2030 ACTION PLAN

STATUS UPDATE AND RECOMMENDATIONS

Prepared for:

2030 Action Plan Executive Sponsors & Steering Committee

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INTRODUCTION

This report provides a status update for the 2030 Action Plan's eight implementation teams. Since the inception of the 2030 Action Plan, there have been numerous changes at UWM, including student demography and enrollments, post-pandemic operations, new budget realities, and new leadership at UWM and UW System. Given these changes, and based on the current 2030 Action Plan status, recommendations for a refresh of the 2030 Action Plan are warranted. Background on the 2030 Action Plan is found in Appendix B.

IMPLEMENTATION TEAM STATUS

Based on work accomplished to date, initiatives that were part of the **Becoming Student Centric/Moon Short Equity**, **Increasing Diversity and Inclusion**, **Aligning and Engaging Workforce**, **Updating the Budget Model**, and **Growing Endowment** have transitioned into on-going actions incorporated into university operations. The **Revising Curriculum** team is expected to complete their work (through governance approvals) within six months; after this time, the work would likely transition to a new work group to facilitate implementation. The **Redesigning the Research** infrastructure team have institutionalized their actions with a recommendation for a new work group to address implementation of recommendations relating to faculty workload. Finally, the **Reassessing Unit Alignment** team has completed their work with the newly aligned colleges active July 1, 2023. Table 1 provides the details for each team.

TABLE 1. OVERVIEW OF 2030 ACTION TEAM STATUS

Implementation Team	Status	Recommendation
Becoming Student-Centric/Moon Shot for Equity	On-going continually and incorporated into university operations.	Continued coordination across units; identification of metrics; regular progress reporting.
Revising Curriculum	On-going, with governance approvals sought within six months.	Continued work under the 2030 umbrella until implementation proposal approved.
Increasing Diversity & Inclusion	On-going, continually and incorporated into university operations.	Part of the strategic priorities of the Division of Diversity, Equity, and Inclusion.
Aligning and Engaging Workforce	On-going, continually and incorporated into university operations.	HR to identify metrics to measure progress; regular progress reporting.
Reassessing Unit Alignment	Workgroup recommendations institutionalized (with official start date of July 1, 2023).	Establish criteria and metrics to assess impacts of realignment; regular progress reporting.
Redesigning the Research Infrastructure	Workgroup recommendations institutionalized; can disband with current group; will name the ongoing point person and responsible unit.	Address development of a faculty workload policy.
Updating Budget Model	On-going, continually and incorporated into university operations	Complete five-year budget model review; develop/refine budgets for realigned schools; support Revising Curriculum recommendations
Growing Endowment	On-going, continually and incorporated into university operations	Consideration of 2030 Action Plan priorities as part of next campaign.

Becoming Student Centric/Moon Shot For Equity

Team Leaders: Dave Clark, Kay Eilers, Kelly Haag, Phyllis King, Chia Vang

Status: On-going continually and incorporated into university operations.

Brief Update

Progress involved coordination of efforts across multiple initiatives into a cohesive conceptual model for student success composed of three commitments: Commitment to Students' Academic Journey, Commitment to Students Personal Growth & Financial Security, and Commitment to an Inclusive and Supportive Panther Community. Together, these commitments encompass multiple plans and partnerships initiatives, including UWM 2030, DEI Initiatives (Action Plan), Strategic Affairs Plan, EAB Moon Shot, M-Cubed, HERA, and integrate efforts across multiple units within Academic Affairs, Student Affairs, Finance and Administrative Affairs, MarComm, Diversity, and Equity, and Inclusion, Enrollment Management and other campus units.

Recommendation

Responsibility for student success is distributed across multiple units. The past two academic years have witnessed a multitude of collaborative alignments between offices in these units to advance strategies and action plans. Many aspects of the 2030 initiatives have transitioned into the regular business practices of the units involved in student success. It is recommended that partnerships, integration, and coordination of efforts continue, accomplished through:

1. Regular communication among the Vice Provost for Student Success, Associate Vice Chancellor for Enrollment Management, Associate Vice Chancellor for Academic Affairs, and Vice Chancellor for Student Affairs; and Vice Chancellor for DEI.
2. Identification of, and reporting on, assessment criteria to measure impact on student success measures identified in the Outstanding Learning Environment (OLE), evaluation of the strategies and action plans based on data and using the results of the evaluation in a continuous improvement process.
3. Identification of a responsible party for the continued coordination, implementation, and evaluation of student success initiatives.
4. Further develop a clear, cohesive structure that integrates student success efforts with central oversight, reporting to the provost.

Revising Curriculum

Team Leaders: Dave Clark

Status: On-going, with governance approvals sought within six months. Pending governance approvals, begin the implementation process (Spring 2024).

Brief Update

Since spring 2021, the team has been engaged in developing proposals, soliciting campus feedback, and incorporating feedback into an updated proposal document. In 2021, the Revising Curriculum team established guiding principles and developed three models for GER reform. Feedback from governance and other campus groups on the models was solicited in fall 2021. A listening session was held in October 2021 and updates were provided to the Faculty Senate (March 2021) and University Committee. In November 2021, the team recommended a preferred model, Model #2 Areas of Inquiry, and submitted it to the provost for initial review and comment. Through spring 2022, the team worked on revisions to the proposal with an updated draft proposal completed in September 2022; the report outlines the proposed revised curriculum model and administrative structure support. In fall 2022, the team conducted a series of presentations to garner feedback on the proposal. The teams worked over spring 2023 to incorporate key feedback concerns (necessity of general education reform, requirements, and peer comparison) into an updated report, with a targeted completion date of August 2023.

Recommendation

This initiative should continue under the 2030 umbrella until the implementation proposal is approved by the relevant committees and administration.

Increasing Diversity, Equity, and Inclusion

Team Leaders: Chia Vang

Status: On-going, continually and incorporated into university operations.

Brief Update

The DEI team engaged with two primary strategies in support of DEI efforts: Development and implementation of the DEI One-Year Action Plan and development and implementation of the DEI Action Planning Workshops/Institute. The DEI One-Year Action Plan consists of four focus areas consisting of Student Success, Diverse Talent, Climate and Culture, and Community Impact. The 2030 DEI team hosted workshops in fall 2021 and launched a DEI Action Planning Institute in spring 2022. At the completion of the institute, units presented their individualized action plans and/or additional steps they would take to finalize plans. Tools for units were also made available through the Division of DEI website. Over the academic year 2022-2023, the DEI team modified the DEI Action Planning Institute materials to respond to several units that requested assistance in spring 2023. In spring 2023, the team facilitated planning workshops for a half-dozen departments that entailed gathering input from all employees. Team members also contributed to professional development offerings for instructors, graduate teaching assistants, and researchers around inclusive teaching and DEI research strategies as well as a providing a wide range of programs aimed at culture change and community engagement. In collaboration with the Department of Human Resources, the team developed strategies to ensure diverse pools and reduce bias in the search and selection process.

Recommendation

The DEI efforts as part of the 2030 Action Plan have been incorporated into the strategic priorities of the Division of Diversity, Equity, and Inclusion directed by the Vice Chancellor of Diversity, Equity, and Inclusion. The 2030 DEI Action Team, as an independent unit, can therefore be dissolved.

Aligning and Engaging Workforce

Team Leaders: Makda Fessahaye, Kathy Heath, Chia Vang

Status: On-going, continually and incorporated into university operations

Brief Update

The implementation team has work groups organized around each of the two outcomes: (1) Establishment of the Research and Teaching Professor titles for Academic Staff; and (2) Creation of an Enhanced Employee Development Program. The Research and Teaching Professor titles were approved by the provost in March 2022. Guidance documentation was developed over the summer (in 2022) and use of the titles began in fall 2022.

Given personnel changes and timing of the Title and Total Compensation project, the Professional Development work group-initiated discussions in February 2022. The work group developed a new Organization Development website (launched February 2023) that serves as the foundation for employee development, recognition, and engagement. The professional development group regularly met during the 2022-2023 academic year. The group is developing recommendations, and assessing feasibility, benefits, and priorities of recommended options, which would further enhance employee development. Recommendations will be presented in report anticipated in summer 2023; options for training and development opportunities would be implemented during the 2023-2024 academic year.

Recommendation

The Aligning and Engaging Workforce team has accomplished their goals with the establishment of the teaching and research professor titles and recommendations for professional development. Oversight of implementation of recommendations for professional development can be integrated into the regular duties of the Associate Vice Chancellor of Human Resources. In addition to implementation of the plan, the Associate Vice Chancellor should develop assessment criteria to measure impact and identify data collection and analysis methods.

Reassessing Unit Alignment

Team Leaders: Devarajan Venugopalan

Status: Recommendations Institutionalized with official start date of July 1, 2023.

Brief Update

The model to realign academic units was finalized in February 2022 with the proposed four new colleges: the College of the Arts and Architecture, the College of Community Engagement and Professions, the Joseph J. Zilber College of Public Health, and the College of Health Professions and Sciences. The governance process was initiated in November 2021; the proposal was approved by the Faculty Senate in December 2021 and approved by the Board of Regents in February 2022. The Graduate School and Office of Research were administratively merged in 2021. Transition and implementation planning included governance approvals at the school/college and institutional levels, the creation of implementation workgroups (Coding, Systems, MarComm) working for 18 months on different phases of transition/implementation. Most academic units have revised or written new unit/department bylaws to reflect their new governance structure; some work in this area will continue into fall 2023. New colleges are active as of July 1, 2023.

Recommendation

This initiative has been implemented and should be transitioned off the 2030 list of priorities. Workgroups can disband upon completion of final transition/implementation duties in fall 2023. The remaining transitioning tasks can be incorporated into the regular duties of the Deans for the realigned Schools/Colleges. The Deans should establish criteria and metrics to assess impacts of the realignment and report those metrics to the Provost's Office.

Redesigning the Research Infrastructure

Team Leaders: Mark Harris

Status: Workgroup recommendations institutionalized. Disband current group and identify the ongoing point person/responsible unit.

Brief Update

Faculty Workload Group. Over fall 2021 and spring 2022, the Faculty Workload Group researched workload practices and models, developing a framework that addresses goals and key elements such as metrics, roles/responsibilities, recognition, and rewards. In May 2022, the Faculty Workload Group prepared an initial version of the Faculty Workload Model report, including recommendations for policy review; this report was finalized in fall 2022. Results were shared with the University Committee, Chairs/Directors, and Deans. A new work group will be established during the academic year 2023-2024 to address policy development around faculty workload.

Graduate Student Support. A proposal for Graduate Student stipends was prepared in fall 2021 and submitted to the Provost in February 2022. The work group finalized their recommendations for graduate student professional development in summer 2022.

Research Infrastructure. The National Council of University Research Administrator (NCURA) conducted a peer review visit and provided recommendations to improve research infrastructure in summer 2022.

Recommendations

A new working group should be convened in fall 2023 to address the development of a faculty workload policy based on the recommendations of the working group. The recommendations for research infrastructure improvements and graduate student professional development should be incorporated into the regular business practices in the Office of Research and as part of the Financial Services Transformation Project (FSTP) with oversight provided by the Vice Provost for Research and Financial Shared Services. This initiative can be transitioned off the 2030 platform.

Updating the Budget Model

Team Leaders: Drew Knab, Paul Klajbor, and Mickie Pearsall

Status: Five-year budget model review is underway; other updates are on-going and incorporated into university operations.

Brief Update

UWM's current budget model is being reviewed in three phases between May 2023 and July 2024. Phase 1, from May to September 2023, includes formation of a committee, collecting stakeholder feedback, organizing data, and documenting issues for analysis and recommendation. A committee has been formed and stakeholder feedback meetings are occurring, as well as a survey tool for solicitation of feedback.

In terms of budgeting as it relates to School/College realignment and curricular reform: the FY 2024 Budget Process incorporated the realigned units and the results of the FSTP project, such as the re-naming and realignment of DFOs to the new units. The FY 2025 budget process will be managed with the new realignment, including the Divisional Budget Meetings in Fall of 2023 as well as a review and refinement of the operational statistics that inform budget allocations that will be distributed in January.

