

University of Wisconsin – Milwaukee
2030 Implementation Team
Charge Document
September 21, 2020

Background: In fall 2020, Chancellor Mark Mone and Provost Johannes Britz charged the 2030+ Think Tank to examine how UWM could chart a course to position UWM for success in the year 2030 and beyond to advance our students and grow our research and engagement. The group was asked to align its work with our current framework for [UWM's five strategic directions](#) of:

- Diversity, Equity and Inclusion
- Outstanding Learning Environment
- Research Excellence
- Community Engagement and Talent Pipeline
- Sustainable Future for the Campus
 - Enrollment Management Actions
 - Fiscal Actions
 - Brand, Visibility, and Image

The 2030 group was also asked to be mindful of the rapid and fundamental changes occurring in higher education generally as well as enrollment changes, fiscal challenges and other trends impacting UWM.

In March 2020, the COVID-19 pandemic took hold in the United States, causing UWM to go entirely online with two weeks' notice, largely eliminating student and employees' physical presence on our campuses, generating a new level of unprecedented fiscal challenges, and universally prompting UWM, higher education and the public generally to question past practices and how we may do things differently in the future. The 2030+ Think Tank astutely considered how the pandemic changed UWM's circumstances and future.

After months of thoughtful and comprehensive discussion, research and engagement, the group issued its final report in summer 2020. To view the group's charge, membership and complete final report, please see [here](#).

Recommendations: The 2030+ Think Tank proposed that UWM **create its future based on a student-centric vision** through the following recommended actions, with three initial priorities, which are noted below in bold:

1. Become a first-choice destination university that attracts and graduates the most diverse student body in Wisconsin.
 - a. **Make a full-scale revision of the undergraduate student experience as well as developing forward-facing core competencies that will make a UWM education distinctive. This will also include optimizing the student experience of UWM services and leveraging technology to maximize flexibility for students' preferred learning pathways.**
 - b. **Make UWM a radically welcoming and engaging institution for all students, including automatic acceptance of all Milwaukee high school graduates. This includes reducing**

financial barriers for students in need, incentivizing high-achieving students to attend UWM, and changing the culture of UWM to embrace a diversity, equity, and inclusivity mindset among faculty, staff, and administration.

- c. Make UWM a leader in non-traditional education models, particularly for adult learners, and provide opportunities for credentialing specific skills for employees needing to upskill.
2. Remain a top-tier research university that excels in producing, disseminating, and commercializing leading-edge knowledge and technology, and graduates innovative and entrepreneurial scholars.
 - a. Expand collaborative and interdisciplinary scholarship and graduate programs.
 - b. Infuse entrepreneurship and design thinking into faculty research and undergraduate and graduate education.
 - c. Strengthen sustaining partnerships with community, industry, and other academic institutions.
3. Design UWM's operational structure and program array to most flexibly and efficiently meet the teaching, research, and outreach missions.
 - a. **Conduct a review of the administrative structure and the program array that includes evaluation of the structure of Colleges and Schools.**
 - b. Optimize faculty/staff workforce deployment in support of UWM's academic and research missions.
4. In support of the first three goals, grow the UWM Foundation endowment to \$500M by 2030.

Chancellor Mone and Provost Britz have accepted the 2030+ Think Tank recommendations with the following enhancements:

- a. Add recommendation two to the initial priorities that will be reviewed starting in fall 2020, for a total of four initial priorities.
- b. Add data science to recommendation 2(b).
- c. Add 3(b) to recommendation two with a focus on faculty and research.

Chancellor Mone and Provost Britz now charge a new group, the 2030 Implementation Team, to advance the recommendations of the 2030+ Think Tank, with four teams that will propose specific actions to implement the four prioritized recommendations.

Charge and Membership: The 2030 Implementation Team is charged to continue the momentum of and expand upon the recommendations of the 2030+ Think Tank by creating proposed action plans that includes details on:

- Quickly executing ideas when possible,
- Conducting analyses for areas that require more study and consultation, and
- Creating implementation plans for all recommendations.

