirely on non-academic units
    o Every unit on campus must make hard decisions and make changes to maximize our resources
Biennial Budget Activities

- Budget Planning Task Force (19)
  - Support Team (9)
  - New Subgroup (4) since first week of August
- Budget Communication Task Force (16)
  - Prep for these (29)
- Weekly and monthly campus budget meetings (12)
- School/College/Unit meetings (17)
- Administrative budget meetings (16)
- External media engagements (30+)
- JFC and legislative meetings (68)
- Additional elected officials/VIPs (26)

**Total: 246 meetings since last spring**
Budget and Planning Teams

Groups Addressing the Cuts

- Budget Planning Task Force
- Budget Model Working Group
- Budget Communication Task Force

Strategic Directions
Budget and Planning Teams

- Student Success
- Research Excellence
- Community Engagement
- Culture and Climate
- Visibility, Image and Brand

Ongoing Work Teams

- Budget Planning Task Force
- Budget Model Working Group
- Budget Communication Task Force
Budget and Planning Teams

New Team

Chancellor’s Campus Organization & Effectiveness Team

Team Sponsors:
Chancellor, Provost and VC of FAA

Team Co-Chairs:
Bob Greenstreet, SARUP
Dean; John Reisel, UC Chair

>Team Size: ~15 people

Support Team Co-Chairs:
Paula Rhyner, SCE; Kyle Swanson, L&S

>Team Size: ~12 people

Team & Support Team Members: Students, faculty, staff, deans, cabinet members

Budget Planning Task Force
Budget Model Working Group
Budget Communication Task Force

Challenges
Budget and Planning Teams

New UWM
Resources
Structure
Operations

Schools and Colleges
Shared Governance

Challenges
CCOET

- **CCOET** was created based on BPTF & governance group recommendations on membership, charge

- **Charge**: Develop recommendations and a plan that will improve the organization & effectiveness of our campus to:
  - propose meaningful large-scale efficiencies
  - recommend consolidation of organizational units
  - outline other improvements and priorities

- **Initial task**: Recommend a process for campus engagement
Why is CCOET Needed?

- Most of current planning is relatively narrow, with a 1-2 year time frame; focused *within* Schools/Colleges/Administrative Units)
- Larger transformation required to meet substantial challenges (e.g., structural deficit) and meet strategic objectives
- Best bet for addressing, comprehensively, our future campus positioning
- Team embraces existing budget planning and shared governance, and will operate with urgency: February 2016 target for recommendations
How we Move Ahead

Focused Foundations

- Preserving Tenure and Shared Governance
- Supporting Academic Staff and University Staff
Focused Foundations

- **UWS Tenure Policy Task Force**
  - Goal: create new policy, using AAUP as model
  - UWM committed to uphold and stand for tenure practice that comports with AAUP standards
  - AAUP committee to work with established, shared governance groups

- Working with **Academic Staff & UWS** on critical issues of relevance to them and all of us

- **UWS Tuition Setting Task Force**

- **Commitment to governance**
How we Move Ahead

Further Examples

- Panthers for Positive Change
- Solutions Central
- Campus Social Compact
- \(M^3:\) MPS, MATC, and UWM collaborating
  - Bradley-Tech
  - Legislative Advocacy
  - Entrepreneurship
Entrepreneurship

- The Lubar Center for Entrepreneurship and UWM Welcome Center: Example of foundational shift
- Capital and operational funding
- Multi-disciplinary
- Ties in community, non-profits and businesses
- Important for our students, faculty, staff and alumni
- Student entrepreneurs
Why We are Here
Final Comments

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Questions and Answers

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