Recommendation

Complete Five-Year Budget Model Review. Develop/refine the budgets for the newly realigned schools and, to the extent needed, support the implementation of the recommendations from the Revising Curriculum initiative.

Growing the Endowment

Team Leaders: Joan Nesbitt

Status: On-going, continually and incorporated into university operations

Brief Update

A benchmarking study was completed over the summer in 2021 comparing UWM to comparable size institutions to identify strategies to grow the endowment. In January 2022, the leadership of the team transitioned from Patricia Borger (retired) to Vice Chancellor Joan Nesbitt. During the spring semester (2022), efforts focused on connecting recommendations from the 2030 Implementation Team with fundraising opportunities. In fall 2022, the University Advancement team completed internal restructuring and began work on an 18-month strategic plan. In 2023, University Advancement restructured around donor themes to maximize efficiencies and increase collaboration. They also completed a progress report on the 10-year fundraising efforts as part of the planning for the next campaign. Two sizable endowments were also received in spring 2023, including a $2M endowment to the Lubar Entrepreneurship Center.

Recommendation

Consideration of the 2030 Action Plan priorities as part of the next campaign.

NEXT STEPS

Much work has been done in the 2030 framework, and we are grateful for the positive outcomes.

The 2030 Action Plan is at an inflection point. Since the launch of the 2030 Action Plan in 2019, there have been significant changes in the world and close to home. We have experienced a global pandemic, an increase in social justice awareness, and a re-examination of beliefs and how we do things. At UWM, we have many new leaders, much of 2030 is incorporated into daily operations, and we are seeing challenges to public higher education in our state.

Now is an ideal time to review the status of the 2030 Action Plan in the context of current and emerging issues facing UWM and develop recommendations for the next phase of our work. These recommendations could consider changes since the inception of the 2030 Action Plan and/or elements of the 2030 Action Plan that were not previously addressed (due to capacity and/or other reasons) and/or fully implemented.

We reviewed the *Think Tank 2030+ Recommendations Final Report* (May 2020), the *Charge Document* (September 2020), and the *2030 Implementation Report* (2021) recommendations (that formed the basis for eight implementation teams), as a starting point to develop the next phase of 2030 (see Appendix A for an abbreviated list). We found the following proposals that were included in previous 2030 reports but are not yet started, or have been started but are not completed, and recommend these actions become incorporated into new 2030 Action Plan priorities.

- Coordinated advising and support structure;
- Centralize academic support and high-impact practices to increase ability for all students to experience the benefits;
- Organization of student centric/Moon Shot for Equity within operational areas under one leader who can direct coordination across multiple units/divisions, identify priorities, and set, monitor, and report metrics;
- Provide automatic admissions for all City of Milwaukee high school graduates;
- Improve the student experience by increasing technology use, including Navigate;
- Streamline the academic program array to focus increasingly limited resources on areas of greatest impact and growth, including through establishing a process to address low enrollment programs;
- Incorporate a graduation requirement of experiential learning so 100% of UWM graduates have a career-related experience;
- Map student pathways for all undergraduate degrees;
- In connection with school/college realignment, explore the connection between the College of General Studies and College of Letters & Science to improve pathways for student success;
- Coordinate messaging for student attraction, recruitment and retention efforts among Academic Affairs, Enrollment Management/Office of Admissions, MarComm and Student Affairs;
- Make UWM a regional leader in non—traditional education modes, particularly for adult learners,

and to provide opportunities for credentialing specific skills for employees needing to upskill; and

- Fully address faculty workload through policy development (however, note that a new group is being formed to develop policy based on recommendations developed by the Redesigning the Research action team).

Future discussions could consider mapping recommendations from the *2030 Implementation Report* to the objectives of the current 2030 Action Plan.

A key component of the 2030 Action Plan involves the coordination of student centric work within Enrollment Management, Student Affairs, Student Success, DEI, and Moon Shot for Equity. Development of the Student-Centric Strategies (Commitment to an Inclusive and Supportive Panther Community, Commitment to Students' Academic Journey, and Commitment of Students; Personal Growth and Financial; see Appendix E) offered a framework for the many student centric initiatives; monthly check-ins (as part of the 2030 Action Plan work) further provided an opportunity to review progress on initiatives distributed across multiple units. **Continued coordination of student centric work is essential.** The student centric work would benefit from one senior leader who could direct coordination of the multiple efforts (across units) as well as identify priorities/timeframes and evaluation metrics.

Revisiting the institutional culture and climate themes that formed the foundational structure of the 2030 Strategic Plan is also warranted. These themes are: A Need for Coordination and Action, A Need for Centralization, A Need for Leadership, A Need for Accountability, and A Need for Equitable Hiring Practices (*2030 Implementation Report*: 15-18).

Finally, there are issues and initiatives that have developed in recent years that are currently not part of the 2030 such as Sustainable/Climate Actions and Relevant UW System Strategic Plan initiatives. Articulation of other strategic directions identified by leadership may also be explored (Chancellor's Strategic Directions, Provost's Strategic Academic Priorities).

In addition to the 2030 Action Plan refresh, the development of key assessment criteria and metrics is needed. Some metrics may be initially identified from the *2030 Implementation Report* (2021). Key metrics for the 2030 Action Plan success can begin to be evaluated and assessment criteria further refined. Ideally, the metrics would include identification of clear assessment criteria for each of the Implementation Teams and mapping strategies/actions to expected outcomes in the 2030 report.

It is anticipated, based on reactions and decisions from senior leadership, that 2030 Action Plan teams will continue work, with new or modified directives, while others may be disbanded and/or work will be recognized as incorporated into existing institutional structures. All 2030 related efforts, new or ongoing, will continue to be regularly reported to leadership and the UWM community.

APPENDIX A. LIST OF RECOMMENDATIONS FROM THE 2030 THINK TANK WORK GROUPS

The following is adopted from the "Outline of Group Recommendations" in the *2030 Implementation Report* (February 1, 2021) (pages 9-11). These recommendations from the four 2030 Think Tank work groups were incorporated into the eight initiatives that currently comprise the 2030 Action Plan. (The numbers in parentheses are pages from 2030 Implementation Report 2021).

1. **Radically Welcoming Institution**

- **Section 1: Institutional Culture and Climate (2030:15-18)**
  - A Need for Coordination and Action
  - A Need for Centralization
  - A Need for Leadership
  - A Need for Accountability
  - A Need for Equitable Hiring Practices
- **Section 2: Belonging, Hiring, and Training for Staff and Faculty**
  - Initiative 1: Equity Awareness (2030: 19-22)
    - -- Implement Racial Justice and Equity Program
    - -- Offer opportunities for extended learning and growth
    - -- Comprehensive climate study focusing on diversity, equity, and inclusion
    - -- Adopt a uniform statement for equity
    - -- Provide essential development opportunities for those in leadership positions
    - -- Review campus policies and procedures to ensure clear and equitable standards
    - -- Develop standard implicit bias training for all search and screen committees
    - -- Develop training series for supervisors on leading diverse teams
    - -- Develop training modules for faculty, staff, and students
    - -- Develop targeted anti-racist, anti-bias curriculum for employees
  - Initiative 2: Hiring – Recruitment, Onboarding, and Retention (2030:22-24)
    - -- Clear, transparent, and consist hiring procedures
    - -- Post all open positions
    - -- Limit interim positions
  - Initiative 3: Maintain a Campus Culture of Relational Success (2030: 24-25)
    - -- Formulate budget models to incentivize collaboration
    - -- Support structural changes to ensure equal access to resources
    - -- Marketing and messaging to how full breadth of institutional talents
    - -- Create opportunities for staff and faculty to understand roles outside their unit
    - -- Create and amplify existing relationships with the greater Milwaukee community
    - -- Greater centralization to incentivize collaboration, reduce silos and duplication of effort
    - -- Emphasize a specific and focused goal for UWM
  - Initiative 4: Belonging (2030: 26-27)
    - -- Identify patterns systemic racism an influence on processes and programs and UWM
    - -- Examine campus-wide and unit data regarding engagement and success outcomes.
    - -- Engage authentically with students about current events
    - -- Evaluate operations and decision making for bias to ensure UWM community inclusivity
    - -- Clarify the most important parts of our collective identity
- **Section 3: Pathways to Success (2030: 28-51)**
  - Initiative 1: Collaborate to create a cohesive pathway to UWM.

-- Create and build relationships with students prior to attending UWM
-- Fulfill access mission serving the State of Wisconsin
-- Provide broad comprehensive efforts esp. for historically underrepresented identities
-- Use and incorporate existing resources, programs, and funds
-- Develop and/or continue and evaluate multiple pathways for students
-- Sub-initiatives for students prior to acceptance at UWM
  - *Leverage campus wide initiatives such as M-Cubed and Moonshot for Equity*
  - *Expand number of articulation agreements with 2-year colleges (WI, northern IL)*
  - *Build community of UWM champions at feeder institutions*
  - *Career/academic advising at high schools*
  - *Expand course offerings for dual enrollment*
  - *Host events at UWM for high school and 2-year institution students*
  - *Expand summer programs for middle/high school students*
  - *Expand service learning opportunities for UWM students at middle and high schools*
  - *Facilitate engagement between UWM student organizations and feeder institutions*
  - *Expand scholarship offerings to MPS students*
-- Sub-initiatives for students post acceptance to UWM
  - *Expand support for bridge programs (MKE Scholars, TRIO Student Support Services)*
  - *Plan for coherent pathway to degrees at UWM*
  - *Coordination between existing initiatives, units, and positions*

- Initiative 2: Automatic Admission to UWM for Milwaukee High School Graduates
- Initiative 3: Expanding programs/outreach for K-12 students
- Initiative 4: Attract and Retain high achieving students from surrounding region
- Initiative 5: Map student's pathway to graduation

- **Section 4: College Affordability (2030:51-86)**
  - Initiative 1: Robust Need-Based Fundraising Efforts
  - Initiative 2: Create Campus-wide Need-based scholarships
  - Initiative 3: Award All Wisconsin Tuition Grant Funds
  - Initiative 4: Coordinated Comprehensive Efforts - FAFSA Completion and Financial Wellness
  - Initiative 5: Update the Scholarship Portal to be More User-Friendly and Automated
  - Initiative 6: Institutionalize Retention Grants
  - Initiative 7: Optimize All Campus Student Emergency Funds
  - Also:
    -- Increase the use of open-sourced texts
    -- Prioritize affordable food options on campus
    -- Reimagine the campus dining meal plan model
    -- Enhance the UWM Food Center and Pantry
    -- Expand laptop loan program to continue beyond pandemic
    -- Expand the WIFI hotspot program to continue beyond pandemic
    -- Designate a coordinated care location within the UWM Student Union

2. Revising the Undergraduate Experience

- **Core Curriculum (2030:89-99)**
  - Structure General Education program around clear learning goals
  - Limited course array
  - Universal requirements across Schools/Colleges/Programs
  - Outcome-Specific Course Caps
  - Reform budget and administrative practices that incentivize units to compete for the student credit hours generated by General Education courses

- **Student-Centric Experience (2030: 101-119)**
  - Coordinated Advising and Support Structure
    - -- Undergraduate Advising
    - -- Coordinated Care Network
    - -- Campus Operations Transparent and Consistent
  - Training and Technology for Student Services
    - -- Use Navigate to coordinate and collaborate on student support
    - -- Develop infrastructure to use complete data set to drive changes
    - -- Consistent training and development for advisors, etc.
    - -- Strengthen faculty engagement in supporting students
    - -- Train frontline staff to be informed and accountable to a unified vision of student success
  - Unique Student-Centric UWM Experience
    - -- First-Year Experience course and New Transfer Experience course for first semester at UWM
    - -- New Student Welcome Week
    - -- Experiential Major Maps for student's co-curricular activities
    - -- Create a unique UWM Campus Life experience
  - Experiential Learning (2030: 119; 120-143)
    - -- Implement graduation plan for Freshman class of 2022
    - -- Rigorous marketing campaign targeting internal and external stakeholders
    - -- Create options for students and value different forms of Experiential Learning
    - -- Use data-driven decision making to ensure quality and effectiveness of Experiential Learning

3. School, College, and Program Realignment (2030: 144-167)

- **Incentivize better collaboration and cooperation among colleges, specifically at the academic program level.**
  - Implement some form of "Euro-fication" of SCH.
  - Revise the budget model to be more flexible.
- **Policy changes to allow schools within colleges.**
- **Other**
  - Change tenure/guidelines
  - Joint positions become the norm.