Actions that can be taken immediately should be brought to Chancellor Mone and Provost Britz.

The 2030 Implementation Team will be organized into four areas with the following co-chairs for each area:

1. **Make a full-scale revision of the undergraduate student experience as well as developing forward-facing core competencies that will make a UWM education distinctive.** This will also include optimizing the student experience of UWM services and leveraging technology to maximize flexibility for students' preferred learning pathways.

Co-Chairs:

Kathy Dolan	Distinguished Professor of Political Science, College of Letters and Science; University Committee Chair
John Reisel	Professor of Mechanical Engineering, College of Engineering and Applied Science

2. **Make UWM a radically welcoming and engaging institution for all students, including automatic acceptance for all Milwaukee graduates.** This includes reducing financial barriers for students in need, incentivizing high-achieving students to attend UWM, and changing the culture of UWM to embrace a diversity, equity and inclusivity mindset among faculty, staff, and administration.

Co-Chairs:

Rebecca Freer	Associate Dean of Students, Division of Student Affairs
Margaret Noodin	Professor of English and American Indian Studies, College of Letters and Science; and Director of the Electa Quinney Institute

3. **Conduct top tier research.**
 - a. Expand collaborative and interdisciplinary scholarship and graduate programs.
 - b. Infuse entrepreneurship, design thinking, and data science into faculty research and graduate and undergraduate education.
 - c. Strengthen sustaining partnerships with community, industry and other academic institutions.
 - d. Optimize faculty workforce deployment.

Co-Chairs:

Mark Harris	Vice Provost for Research
James Peoples	Professor of Economics, College of Letters and Science

4. **Realign the administrative structure and program array** that includes evaluation of the structure of Colleges and Schools.

Co-Chairs:

Kris O'Connor	Professor of Kinesiology, College of Health Sciences; Associate Vice Provost for Research
Gillian Rodger	Professor of Music, Peck School of the Arts; Co-Chair of the Academic Planning and Budget Committee

Please note this group has three co-chairs to allow for direct coordination with the Academic Planning and Budget Committee.

Next Steps and Goal: The work groups will develop recommendations responsive to the above charge and other issues that emerge during their work and deliver a comprehensive final report to Chancellor Mone and Provost Britz on or before January 29, 2021.

For actions that can be taken immediately, the work groups should bring these matters to the attention of Chancellor Mone and Provost Britz quickly, with a proposed action plan that includes tactics, goals, responsible parties, and timelines. For other matters, the work groups will propose an action plan with tactics, goals, proposed responsible parties and timelines on or before December 30, 2020. Regardless of the timing of proposals, each work group should include all proposed action plans in their final report. Given our budget realities, Chancellor Mone and Provost Britz ask the work groups to propose actions that align with UWM's strategic directions, and that are realistic within the context of existing resources and/or create self-sustaining funding streams.

To inform their recommendations, the 2030 Implementation Team work groups will:

1. Engage in innovative and future-minded thinking.
2. Solicit input and reactions from faculty, staff, students, partners, donors, alumni, parents, or others, via solicitation from governance groups, focus groups, and other means.
3. Consult with UWM subject matter experts in diversity, equity and inclusion, enrollment management, finance, student affairs and student support issues as needed, noting that detailed financial modeling and other analyses will be completed by academic and operational teams that are responsible for implementation of the actions in the work group's final report.

The co-chairs of each of the four 2030 Implementation Team work groups may break their work groups into sub-groups to address specific components of the respective recommendations. This would allow the work groups to take a comprehensive approach in a relatively short timeframe.

Membership of the groups will be shared on the [2030+ Think Tank web site](#) once confirmed. While not all aspects of the UWM community can be represented on each work group, there will be ample opportunity for engagement from governance, faculty, staff, students, and other groups in the UWM community.