4. Research Excellence

- **Research Workforce (2030:169-171)**
  - Invest in the Development of Research Careers
  - Flexible assignment of work/effort
  - Improve Faculty Rewards and Recognition
  - Increase diversity, equity, and inclusiveness of our research workforce.
  - Implement academic staff Teaching Professor and Research Professor titles.
  - Increase support and professional development for graduate students.
  - Advance and better leverage undergraduate research programs
- **Research Infrastructure (2030: 171-173)**
  - BRIDGE
  - Revise financial system and budget models to support research.
  - Research Compliance
- **Collaborative and Team-Based Research (2030:173-174)**
  - FRIEND
  - Align research positions with research initiatives.
- **Innovation and Entrepreneurship (2030: 175)**

- Broaden I-Corps
- Support for after I-Corps
- Alumni mentor program
- Improve the visibility to UWM-RF tech transfer and commercialization services.

APPENDIX B. BRIEF SYNOPSIS OF 2030 ACTION PLAN AND PRIORITIES

The 2030 Action Plan encompasses a wide range of actions that collectively supports and promotes the vision of UWM as distinctive in the highly (and increasingly) competitive higher education marketplace and maintains its reputation as a leading urban research university. Achieving this vision means addressing head-on the unique challenges that UWM faces as Wisconsin's only urban, public research university.

In 2019, the 2030 Task Force mapped out a comprehensive strategy to realize UWM's vision as documented in the *Think Tank 2030+ Recommendations Final Report* (May 2020). Considering the challenges faced by UWM (state budget cuts, a decade-long tuition freeze, and changing demographics) which were sharpened by the COVID-19 pandemic, the 2030 Think Tank developed four overarching goals to support the strategic focus areas:

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 develop 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 for all Milwaukee high school graduates. This includes reducing financial barriers for students in need, providing incentives for 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 to 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.**

The recommended strategies in support of these goals are intended to address short-term challenges as well as to seed the change necessary to achieve the longer-term vision of being a top tier destination

research university that meets the needs of the students and the communities served by UWM. The 2030 Think Tank recommended immediately prioritizing work on strategies 1a, 1b, and 3a. Subsequently, a large and diverse team was charged with developing implementation plans for the three strategies identified above and for growing research. Based on the recommendations from this team (Spring 2021), eight action teams were constituted; each team focused on one of these action priorities. Working from these strategies, the 2030 Implementation Team developed a blueprint essential for UWM's future consisting of eight initiatives (*2030 Implementation Team Report* - February 2021). These eight initiatives are the eight priorities that together compose the 2030 Action Plan:

Becoming Student-Centric/Moon Shot for Equity: Provide student centered services and support that results in student success in the form of retention.

Revising Curriculum: Offer core curriculum that is focused on student needs, features the development of lifetime skills and abilities, and reduces the time to complete a degree.

Increasing Diversity and Inclusion: Commit to UWM being an institution in which diversity, equity, and inclusion penetrate our culture and inform campus wide actions.

Aligning and Engaging Workforce: Make cultural and policy changes to aid in the advancement, career success, and other support of UWM employees.

Reassessing Unit Alignment: Reduce the number and composition of college level units.

Redesigning the Research Infrastructure: Change our research infrastructure to support the shifting needs of investigators across UWM.

Updating Budget Model: Develop budget adjustments that preserve unit incentives and accommodate institutional change.

Growing Endowment: Grow the endowment to $500 million to enable priorities.

Efforts for many of the 2030 Action Plan priorities were on-going prior to the *2030 Implementation Team Report* in February 2021. However, in spring 2021, campus leadership made formal the support structure for the 2030 Action Plan to ensure focused efforts, on-going commitment, and accountability to effect the significant changes required to realize the 2030 Action Plan. Executive Sponsors and a Steering Committee were established as were special executive cabinet level positions (2030 Action Team Co-Designees to the Chancellor and 2030 Action Team Special Assistants to the Chancellor and CDEI) (Appendix C). Implementation Teams were formed around each of the eight priorities (Appendix D). The 2030 Action Plan structure underscores the focused efforts and commitment of campus leadership to implement reform.

APPENDIX C. 2030 ACTION TEAM LEADERSHIP STRUCTURE

Academic Year 2021-2022

UNIVERSITY of WISCONSIN UWMILWAUKEE

2030 Action Team

Leadership Structure

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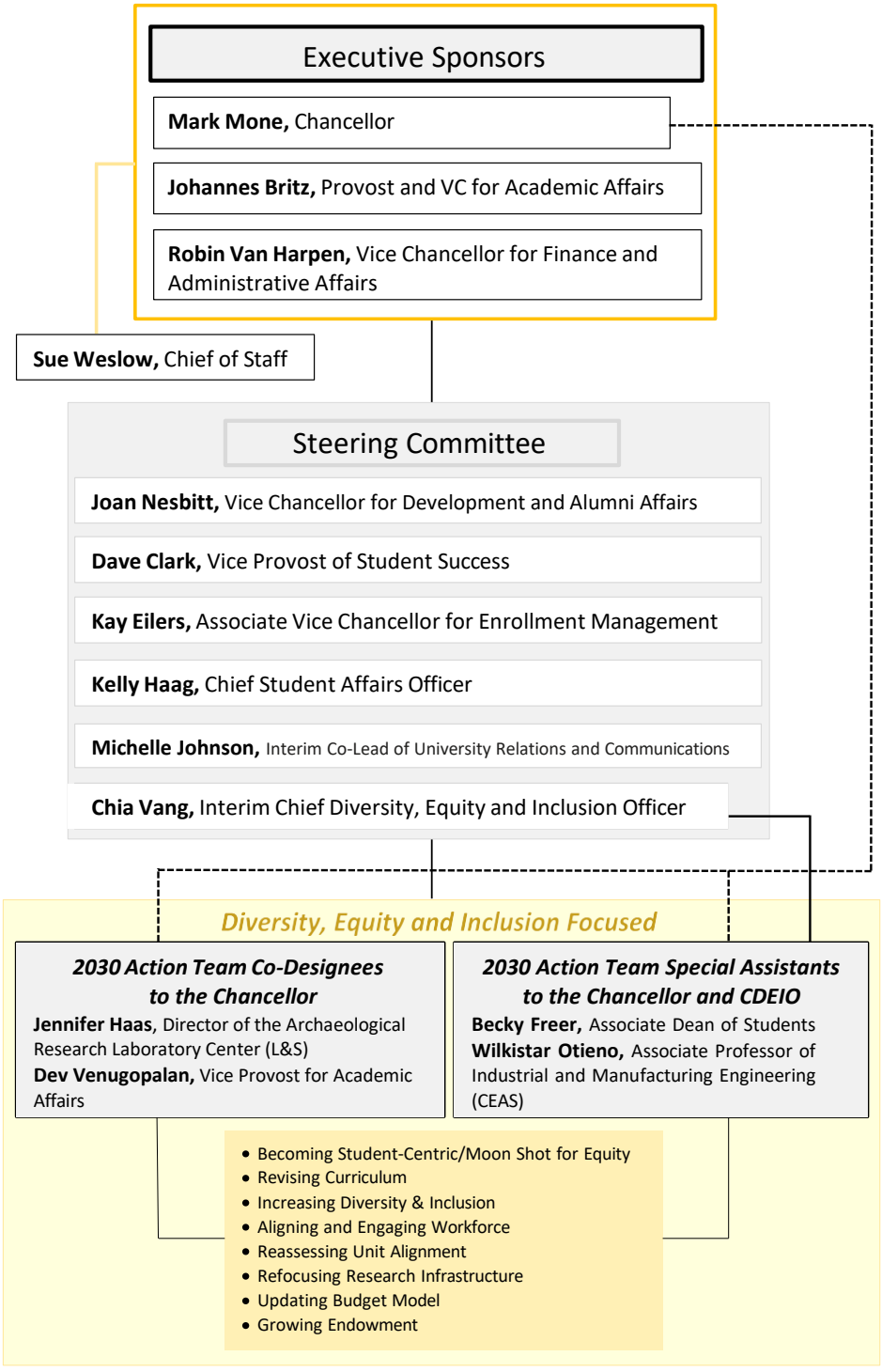

Academic Year 2022-2023

UNIVERSITY of WISCONSIN
UWMILWAUKEE

2030 Action Team
Leadership Structure
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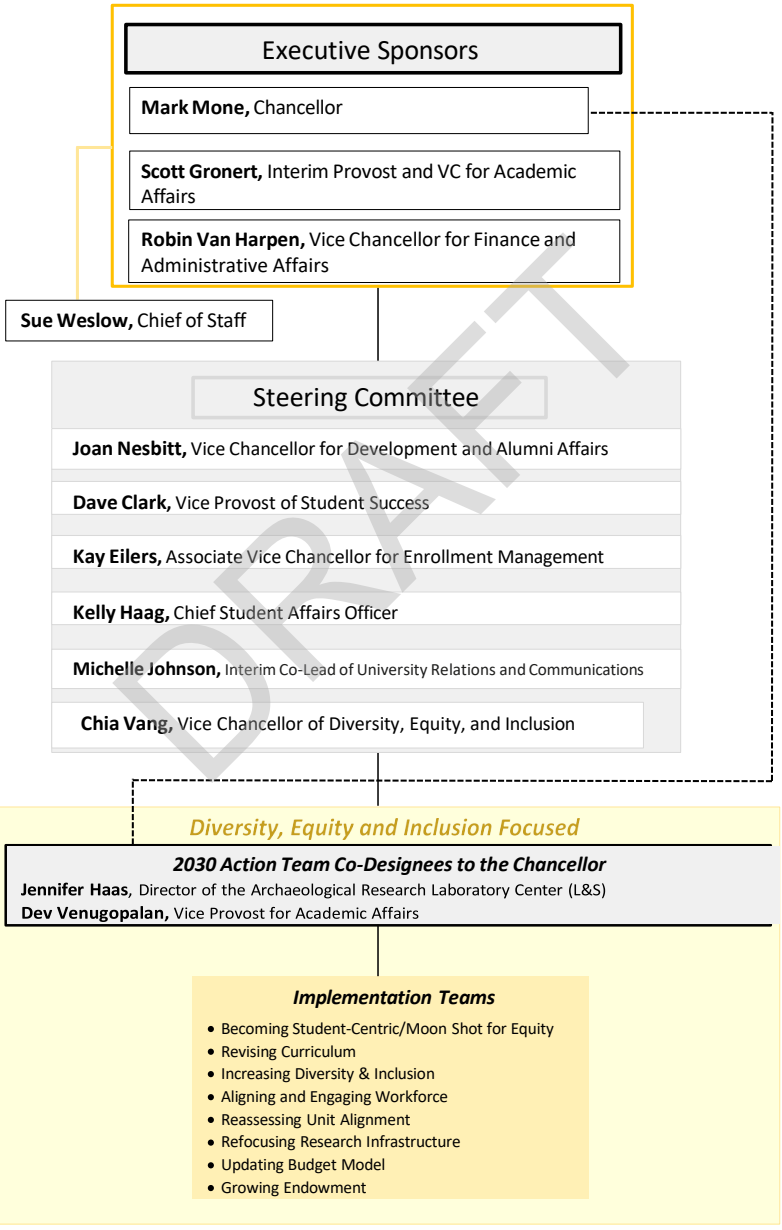

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APPENDIX D. IMPLEMENTATION TEAMS LEADS

Implementation Team	Team Leaders
Becoming Student-Centric/Moon Shot for Equity	Dave Clark, Kay Eilers, Kelly Haag, Phyllis King, Chia Vang
Revising Curriculum	Scott Gronert (2021-2022), Dave Clark (2022-2023)
Increasing Diversity & Inclusion	Chia Vang, Becky Freer (2021-2022), Wilkistar Otieno
Aligning and Engaging Workforce	Mark Harris, Chia Vang, Kathy Heath (beginning January 2022)
Reassessing Unit Alignment	Scott Gronert (beginning 2022. Formerly led by Johannes Britz to June 2022)
Redesigning the Research Infrastructure	Mark Harris
Updating Budget Model	Drew Knab
Growing Endowment	Joan Nesbitt (beginning January 2022. Formerly led by Patricia Borger)

APPENDIX E. BECOMING STUDENT CENTRIC

Student-Centric Strategies

Commitment to an Inclusive and Supportive Panther Community

- **Create more equitable and inclusive practices that reflect our commitment to anti-racism, justice, and inclusion.**
    - Engage the student voice and create spaces, opportunities, services, and programming that celebrate the diverse identities of UWM students and are responsive to their needs and interests.
    - Foster student belongingness; Build authentic relationships so that students feel that they belong.
    - Develop a strong first-year experience and expand Fall Welcome
    - Engage with our students more meaningfully through graduation; Develop pathways of student engagement from point of entry through graduation.

- **Create a student-centric experience with coordinated messaging.**
    - Create clear coordination of messaging...among UWM's admissions office, University Relations, Academic Affairs, Student Affairs, and systems related to enrollment management (student success)
    - Develop and communicate comprehensive data picture that informs improvements to student experiences and outcomes.

- **Equip Faculty/Staff/Leaders to cultivate and sustain a Student Centric Campus**
    - Bring MPS, MATC and UWM faculty together to improve teaching practices, better understand our students, grow capacity across multiple modes of learning and address institutional racism (other actions: DEI, messaging, other in progress)
    - Train leaders in effective change management
    - Provide equity-focused professional development.
    - Conduct campus climate assessments

- **Enhance and build collaborative prospective student support networks with family and community.**
    - Empower families to support their children's success through the M3 Parent Institute and other resources.
    - Build enhanced relationships with community-based organizations.

Commitment to Students' Academic Journey

- **Establish a network of support and ensure equitable access to high-quality student services.**
    - Provide fundamental services (basic needs) to students, especially those in crisis.
    - Improve access to high-quality health and well-being resources that are respectful and responsive to the needs of a diverse student body.
    - Create a relational model for advising that includes many points of contact for students to engage with support services as a network of support across their UWM experience.
    - Leverage technology for proactive advising
    - Use Proactive Advising; Improving advising and student support to increase success.

- **Eliminate institutional barriers to student success.**
    - Audit registration holds and revise policies.
    - Audit matriculation processes (placement testing, residency checks, etc.)
    - Provide automatic admission to UWM for Milwaukee high school graduates.

- **Create undergraduate academic degree maps that chart a path from matriculation to graduation for majors and career, integrate a revised GE program, and seamlessly integrate with transfer pathways.**
    - Create undergraduate academic degree maps; Create Academic Maps & Milestones. Building and supporting individual academic and career plans for every student
    - Leverage meta-majors to ease student pathways; Implement Meta Majors
    - Assess and align math requirements; Implement and Refine Math Pathways
    - 15 To Finish/Stay on Track

- **Improve access to MPS first generation and diverse populations to attract and retain high achieving students from surrounding region.**
    - Offer college-level gateway courses: remedial math/English.
    - Create curricular pathways K-16
    - Expand programs/outreach for K-12 students; Expand community-based partnerships; Collaborate to create a cohesive pathway to UWM; Connecting MPS students through experiences and programs at MPS, MATC and UWM that support transition to college.
    - Expand M3 College Connections and in school dual enrollment courses with MATC and UWM so students can earn college credits prior to graduation.

- **Create innovative credentialling pathways partnering with business and industry.**
    - Create micro-credentials and badges to meet employee development needs through partnerships with WI businesses.
    - Develop curriculum packages to bundle into stackable degrees.

- **Develop Pathways and Supports for Adult Learners**
    - Offer second chances for adult learners (e.g., degree completion) and reentry strategy.
    - Recognize prior learning, skills, and knowledge with multiple mechanisms for awarding credit.

- **Develop a coordinated series of transfer pathways between UWM and other state institutions.**
    - Create MATC transfer pathways for multiple program areas: Health Sciences, Business, Education, IT, and Nursing

Commitment to Students' Personal Growth & Financial Security

- **Create a campus-wide, comprehensive scholarship, grant, and financial aid strategy.**
    - Create a need-based funding team that will coordinate efforts for a robust funding campaign.
    - Enhance the effectiveness of the scholarship portal.
    - Ensure all funds from the Wisconsin Tuition Grant are awarded annually.
    - Optimize emergency grant fund operations.

- Offer retention grants for in-need students; Institutionalize the retention grant to support the continuous enrollment of students who do not reenroll due to outstanding balances at UWM.
- Increase FAFSA (financial aid) completion, financial aid, and scholarships so more students can access college; Promote FAFSA completion and financial wellness.

- **Advance a comprehensive Student Experiential Learning Framework**
  - Expand and require experiential learning; Creating opportunities for work-based and experiential learning including internships.
  - Provide a range of opportunities for skill development and transformational learning.

APPENDIX F. SYNOPSIS OF CO-LEAD UPDATES BY MONTH

Synopsis of 2030 Co-lead Meetings & Presentations

Date	Summary
May 2023	Leadership Update (May 25, 2023) Monthly meeting with Implementation Team Leads Presentation at the Faculty Senate: Redesigning the Research Infrastructure and Revising Curriculum
April 2023	Leadership update (April 24, 2023) - WRITTEN Monthly meeting with Implementation Team Leads Presentation at the Faculty Senate: University Advancement
March 2023	Leadership update (March 23, 2023) - WRITTEN Monthly meeting with Implementation Team Leads
February 2023	Leadership update (February 23, 2023) - WRITTEN Monthly meeting with Implementation Team Leads (except Endowment) Presentation at the Faculty Senate: Becoming Student Centric
January 2023	Leadership update (January 26, 2023) Monthly meeting with Implementation Team Leads (except Budget, Endowment) Presentation at the Faculty Senate: Aligning and Engaging Workforce
December 2022	Leadership update (December update prepared January 11, 2022) - WRITTEN Monthly meeting with Implementation Team Leads (except Budget, Endowment) Presentations at the Faculty Senate scheduled for Spring 2023.
November 2022	Leadership update (November 25, 2022) - WRITTEN Monthly meeting with Implementation Team Leads (except Budget) Meeting with University Relations regarding DEI story.
October 2022	Leadership update (October 27, 2022) Monthly meeting with Implementation Team Leads (except Budget, Endowment) Presentation to University Relations about 2030
September 2022	Leadership update (September 22, 2022) - WRITTEN Monthly meeting with Implementation Team Leads (except Budget, Endowment) Website updates
August 2022	Leadership update (August 23, 2022) Monthly meeting with Implementation Team Leads (except Budget, Endowment) Website updates
July 2022	Leadership update (July 28, 2022) Monthly meeting with Implementation Team Leads (except Budget, Endowment) Website updates

June 2022	Leadership update (June 23, 2022) Monthly meeting with Implementation Team Leads (except Budget, Endowment) Website updates
May 2022	Leadership update (May 26, 2022). Monthly meetings with Implementation Team Leads (except Budget, Endowment)
April 2022	Leadership update (April 28, 2022). Monthly meetings with Implementation Team Leads (except Budget, Endowment)
March 2022	Leadership update (March 28, 2022) email. Monthly meetings with Implementation Team Leads.
February 2022	Presented at the Academic Staff Senate (February 7, 2022) Leadership update (February 23, 2022). Monthly meetings with Implementation Team Leads (except Budget, Endowment). UWM News Story
January 2022	Presented at the Faculty Senate (January 27, 2022) Leadership update (January 27, 2022). Monthly meetings with Implementation Team Leads (except Budget, Endowment).
December 2021	Presented at Academic Staff Senate (December 14, 2021). Presented at University Staff (December 21, 2021). Leadership update (December 23, 2021) - WRITTEN Monthly meetings with Implementation Team Leads (except Budget, Endowment).
November 2021	Presented at the Student Association (November 21, 2021). Leadership update (November 18, 2021). Monthly meetings with Implementation Team Leads (except Budget, Endowment).
October 2021	Presented at Faculty Senate (October 21, 2021). Leadership update (October 28, 2021). Monthly meetings with Implementation Team Leads (except Budget, Endowment).
September 2021	Leadership update (September 23, 2021). Monthly meetings with Implementation Team Leads (except Endowment).
August 2021	Presented at Chair's Retreat (August 24, 2021). Leadership update (August 26, 2021) (email) Monthly meetings with Implementation Team Leads (except Budget, Endowment). UWM Report news story
June/July 2021	Leadership updates (June 24, 2021, July 22, 2021). Initial meeting with Implementation Team Leads (except Budget, Endowment).

Written Leadership Update - December 23, 2021

Jennifer R Haas

Subject: FW: 2030 Update from the Co-Leads - Period November 19 to December 23, 2021
Attachments: ATT00001.txt

From: 2030-leadership <2030-leadership-bounces@uwm.edu> **On Behalf Of** Jennifer R Haas via 2030-leadership
Sent: Monday, December 20, 2021 2:31 PM
To: 2030-leadership <2030-leadership@uwm.edu>; Christine E Adams Matt <adamsmat@uwm.edu>
Subject: 2030 Update from the Co-Leads - Period November 19 to December 23, 2021

Introduction
The following presents a written summary of the co-lead activities from November 19 to December 23, 2021 in lieu of our scheduled meeting.

As we finish out the calendar year, it's important to reflect on a few of the major accomplishments that occurred in 2021 as part the 2030 Action Plan:

- *Completion (and on-going) implementation of the Diversity, Equity, and Inclusion Framework and One Year Action Plan;*
- *Completion (and on-going) implementation of a Student Success Framework;*
- *Proposal for School/College Realignment finalized and with Faculty Senate approval; and*
- *A model for GER Reform.*

In addition to these accomplishments, each of the Implementation Teams have made significant progress towards realization of the 2030 Action Plan priorities over the nine-month period since the publication of the report.

Summary of the Co-Lead Activities for the Period
Below is a summary of the Co-Lead activities relative to communications and brief overview of Implementation Teams' activities.

Communications

- We continue to build out the 2030 website to include pages for each implementation team. We are addressing the dashboard and metrics and are targeting early 2022 for update.
- We will reach out to UWM News in early 2022 that may look back on the progress of 2030 over 2021 as well as examine impacts/effects of faculty/students/staff
- We have provided 2030 updates to the Student Association (11/21), Academic Staff Senate (12/14), and University Staff (12/21).
    - Academic Staff interested in addressing Academic Staff workload, that was the only feedback from the meeting.
- Updates were provided to the Faculty Senate on 11/18 and 12/16 regarding school/college re-alignments. We are planning to update the faculty on each of the priority areas of 2030 Action Plan over the spring semester.

Brief Overview of Implementation Team Activities
Reassessing Unit Alignment

- The governance process has been initiated for the draft proposal, *UWM Academic Affairs Proposal to Realign Academic Units* for school/college realignment

- The governance process was initiated in November 2021, considered by the APBC on 11/11/21 and presented to the faculty senate on 11/18/21, with the Faculty Senate vote on 12/16/21. The Faculty Senate approved the Realignment Proposal – the proposal will be submitted to the UWSA and the BOR in February 2022.
- The teams are working on transition planning

Revising Curriculum

- In mid-November, the team has recommended a preferred model, *Model #2 Areas of Inquiry.*
- The preferred model will be submitted to the provost. Following Provost review, the expectation is that the governance process would occur in spring 2022 (APCC and Faculty Senate).
- The Faculty Senate and University Committee have requested updates on the GER reforms. Dev visited the UC on November 23rd and Scott Gronert is scheduled to attend on January 11.
- A presentation on from the Revising Curriculum team is planned for the Faculty Senate in March 2022.
- The team is now pivoting to an implementation plan and the governance process.
    - The team is seeking endorsements from schools/colleges prior to governance through the APCC and Faculty Senate (approval).
    - The team working closely with the Updating the Budget Model team. There may also be implications for the GER reform relative to the new school/college realignments.
    - We will meet with the team leaders from Revising Curriculum, Reassessing Unit Alignment, and Updating the Budget Model in early 2022.

Redesigning the Research Infrastructure

- The **Faculty Workload Group** has started to develop a framework for UWM that addresses goals and identifies key elements such as metrics, roles/responsibilities, and recognition and awards.
    - A facilitated session is in the planning stages for late January 2022 to draft a recommended workload model.
    - Governance process would be initiated following model development.
- The **Graduate Student Support** workgroup are currently discussing how to best balance two perceived needs or funds from the Chancellor's fellowship program - raising everyone's stipend to the same level versus having some funds to make the offers competitive in certain fields.
- The **Research Infrastructure** group is advocating for a peer review of UWM's research infrastructure by the National Council of University Research Administrators. If funded, the review would during the spring 2022 semester. The work group would then consider recommendations based on the review.
- A presentation to the Faculty Senate is planned in February 2022.

Aligning and Engaging Workforce.

- The Research and Teaching Professor workgroup presented to the UC and the ASC in November and is seeking an endorsement from the Faculty Senate.
    - With the implementation of the titles, the workgroup is developing guidance documentation to address process and applicability.
- Due to staff changes in Human Resources, the Professional Development team has been temporarily tabled until early 2022.

Student Centric and Moon Shot for Equity

- The Provost's Office Strategic Update (12/16/2021) provides a comprehensive summary of the student centric efforts that are summarized using three statements about UWM's commitments
    - Commitment to an Inclusive and Supportive Panther Community
    - Commitment to Students' Academic Journey
    - Commitment to Students' Personal Growth & Financial Security
- The team continues to refine their student success project list (action plan!) by building out the actions/tasks (48 in total) for each of the 13 strategies.

- This building out involves delineating workgroups, project leaders, project team membership (& if sufficient), timeline, identifiable outcomes for the task, dependencies, metrics, communication strategy (to sponsors and campus), technology needs, identification of the barriers to success, complexity of the task.
- A report to Faculty Senate at its April 2022 meeting is planned.

Increasing Diversity and Inclusion

- The DEI team reviewed participant feedback regarding the two DEI action plan workshops held in early November. Some participants requested follow-up, so team members have continued to support them with their planning efforts. Tools/information from these sessions are available for campus units https://uwm.edu/diversity-equity-inclusion/resources/dei-action-plan/
- DEI team members contributed to discussions in other 2030 areas.
- A report to Faculty Senate at its April 2022 meeting is planned.

Budget Model and Endowment

- We did not meet with these teams this month.
- We plan to meet with both teams in early 2022.

Happy Holidays to All!

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Written Leadership Update - September 22, 2022

2030 Action Plan – Update from the Co-Leads

September 22, 2022

Introduction

The following presents a summary of the co-lead activities from August 24 to September 22, 2022.

Summary of the Co-Lead Activities

- Regular monthly meetings with each of the Implementation teams have resumed.
- Monthly meetings with University Relations to develop story ideas that focus on the impacts of 2030 as well as to provide updates in UWM News.
- The 2030 website is updated monthly and are exploring ways to refine the dashboard.

2030 Implementation Teams Recommendations and Financial Considerations

Several Implementation Teams have identified recommendations that have financial implications for consideration by leadership such as DEI (Proposal – DEI Liaisons) and Research (Graduate Student Support). Additional requests are likely to be forthcoming from several of the teams as they finalize their recommendations. In addition, we have heard from the Deans of the School/Colleges involved in the Realignment regarding the funding of all the items requiring "updating" as part of the re-alignment, such as signage and website redesign.

Overview of Implementation Team Status

The table below provides an abbreviated synopsis for each implementation teams. A narrative description is provided after the table.

Brief Synopsis of Implementation Team Activity in September 2022

Team	Status	Summary
Student Centric & Moon Shot for Equity	IMPLEMENTATION	On-going activity of Actions identified in Effort Database.
Reassessing Unit Alignment (School/College Realignment)	TRANSITION	Developing organization chart and budgets. Planning for curriculum and programming integration. Facilitating faculty and staff community building. Working on communication plan for various constituencies (current and future students, donors, alumni, and faculty/staff)
Revising the Curriculum	RECOMMENDATIONS & FEEDBACK	Report with recommendations finalized with team soliciting campus wide feedback.
Increasing DEI	IMPLEMENTATION	Ongoing actions as identified in One-Year Action Plan. Larger scale systemic actions hindered by staff and funding limitations.
Redesigning the Research Infrastructure	RECOMMENDATIONS & FEEDBACK	Reports with recommendations finalized for the Faculty Workgroup and the Graduate Student Support Workgroup. Research Infrastructure Workgroup recommendations near completion. Will begin soliciting campus feedback on Faculty Workload document. Meetings set up with Department Chairs and Associate Deans to share recommendations and receive input.
Aligning and Engaging Workforce	IMPLEMENTATION	Garnering campus-wide feedback for Organizational Development plan. Designing recommendations for Professional Development.
Budget	PLANNING	PLANNING – Budget planning for the School/College realignment.
Endowment	PLANNING	The University Advancement team has just completed internal restructuring and is working on an 18-month strategic plan.

2030 Action Plan – Update from the Co-Leads

September 22, 2022

Narrative Summary for Each Implementation Team

Student Centric and Moon Shot for Equity

The Student Centric team continues to coordinate efforts and establish institutional structures/capacity/practices for sustained student success. Key highlights from Student Centric team include:

Commitment to an Inclusive and Supportive Panther Community

- Scheduling fall meetings between diverse student organization leadership with Student Association (with Student Affairs administrators). Developing a "feedback loop" visual that reflects current meetings and discussion topics of students with campus leaders, identifying gaps and methods of demonstrating and making progress on concerns and ideas raised by students.
- Further development of Coordinated Care model through the launch and student notification of Support U and hiring of staff to support student case management.
- Grand opening of the Student Health and Wellness Center (September 14th).
- Planning for 2023 Professional Development to bring together MPS, MATC, and UWM faculty with an interactive student panel to better understand the student perspective.
- On-going activities for the M3 Parent Institute: 1) Fall - virtual sessions for all parents 2) MPS held a 3-day training session with 125 school counselors or parent coordinators 3) MPS is currently hiring a School Counselor, Special Assignment for Milwaukee Parent Institute.

Commitment to Students' Academic Journey: Advising & Support

- Hold Reform. A campus-wide policy has been adopted on holds that will improve the student experience and remove barriers to enrollment while also providing a consistent and well-maintained process for units utilizing holds. The policy was created by the holds reform team, including representatives from the Bursar's Office, Registrar's Office, Advising, and Dean of Students. It was also vetted by UBR representatives across campus and approved by leadership in Academic Affairs and Financial and Administrative Affairs.
- Automatic Admissions – UW-System is convening a group to explore direct admissions across the state. UWM will have at least one representative working on this task force. In the meantime, UWM is also exploring direct admission for MPS students via M-Cubed.

Commitment to Students' Academic Journey: Curriculum Pathways

- TechEd Frontiers launched the cybersecurity pathway in September. Web development, project management and AI modules are under development. So far 64 people have taken the Data Analytics offering and 22 people enrolled in the cybersecurity pathway. CSI is designing a 12-course portfolio of modules.
- Task group developed to work on communications, website changes and printable materials. The Business pathway appears to be the most popular right now. We have good information already on the IT and Health pathways. Convening an MATC transfer student focus group to gain insights into transfer students' perceptions, expectations and behaviors
- The Nonprofit Management master's program has been developed to be offered by means of stackable credentials. Governance approval for this offering will be sought this fall.

Commitment to Students' Personal Growth & Financial Security

- Student Financial Services Center – The new space for the SFSC is built and training has begun. While staff are cross training, both the Bursar Office and the SFSC physical spaces will continue.

to provide front-facing services. The target for the project is to have all services transitioned by mid-Spring to officially launch to students. Still underway is the building out of the Mellencamp space to accommodate the Bursar team's offices. This is projected to begin this fall and be completed by early spring.

- Aid Optimization – Our partnership with EAB is making progress. We continue to examine models to inform our strategic directions, which will then inform our institutional aid policy moving forward.
- Promise Program – UW System announced the Wisconsin Tuition Promise though we still await significant details. This will first be awarded to students starting in Fall of 2023 though the details will impact the aid strategy described above.
- SET – The Student Experience & Talent work continues as the group is now solidifying their organizational structure for the academic year. Four interim directors were named from existing staff to own the work within the space. Additionally, work will be shaped via career communities to best engage students, academic departments, and employers.

Reassessing Unit Alignment

The Deans of the newly aligned Schools/Colleges are finalizing organizational charts and are working on proposed budgets for initial review in October 2022. The School/College Realignment Communications Work Group continues to meet weekly to address marketing materials, branding, and value propositions. The Health Colleges are pivoting towards addressing the necessary curriculum and governance changes for the new Colleges and are facilitating community building among the newly joined faculty and staff. The College of Community Engagement and Professions and the College of the Arts and Architecture noted little evidence for efficiencies based on their preliminary organization charts and expressed concern about having to fund re-branding materials (such as signage). All of the re-aligned Schools/Colleges shared optimism regarding research synergies and potential future collaborations.

Revising Curriculum

The team has finalized their report that outlines the proposed revised curriculum model and administrative structure support (Core Curriculum Action Team_final_report.docx). The timeline for the revised curriculum has been updated with a revised launch date of Fall 2025. This academic year (2022-2023), the team will focus on feedback and have a series of "road shows" planned for the fall and spring. Governance approvals would be sought in AY 2023-2024. Planning/development of administrative structures to support the revised model would occur beginning in Summer 2023.

Increasing Diversity & Inclusion

The team has identified those initiatives that can be realistically undertaken given the current staffing levels and support for DEI. For example, the DEI office receives many more requests from units for DEI assistance than can be reasonably accommodated. In response, the DEI team is directing units toward the tools developed from the DEI institutes held last academic year in lieu of hosting additional institutes. Overall, DEI efforts are occurring around the margins, but are not able to address larger more systemic issues without further support. The team is working on a follow up to the One-Year Action Plan which will articulate goals, activities, and resource needs. The diverse faculty hiring program has been launched for the second year.

Redesigning the Research Infrastructure

The Faculty Workload Group has finalized their report and recommendations for next steps. The report will be discussed at the Deans meeting in early October after which the report will be made available on

the 2030 website. The Workgroup will garner feedback from the Chairs/Directors and the University Committee in October. The Research Infrastructure Group is finalizing their report with recommendations received from NCURA. There may be ways with the UWS ATP and the Financial Services Transformation (FST) project to leverage support for research infrastructure. The Graduate Student Work Group submitted their recommendations in the spring.

Aligning and Engaging Workforce

There are two on-going inter-related efforts from the Aligning and Engaging Workforce team in support of the 2030 efforts: 1) Organizational Development; and 2) Professional Development. In support of 1), presentations regarding Organizational Development tools and resources have been made to leadership and governance groups to garner feedback. For 2), the workgroup is developing draft recommendations for professional development that will be shared for feedback later this fall.

Budget Model

The budget team is working on the planning/transition for the School/College Realignment. The Budget Model will be addressed in Summer 2023, timing that concords with the transition period for the Revising Curriculum team.

Endowment

The University Advancement team has just completed internal restructuring and is working on an 18-month strategic plan.

Written Leadership Update - November 25, 2022

2030 Action Plan – Update from the Co-Leads

November 25, 2022

Introduction

The following presents a summary of the co-lead activities from October 17 to November 24, 2022.

Summary of the Co-Lead Activities

- Weekly 2030 "highlight of the week" in the Provost's update.
- Regular monthly meetings with each of the Implementation teams.
- Discussion with University Relations for a UWM News report on the DEI Institutes & positive impacts on units and staff.
- Addressing updates to the 2030 dashboard.

Overview of Implementation Teams

Student Centric and Moon Shot for Equity

Commitment to an Inclusive and Supportive Panther Community

- Planning for February 2023 event to bring MPS, MATC, and UWM faculty together to improve teaching practices, better understand our students, grow capacity across multiple modes of learning and address institutional racism.
- Virtual sessions for parents as part of the M3 Parent Institute.

Commitment to Students' Academic Journey

- Continued work to improve communications to students about holds (prior to registration).
- Streamlining (along with M3 partners) the application process for MPS students.
- Examining DFW rates of math courses to determine intervention strategies.
- Implementing the Smart Start program.
- Working out the process for micro credentials.
- Cataloguing existing work and prioritizing efforts to better support second chances for adult learners.
- Significant progress creating MATC transfer pathways for multiple program areas including health, business, education, nursing and IT.
- Examining models to coordinate advising.

Commitment to Students' Personal Growth & Financial Security

- Developing tools to better guide scholarship administrators across campus.
- Establishing a process for retention grants with awards for Spring 2023 expected in December 2022.
- Opening of the new space for Student Financial Services.
- SET is working to build career communities.

Reassessing Unit Alignment

- The new Colleges continue to refine their budgets. The College of Community Engagement and Professions and the College of the Arts and Architecture continue to note little evidence for efficiencies, but research synergies are being increasingly recognized.
- Some of the recommendations from the ***Redesigning the Research Infrastructure*** are being incorporated into the structures of the newly aligned Colleges to better facilitate research.
- CHPS, ZCPH, and CCEP are finalizing their internal governance documents.
- School/College Realignment Communications Work Group are expecting feedback from the Colleges regarding concrete examples of research synergies.

2030 Action Plan – Update from the Co-Leads

November 25, 2022

Revising Curriculum

- The CCAT team has held 15 meetings with individual schools and colleges and have collected significant feedback on their initial recommendation proposal.
- In the remainder of the calendar year, their focus is on meeting with remaining stakeholders and re-working their recommendations to incorporate feedback with the goal of producing a second proposal in early 2023. Key issues to address include the option to "double dip" credits in general education and the efficacy of the new "areas of inquiry" for the distribution courses.

Increasing Diversity & Inclusion

- The DEI team continues to respond to requests from units for DEI support. DEI is currently working with Freshwater Sciences, FAA Units, and the College of Engineering.
- Proposals for the Strategic Hiring Faculty are being accepted.
- The MOSAIC Leadership Academy continues with drop-ins, good discussion, community building, and sharing of resources.

Redesigning the Research Infrastructure

- The recommendations from the Graduate Student Support workload to increase the TA Stipends has gained campus-wide traction. Funding to support the increases is currently under consideration by the Provost.
- Little feedback has been received to date regarding the Faculty Workload recommendations.
- The Research Infrastructure workgroup recommendations, based on the NCURA review, have been presented to Chairs, Associate Deans, and the Research Advisory Policy Committee. A report is expected towards the end of the year.

Aligning and Engaging Workforce

- Organizational development continues to solicit feedback on their presentation; the revised website is expected to be launched at the end of the year.
- The Professional Development teams is conducting focus group-like feedback to assess feasibility, benefits, and priorities of recommended options.

Budget Model

- We did not meet with Budget this past month.

Endowment

- The University Advancement team has just completed internal restructuring with October 12th as the initial day of operating under its new form.
- The office has re-organized around donor themes to maximize efficiencies and increase collaboration.
- Feasibility studies will be initiated next year to support the launch of new campaign in 2024. The campaign case for support is expected to place a strong emphasis on endowment.

Written Leadership Update - December 2022

2030 Action Plan – Update from the Co-Leads

January 11, 2023

Introduction

The following presents a summary of the co-lead activities from November 25 to December 31, 2022.

Summary of the Co-Lead Activities

- Weekly 2030 "highlight of the week" in the Provost's update.
- Presentations by Action Teams scheduled for the Faculty Senate for Spring 2023.
- Updates to the 2030 dashboard (in progress).

Overview of Implementation Teams

Student Centric and Moon Shot for Equity

Commitment to an Inclusive and Supportive Panther Community

- In fall 2022, meetings brought together diverse student organization leadership and the Student Association (with various university administrators). The Student Association has drafted a more defined purpose statement and goals for this group to review in Spring 2023. One outcome of these meetings were two events focused on supporting Iranian students
- The Student Learning and Development Committee is using information gathered from the ACPA Institute on the Curricular Approach to articulate clearly what we want students to be able to do by graduation and to eventually structure and scaffold experiences to help each student accomplish these outcomes. As part of this work, the Committee will work with the Campus Life Committee to map existing programming and identify gaps; this work will help to create the foundation for the co-curricular half of the EAB-recommended "Experiential Major Maps."

Commitment to Students' Academic Journey

- Further development of Coordinated Care model.
    - Marketing material is still in development and the web page nearly complete with a goal of launching in early February.
    - Support U has launched and students actively engaging with the program. Overall "student support" cases for September and October are much higher than in prior year; most common issues are family emergencies, financial insecurity, health, mental health.
- M-Cubed: Connecting Learning - Professional Development
    - Designing a Professional Development Day for MPS teachers and MATC and UWM faculty/staff for February 2023.
    - 90 MPS students enrolled in College Connections at UWM in fall 2022 with similar numbers anticipated for spring. Going forward, the format will be altered so that students take classes only at MATC in fall and only at UWM in spring; this is being done both to minimize student stress as well as allow MATC and UWM to create a systematic support system for students who would then be on our respective campuses five days a week for one semester. Students would be required to meet weekly with a success coach who could help them navigate college and develop their academic and time management skills.
- Smart Start Updates
    - In Pilot Year 1 (Class of 2022):
        - 23 students enrolled in the Summer Math program and 11 students completed all components; A trip to Kohler occurred in November.
        - As of December 9, 2022, 769 (576 traditional high schools) MPS application have
        - been submitted to UWM, with 430 admissions, marking a 54 percent increase from last year at this time.

    - An MPS Admitted Student Day is planned at UWM on March 31, 2023.
  - Pilot Year 2- Class of 2023 Updates
    - An evaluation firm is being contracted to evaluate the Smart Start program.
    - A recruitment postcard will go out to all MPS Seniors by February 1, 2023. Smart Start has been included on both MATC and UWM scholarship websites.
  - An additional $100,000 was received from the Kohler Foundation in early December 2022. The total budget for Smart Start Year 2 is $217,000 and the goal is to serve at least 200 MPS students.

<u>Commitment to Students' Personal Growth & Financial Security</u>

- Driving Completion: As of December 2, 2022, MPS student FAFSA completion has increased by 5 percent since the last report in November.
- Awards to support students' continuation to the Spring 2023 term were awarded the first week of December to 362 undergraduates.

Reassessing Unit Alignment

- The new Colleges continue to work through transition details in areas including marketing and communications, governance structures, and student services.
- Community and relationship/trust building occurring for the new Colleges.
- The FY 2024 operating budgets for the new colleges are being built.
- Some of the recommendations from the ***Redesigning the Research Infrastructure*** are being incorporated into the structures of the newly aligned Colleges to better facilitate research.
- School/College Realignment Communications Work Group are expecting feedback from the Colleges regarding concrete examples of research synergies.

Revising Curriculum

- The team has presented the proposal to every school/college and received feedback. The team has also met with remaining stakeholders. The most prominent themes in the feedback are: 1) concerns about how the new distribution array might impact advising, transfer, and course enrollments: 2) concerns about budgetary impacts on individual units (esp. departmental); and 3) concerns about the need to expand administration in order to support the efforts. The team is meeting biweekly to incorporate the feedback into their proposal. A FAQ is being developed.

Increasing Diversity & Inclusion

- The DEI team provided an update to the Faculty Senate in December.
- An updated DEI statement has been finalized and approved.
- A DEI Champion award will be offered in the Spring 2023 and Fall 2023 semesters.
- The DEI team continues to respond to requests from units for DEI support.

Redesigning the Research Infrastructure

- The Faculty Workload work group will be reassembled to proceed with recommendations; little feedback has been received to date on the group's report.
- Funding to support TA stipend increases is currently under consideration by the Provost.
- The Research Infrastructure workgroup anticipates a report, incorporating recommendations, based on the NCURA review in early 2023.

2030 Action Plan – Update from the Co-Leads

January 11, 2023

Aligning and Engaging Workforce

- Organizational development continues to solicit feedback on their presentation; the revised website is expected to be launched at the end of the year.
- The Professional Development teams is conducting focus group-like feedback to assess feasibility, benefits, and priorities of recommended options.

Budget Model & Endowment

- We did not meet with these Action Teams this month. The team plans to conduct an analysis in May-June based on the FY24 budgets being developed UWM using the structure with the realignment in place.

Written Leadership Update - February 2023

2030 Action Plan – Update from the Co-Leads

February 23, 2023

AGENDA
The following is a summary of the co-lead activities from January 26th through February 23rd, 2023.

Summary of the Co-Lead Activities

- Weekly 2030 "highlight of the week" in the Provost's update.
- Discussion of next steps for the 2030 Action Plan.
- Regular updates to the team pages on the website.

OVERVIEW OF IMPLEMENTATION TEAMS

Student Centric and Moon Shot for Equity

- Developing proposal for reorganization of advising to address concerns regarding case loads, salary equity, and salary progression. The proposal will further provide a model for holistic advising and more centralized structures for training, assessment, and professional development of advisors. Advisor salary equity has been identified a key concern from the **Reassessing Unit Alignment** team.
- Outcome of retention grants expected in March 2023.
- Bursar moving into Mellencamp in March 2023.
- M-Cubed Professional Development Day held February 17, 2023 that brought together all MPS teachers, and faculty and staff from MATC and UWM in math, English and science to examine best practices to connect learning.
- Post cards have been sent out for recruiting MPS students to participate in the Smart Start summer program.
- Deans and other campus groups provided information regarding implementation of microcredentials.
- M-Cubed is developing a Business Advisory Council to engage employers in co-creating curriculum, offering work-based learning experiences to students, and advocating for career readiness.
- The Moon Shot for Equity Holistic Care team is coordinating efforts with the Access to Second Chance Team and their support plan for re-entry outreach.
- A data-sharing MOU is currently being developed between MATC and UWM to be able to serve students earlier at MATC intending to transfer to UWM.

Reassessing Unit Alignment

- Meetings of all deans (of realigning colleges) to discuss progress on realignment and preparedness for July 1, 2023.
- College of Community Engagement and Professions (*Helen Bader School of Social Welfare, School of Education, and School of Information Studies*) working on research, mission/values statement, DEI, marketing, and professional development that works across the schools. Hosted several synergies events (such as coffees hours) focused on research and curricular topics. Interviewing candidates for a new head of school (Education).
- College of Health Professions and Sciences (Biomedical Sciences, Health Care Administration, Nursing and Rehabilitation Sciences and Technology) working on governance documents and has held networking events to facilitate academic and research focused collaborations. Addressing the advisor salary equity issues.
- Joseph J. Zilber College of Public Health (Zilber School of Public Health and CHS departments and programs in Kinesiology, Nutrition, and Health Informatics) held a faculty retreat and are working

on governance. Teaching workloads are being addressed (and coordinating with the Redesigning the Research Infrastructure – Faculty Workload team). The College will remain non-departmentalized. The substantive change form for CEPH is in progress.

- The College of Arts and Architecture are planning a faculty retreat before the end of the semester, will soon initiate governance structure, and are facilitating get-togethers between faculty and students.

Revising Curriculum

- Team continues to revise proposal incorporating feedback. Some elements include:
    - Expanded discussion of the general education requirement from HLC. Numerous stakeholders commented that general education was not necessary or important for students.
    - Contextualizing our revisions through comparison to the implementation of general education at peer institutions.
    - Expanded description general education courses and addressing the issue of "double dipping" (a consistent hot-button issue).
    - Expanded discussion regarding the integration of recommended support services with governance (to support general education assessment and decision-making).

Increasing Diversity & Inclusion

- The DEI Action Planning Institute materials have been modified to respond to several units interested in working with us this spring: School of Freshwater Science (Wilkistar facilitating), Occupational Therapy Program (Chia and Liz co-facilitating), and all Finance and Administrative Affairs units (Chia, Wilkistar and Liz co-facilitating).
- For FAA, the DEI leads are hosting two three-hour workshops with teams of about 5-6 people. The workshop outcomes includes a plan with actionable steps.

Redesigning the Research Infrastructure

- Faculty Workload subgroup held their first meeting and will work on developing a best practices document from the recommendations developed in Fall 2022.
- The Research subgroup continues to prepare their report with recommendations from the NCURA review. Some recommendations are being implemented at the Office of Research.
- Recommendations from the Graduate Student workgroup under consideration at the Provost Office. This subgroup has completed their work.

Aligning and Engaging Workforce Action Team

- Organizational development has been launched.
- Professional development workgroup continues to meet and anticipates a report with recommendations by Summer 2023.

Endowment & Budget

- We did not meet with Endowment this past month.
- The review of the budget model will begin in May/June 2023. FY2024 budgets for new colleges are being built on current budget model and new organizational structures.

Written Leadership Update - March 2023

2030 Action Plan – Update from the Co-Leads

March 23, 2023

AGENDA
The following is a summary of the co-lead activities for March 2023.

Summary of the Co-Lead Activities

- Weekly 2030 "highlight of the week" in the Provost's update.
- Regular check-ins with the teams and website updates

OVERVIEW OF IMPLEMENTATION TEAMS

Student Centric and Moon Shot for Equity

- Direct admissions work continues with an MOU being finalized with MPS and MATC. UW-System continues to examine direct admissions and UWM is hoping to engage in this practice during the next recruitment cycle as a pilot to inform System-wide efforts in future cycles.
- The recent philanthropic gift to support Moon Shot will directly impact the ability to continue both retention and emergency grants – a key resource to drive retention.
- The Student Financial Services Center is fully operational and has a student-facing survey open currently to collect input from students. Survey information will serve as a baseline while we work to enhance support around students' finances.

Reassessing Unit Alignment

- Meetings of all deans (of realigning colleges) to discuss progress on realignment and preparedness for July 1, 2023.
- FY24 budgets for the new colleges are being finalized by BFS.
- College of Community Engagement and Professions (*Helen Bader School of Social Welfare, School of Education, and School of Information Studies*) working on research, mission/values statement, DEI, marketing, and professional development that works across the schools.
- College of Health Professions and Sciences (*Biomedical Sciences, Health Care Administration, Nursing and Rehabilitation Sciences and Technology*) continue to work on governance documents and administrative structures.
- Joseph J. Zilber College of Public Health *(Zilber School of Public Health and CHS departments and programs in Kinesiology, Nutrition, and Health Informatics*) are working on governance and addressing workload. The substantive change form for CEPH is in progress.
- The College of Arts and Architecture are making progress on the transition.

Revising Curriculum

- Team continues to revise their proposal, incorporating feedback, that addresses three key issues: necessity of general education reform, requirements, and comparison of UWM's approaches to other institutions.

Increasing Diversity & Inclusion

- The DEI Action Planning Institute materials have been modified to respond to several units interested in working with us this spring: School of Freshwater Science (Wilkistar facilitating), Occupational Therapy Program (Chia and Liz co-facilitating), and all Finance and Administrative Affairs units (Chia, Wilkistar and Liz co-facilitating).

Redesigning the Research Infrastructure

- Report from the Research subgroup has been finalized.
- Faculty Workload subgroup composition is being reconfigured prior to developing a best practices document from the recommendations developed in Fall 2022.

2030 Action Plan – Update from the Co-Leads

March 23, 2023

- The Graduate Student workgroup completed their work last fall with recommendations for increases in TA Stipends; TA Stipends increases are being implemented.

Aligning and Engaging Workforce Action Team

- Organizational development has been launched.
- Professional development workgroup continues to meet and anticipates a report with recommendations by Summer 2023.

Endowment & Budget

- We did not meet with Endowment this past month.
- The review of the budget model will begin in May/June 2023. FY2024 budgets for new colleges are being built on current budget model and new organizational structures.

Written Leadership Update - April 2023

2030 Action Plan – Update from the Co-Leads

April 24, 2023

The following is a summary of the co-lead activities for April 2023 and highlights from the Action Teams. Over the past month, the 2030 Co-Leads have continued to provide a 2030 "highlight of the week" in the Provost's update. Regular check-ins with the implementation team leads have also occurred.

Student Centric and Moon Shot for Equity (Highlights)

- As part of Support U, DOS staff met with community-based organizations, conducted outreach, and connected students with community organizations.
- Provided fundamental services to students through sustained partnerships with community organizations (Milwaukee Diaper Mission, Feeding America) and facilitated easier access to the Food Center and Pantry through expanded hours and re-location to Union.
- Continued positive impact of emergency grants with 91 percent of students receiving a emergency grant in Fall 2022 graduating in Spring 2023.
- The recent philanthropic gift to support Moon Shot will allow continuation of retention grants, a proven strategy for retention.
- Student Affairs, Financial Aid, and Enrollment Management/Student Success are working towards centralizing retention/emergency grants, increasing training, and improving internal operations.
- Proposal for central coordination of holistic Academic Advising nearing completion.
- An MOU with MPS and MATC that addresses direct admissions is being finalized.
- Funding secured for the M-Cubed writing coaches proposal.
- Multi-institutional agreements for micro credentials have been submitted to the GFC.

Reassessing Unit Alignment

- Realigned colleges are working on various implementation tasks and are ready for the milestone date of July 1, 2023. Most are close to finalizing governance documents; Arts and Architecture will finalize governance documents in the fall.
- Websites are being finalized, and/or sufficiently designed to facilitate continued build-out. Some of the new college websites will be live on May 4th.

Revising Curriculum

- Team continues to revise their proposal based on feedback received in fall.
- Key changes in the revised proposal include:
    - Incorporating significantly more detail on student success metrics (current situation and expected achievements);
    - Providing expectations for what a "general education" course is and what it requires (e.g., alignment with learning outcomes, mandated tutoring/supplemental instruction); and addressing commonly asked questions (such as "how many courses will be in the new array").

Increasing Diversity and Inclusion

- The DEI team is preparing for their inaugural combined workshop with all of the FAA group (40 people attending). A workshop for the School of Freshwater Sciences is planned for April 28th.
- Community events continue include the mosaic leadership academy and workshops with Office of Research to address DEI efforts as part of grant proposals.
- The three strategic hiring faculty have been selected (Pre-College, Criminology, and African/African Diaspora studies).
- The DEI team plans on preparing a report to summarize efforts to date and the plan for the upcoming academic year.

Redesigning the Research Infrastructure

- Minor updates were made to the Research subgroup report Research Infrastructure Report v2.
- The Faculty Workload subgroup is being reconfigured and will be tasked with developing a best practices document based on the Fall 2022 recommendations (Faculty Workforce).

Aligning and Engaging Workforce

- The Professional Development workgroup has begun drafting their report that will provide recommendations as well as a feasibility and value assessment. Draft report for review is expected Summer 2023.

Endowment

- University Advancement completed a progress report on the 10-year fundraising efforts. UWM is currently 53% of all dollars for the year designated for endowment. This percentage is higher as compared to the typical rate of 30%. The report was shared with the Faculty Senate in April.
- Two sizable endowment gifts were received recently, including a $2M endowment to the Lubar Entrepreneurship Center and a $1.5M gift (the exact unit for this was not identified). University Advancement is working on a substantial give (about 16M) most of which will go towards endowment.

Budget

- There is one more year (with minor tweaks) under the current model.
- Budget model planning process underway with phased approach being contemplated to, in part, help the incoming new Provost. The phased approach to include: Phase I – survey and small group discussions; Phase II – literature review of budget models and general summary (financial and core performance metrics); and Phase III –major analyses completion and stakeholder engagement.
- Regular meetings are occurring to address feedback concerns regarding possible budget implications of the GER reform; budget impacts of GER reform are part of the budget model review.

APPENDIX G. SUMMARY OF IMPLEMENTATION TEAM PROGRESS

Becoming Student Centric/Moon Shot for Equity

Date	Summary
Spring 2023	Continued activities in support of the Student Success Framework. Some highlights include: The Student Financial Services Center is fully operational; Moon Shot for Equity Holistic Care team is coordinating efforts with the Access to Second Chance Team and their support plan for re-entry outreach; Deans and other campus groups provided information regarding implementation of microcredentials; M-Cubed Professional Development Day held February 17, 2023 that brought together all MPS teachers, and faculty and staff from MATC and UWM in math, English and science to examine best practices to connect learning.
Fall 2022	Support U launched and students actively engaging with the program; Access to Second Chance for Adult Students has convened; launched the Moon Shot for Equity Aligning Math team; Identifying the process for enrollment and awarding of microcredentials; the new space for the Student Financial Services Center is complete with staff cross-training initiated; the SET has made significant strides with engaging campus and community partners; fall meetings of diverse student organization leadership with Student Affairs continues; aligning processes for retention and emergency grants; implementing strategies to increase FAFSA completion.
Summer 2022	Continued activities in support of the Student Success Framework. Consideration of how to best communicate progress on the collaboration and coordination of various Student Success actions across the campus.
May 2022	Highlighted Action: facilitated meeting between Multicultural Student Center and Centers for Advocacy and Engagement; early-stage development of extra-curricular maps and pathways of engagement; further development of the coordinate care model; one-stop shop set up in Mellencamp; professional development of staff; messaging out to young students; success of retention grants
April 2022	Update at the Faculty Senate; Micro-credential Policy garners governance approval. Highlighted Actions: monthly meetings between administrators and leaders of diverse student organization; cataloguing of all pre-college courses to better manage and coordinate, good participation planned for summer M-Cubed smart start; continued work to update technology.
March 2022	Micro credential Policy receives governance approvals and heads to Faculty Senate. Highlighted Actions: planning expanded fall welcome in 2022 & events throughout the year; launching a coordinated care model; added three more best practices to Moonshot; funding provided to support strategic plan; hiring Executive Director for student experience & talent (experiential learning)
February 2022	Identifying key metrics linked to specific action. On-going efforts & actions.
January 2022	Highlighted Actions: identifying & resolving technical issues that impede advising time; establishing effective practices for hold reform & retention grants; establishing best practices for pathways for re-entry & re-enrolling studies; completion of micro-credentialing needs assessment. Coordinating efforts with DEI.

December 2021	Finalized conceptual model with three commitments and continued build out of the actions and tasks. Build out includes delineating work groups, project leads, dependencies, metrics, communications, technologies, and barriers to success.
November 2021	Continued consideration of draft organizing principles - 1) Commitment to Students' Academic Journey; 2) Commitment to Students' Financial Growth and Security; and 3) Commitment to a Thriving, Inclusive, and Engaged Community. On-going work on specific actions identified in the grid.
October 2021	Consideration of draft organizing principles - 1) Commitment to Students' Academic Journey; 2) Commitment to Students' Financial Growth and Security; and 3) Commitment to a Thriving, Inclusive, and Engaged Community. On-going work on specific actions identified in the grid.
September 2021	Continued synthesis and organization of initiatives. On-going work on specific actions identified in the grid.
August 2021	Synthesis and organization of campus-wide actions relating to student success that fall under multiple initiatives into a Student Success grid to track progress and assessment metrics. Conceptual models (3 commitments) under consideration. Actions are on-going.
June/July 2021	Monthly meetings set up and initiated with the implementation team leads (Dave Clark, Kay Eilers, Kelly Haag, Phyllis King, Chia Vang). Team developing action plan and coordinating efforts of multiple on-going initiatives.

Revising Curriculum

Date	Summary
Spring 2023	The team continues to revise their proposal incorporating feedback received in Fall 2022.
Fall 2022	The Core Curriculum Action team finalized an updated proposal with recommendations. The team is meeting with Schools/Colleges and Governance groups to garner feedback.
Summer 2022	Group finalizing proposal and looking ahead to garnering feedback in Fall 2022.
May 2022	Team lead is now Dave Clark. Working on final proposal and implementation/transition planning. Established 3 sub-groups: Implementation/Governance; Messaging; Management Structure.
April 2022	Presented at the APCC. Presented at the Academic Staff Senate. Met with School of Education and Health Schools. Team modeling impacts of preferred model on schools/colleges. Initial stages of implementation planning.
March 2022	Presented at the Faculty Senate (March 17, 2022).
February 2022	Revising proposal.
January 2022	Presented at the University Committee (January 11, 2022). Comments received on proposal from Provost.
December 2021	Presented at the APBC (December 15, 2021). Selected preferred model & submitted proposal to the provost (December 23, 2021). Working closely with the budget model team.
November 2021	Presented at the Student Association (November 5, 2021). Presented at the APCC (November 9, 2022).
October 2021	Three models developed for GER Reform & posted on website. Presented models at governance groups & at Chair's Meeting (October 27, 2022). Listening session on October 29, 2021 (little feedback). Team evaluating models to select a preferred model.

September 2021	Presentation at the Dean's Meeting (September 22, 2021). Team is developing models for GER Reform. Soliciting feedback through listening sessions. The team has met with Honors College, Academic Services & Leadership Council, Student Associations, and the chairs of the APCC.
August 2021	Team is developing models for GER Reform.
June/July 2021	Monthly meetings set up and initiated with the implementation team lead (Scott Gronert). Team is developing models for GER Reform.

Increasing Diversity and Inclusion

Date	Summary
Spring 2023	Continued support for units from DEI staff with tools/resources made accessible via the 2030 and DEI websites. Launching of the 2022-2023 Mosaic Academy. DEI Champion awards.
Fall 2022	Continued support for units from DEI staff with tools/resources made accessible via the 2030 and DEI websites. Launching of the 2022-2023 Mosaic Academy. DEI Champion awards.
Summer 2022	Consideration of DEI Fellows to continue DEI efforts campus-wide. Preparing tools/resources to be accessible via the 2030 and DEI websites.
May 2022	On-going implementation of the One-year Action Plan. Ran/directed final seminar of the DEI Institute.
April 2022	Presentation at the Faculty Senate (April 21, 2022). On-going implementation of the One-year Action Plan. Ran/directed DEI Institute seminars.
March 2022	On-going implementation of the One-year Action Plan. Ran/directed DEI Institute seminars.
February 2022	Development and planning for the DEI Institute. On-going implementation of the One-year Action Plan.
January 2022	Team developing a DEI Institute to facilitate the development of DEI action plan for units/ departments, building off of the workshops that they had held in the fall. On-going implementation of the One-year Action Plan.
December 2021	Reviewed participant feedback from workshops. Developing tools/information for units/departments and posting on website (8-Step Framework) On-going implementation of the One-year Action Plan.
November 2021	Hosted two sessions for units and departments. On-going implementation of the One-year Action Plan.
October 2021	Hosted workshops to facilitate DEI Action Plan in units/departments. On-going implementation of the One-year Action Plan.

September 2021	Reviewing & synthesizing responses to DEI survey from summer. DEI team part of monthly check in meetings with all implementation teams. On-going implementation of the One-year Action Plan.
August 2021	One-Year Action Plan finalized. Presented at the Chair's Retreat and led workshop (August 24, 2021) On-going implementation of the One-year Action Plan.
June/July 2021	Monthly meetings set up and initiated with the implementation team lead (Chia Vang) and Special Assistants (Becky Freer and Wilkistar Otieno).

Aligning and Engaging Workforce

Date	Summary
Spring 2023	The Organizational Development has been launched. The Professional Development work group continues to meet and anticipates a report with recommendations by Summer 2023.
Fall 2022	Human Resources presenting Rowing Together Towards 2030 Creating World-class Staff and Faculty Experiences to drive Organizational Success… or this year, next year and in 2030 to governance groups and unit administration leaders. Garnered feedback on the presentation to incorporate into an Organizational Development website. Regular meetings of the Professional development work group.
Summer 2022	Regular meetings of the professional development work group to consider ideas and their feasibility.
May 2022	Research/Teaching Professor group: Discussion with Deans planned for summer 2022 with implementation planned for fall 2022. Professional Development group: Developing recommendations and a framework. Looking to solicit feedback on ideas & assessment in the near future.
April 2022	Research/Teaching Professor group: Discussion about use of titles and Teaching Faculty titles. Professional Development group: Identifying key concerns from faculty & staff based on survey. Developing recommendations for some “quick” wins.
March 2022	Research/Teaching Professor group: Guidance document and titles approved by the Provost. TTC titles of Teaching Faculty may also be used. Information provided at the Chair’s meeting on March 18, 2022. Professional Development group: Surveyed governance groups to solicit input. Continuation of research & developing a framework.
February 2022	Research/Teaching Professor group: Proposal at Provost office for approval. Guidance document finalized. Titles expected to be place by end of spring semester. Professional Development group: Group researching best practices, strategies, and tactics for employee development. Note that the UWS ATP will include new enterprise system for HR that may be leveraged for employee support.
January 2022	Research/Teaching Professor group: Proposal for titles at the Provost. Guidance document is nearly finalized. Professional Development group: Kathy Heath is now leading the workgroup.
December 2021	Research/Teaching Professor group: Developing guidance document. Professional Development group: No activity.
November 2021	Research/Teaching Professor group: Presented at the University Committee and at the Academic Staff Committee. Developing guidance documentation. Professional Development group: Work temporarily tabled given departure of Tim Danielson and on-going TTC for Academic Staff.

October 2021	Professional Development group secures membership with representation from each governance group. Initial discussions of ideas.
September 2021	Establishing sub-groups for each task: Research & Teaching Professor titles (Research/Teaching Professor group) and Enhanced Development Program (Professional Development group).
August 2021	Team identified two primary tasks: Research/Teaching Professor titles and Enhanced Development Program for faculty and staff.
June/July 2021	Monthly meetings set up and initiated with the implementation team leads (Tim Danielson, Mark Harris, Chia Vang)

Reassessing Unit Alignment

Date	Summary
Spring 2023	The realigned Schools and Colleges – College of Community Engagement and Professions (Helen Bader School of Social Welfare, School of Education, and School of Information Studies); College of Health Professions and Sciences (Biomedical Sciences, Health Care Administration, Nursing and Rehabilitation Sciences and Technology); Joseph J. Zilber College of Public Health (Zilber School of Public Health and CHS departments and programs in Kinesiology, Nutrition, and Health Informatics); and the College of Arts and Architecture – continue to work through transition implementation.
Fall 2022	Continued implementation of the School/College transition.
Summer 2022	Continued implementation of the School/College transition.
May 2022	Presented at the Faculty Senate (May 12, 2022). Faculty Senate vote on name - College of Community Engagement and Professions.
April 2022	Transition planning. Guiding Principles document drafted to facilitate staff transition into new organization charts. Internal website established for sharing information with faculty/staff.
March 2022	Transition planning.
February 2022	Proposal at Board of Regents. Transition planning. University Relations establishes School/College Merger Communication Working Group.
January 2022	Transition planning.
December 2021	Faculty Senate vote on proposal (December 16, 2021). Transition planning.
November 2021	Draft proposal completed - UWM Academic Affairs Proposal to Realign Academic Units Presented at APBC meeting November 11, 2021. Presented at Faculty Senate November 18, 2021. Transition planning underway.

October 2021	Refining proposals. Outlining the governance review process and timelines.
September 2021	Developing proposal/conceptual model for school/college realignment.
August 2021	Developing proposal/conceptual model for school/college realignment.
June/July 2021	Monthly meetings set up and initiated with the implementation team lead (Johannes Britz). Developing proposal/conceptual model for school/college realignment. Breakaway sessions held in July.

Redesigning the Research Infrastructure

Date	Summary
Spring 2023	The Research Infrastructure workgroup has finalized their recommendations based on the NCURA review.
Fall 2022	The Faculty Workload Group has finalized their report and recommendations for next steps. The Research Infrastructure workgroup recommendations have been presented to Chairs, Associate Deans, and the Research Advisory Policy Committee; a report is expected in early 2023. Recommendations for Graduate Student support are under consideration.
Summer 2022	Recommendation from NCURA received and under review. Proposals for Graduate Student support under consideration. Faculty Workgroup finalizing report with recommendations.
May 2022	FW: Reviewing initial version of report with preliminary recommendations with final version expected in summer 2022. GS: Preparing recommendations for graduate student development with report in summer 2022. RI: NCURA on site interviews conducted. NCURA report expected July 2022.
April 2022	FW: Continued development of the framework. Exposed concerns with workloads at the College of General Studies. GS: Examining student development as complement to stipends & developing recommendations. RI: NCURA self study completed.
March 2022	FW: Continued development of the framework. GS: Proposal for graduate student stipends under consideration by the Provost. RI: Continued progress on the self study for NCURA.
February 2022	Faculty Senate Presentation FW: Continued development of the framework. Discussion of policy and guidance documents. GS: Proposal for graduate student stipends submitted to the Provost & will require funding. RI: Peer review self study initiated for NCURA.
January 2022	FW: Continued development of the framework. Discussion of policy and guidance documents. GS: Preliminary recommendations for stipends nearly completed. Associate Dean position to focus on training scholars for research careers. RI: NCURA peer review approved & initiated.
December 2021	FW: Developing a framework that addresses goals and key elements (metrics, roles/ responsibilities, recognition, & awards). GS: Considering options of across the board increase or targeted increases. RI: Recommending a peer review by NCURA.
November 2021	FW: Identifying issues and basic principles for workloads. GS: Identifying issues and financial realities. RI: Identifying financial realities and strategies for research infrastructure.
October 2021	FW: Researching workload approaches through guest speakers & materials. GS: Identifying issues and financial realities. RI: Identifying financial realities and strategies for research infrastructure.

September 2021	Work groups meting bi-weekly and are identifying key topics (tasks/time frames) and sequencing.
August 2021	Three work groups established: Faculty Workload (FW); Graduate Student Support (GS); and Research Infrastructure (RI). Preliminary goals identified.
June/July 2021	Monthly meetings set up and initiated with the implementation team lead (Mark Harris).

Updating the Budget Model

Date	Summary
Spring 2023	Continued budget planning for the School/College Realignment. Planning for the new budget model.
Summer/Fall 2022	Budget planning as part of the School/College Realignment.
Spring 2022	Presented at Faculty Senate (May 12, 2022) Sequencing - importance of sequencing to allow better management of budget changes with the major structural changes. Gathering information across implementation teams regarding budget implications for recommendations, identifying those recommendations that would require an one-time investment versus those that would require an on-going commitment.
Fall 2021	Initial meeting with Budget Model team lead (Drew Knab). Team is working on major projects that overlap with 2030 budget model priority. Sequencing and transitioning important - start in on budget model after school/college realignment and GER reform. Recognition that transition periods will be complicated.

Growing the Endowment

Date	Summary
Spring 2023	University Advancement is now organized around donor themes to maximize efficiencies and increase collaboration. The next campaign is expected to have a strong emphasis on endowment.
Summer and Fall 2022	The University Advancement team completed strategic restructuring and is working on strategic planning.
Spring 2022	Initial meeting with Vice Chancellor Joan Nesbitt in early March. Assembling team and looking to connect recommendations from the 2030 Implementation Team with fundraising opportunities.
Fall 2021	Initial meeting with Endowment Team lead (Patricia Borger). Completed benchmarking study over the summer.