University of Wisconsin Milwaukee
Outstanding Learning Environment

The University of Wisconsin Milwaukee has long engaged in efforts focused on creating student success. As an access institution, significant efforts have focused on:

- Recruiting a population that provides diversity in
    - race/ethnicity
    - socio-economic status
    - achievement and academic preparation
    - family background, e.g. first-generation students
    - veteran status
    - nationality, and
- Retaining students once enrolled and providing paths to satisfactory progress through the provision of
    - high impact practices
    - co-curricular activities that increase student engagement
    - innovative practices and diversified education delivery mechanisms
    - innovative financial support

The Chancellor's Enrollment Management Action Team (CEMAT) is ultimately responsible for this work—developing mechanisms and policies and supporting the work of other campus committees and units. University committees and structures, while mutable over time, remain focused on student success. Under CEMAT's leadership, committees and offices currently working on this effort include:

- Retention Executive and Steering committees
- Student Success Work Group / Division of Student Affairs
- Shared Governance: Admissions Records and Policy Committee
- Advising units within each school/college and committees including Academic Services and Leadership Committee (assistant deans supporting advising within each school/college), Advisors and Counselors Network, Enhancing Advising Committee, and the Office of Central Advising
- Panther Academic Support Services
- Center for International Education
- Student Success Center
- CCBLLR
- Center for Excellence in Teaching and Learning
- Office of Undergraduate Research
- Registrar, Admissions and Financial Aid

In framing strategic opportunities in the summer of 2017, the Chancellor's Cabinet highlighted that UWM should:

Be an outstanding learning environment that prepares all undergraduate and graduate students to live and work in the global 21st century through:

- *A continuum of quality educational experiences within and beyond the classroom that instill deep, critical imaginative thinking and understanding, cultural fluency, leadership skills and an entrepreneurial mindset.*
- *Utilization of our urban setting, community partnerships and experiential learning opportunities.*
- *Celebration of and support for our diverse student body.*

Following this direction from the Chancellor's Cabinet, the CEMAT Executive Committee met several times to develop a master blueprint for the work at UWM that is involved in creating and sustaining an Outstanding Learning Environment (OLE) and documenting the numerous campus-wide efforts into a cohesive whole. (See Appendix 1.) The following provides an overview of that work, detailing our efforts to identify the infrastructure, key initiatives, investments, foundational offices and operations that will enable UW-Milwaukee to ensure an OLE from recruitment to post-graduation success.

Engagement, Infrastructure, Actions and Investments

An OLE requires engaged participants and developed infrastructure. The committee identified 4 key engagement and infrastructure elements that are linked to specific actions and investment areas (see below.) Each action and investment area is further linked to the quality of the learning experience, some in multiple ways. For example, "academic support services" encompasses academic advising, tutoring and mentoring among other activities. Each of those functions contribute to the greater goals of providing superior academic support services that can be assessed for quality and improvement measures.

Each action and investment area is unique and likely involves a web of support and interrelated activities. Identified key leads for each area were asked to detail the sub-functions that fall within their action and investment areas, leads for each sub-function, the current campus committees supporting infrastructures, how their work contributes to OLE metrics, their self-assessment plans and processes, and future investment opportunities. Please note that each is also subject to continuous review and revision given the dynamic nature in which innovation can and does occur. (Details regarding metric contributions can be found in Appendix 2.)

Engagement and Infrastructure	Actions and Investment Areas
Students	Academic Support Services
	Co-Curricular
	Experiential Learning
	Undergraduate Research
	Modes of Education Delivery
Faculty	Academic Support Services
	Co-Curricular
	Experiential Learning
	Undergraduate Research
	Space Development
	Modes of Education Delivery
Learning Infrastructure	Space Development
	Modes of Education Delivery
Administrative Infrastructure	Space Development
	Scholarships and Financial Aid
	Modes of Education Delivery

Supporting and providing a foundation for this work are the campus pillars of pedagogy, information resources, physical and emotional well-being, diversity and analytics. These pillars and associated offices have provided supplemental information that define their primary functions related to the Outstanding Learning Environment, committees on which personnel serve, and identified strategic opportunities. (See Appendix 3.)

Connecting Actions and Investments Areas with Current and Future Opportunities
The underlying documents, drawing upon the expertise of campus personnel, provide an understanding of current priorities across campus within the action and investment areas and how the campus pillars support that work. Subject to revision, they nevertheless provide detail current and future opportunities. A sampling of both current efforts and future opportunities by each action and investment area is detailed below.

Actions and Investments	Select Current Opportunities	Select Future Opportunities
Academic Support Services	UWM Retention Plan detailing efforts ranging from meta majors, developmental ed reform, gateway courses, etc., to technology such as Courseleaf and the SSC.	Expanding Learning Communities
Co-Curricular	Student Affairs Learning Outcomes and Assessment Plans, Virtual One Stop Shop	Physical One Stop Shop
Experiental Learning	Program Directed Career Fairs	Collaborative career services and event planning
Undergraduate Research	Increasing Opportunities for engagement and scholarly production	Continued expansion
Space Development	NWQ Renewal, Lubar Welcome Center	Over $31M in all-agency projects current biennium
Scholarships and Financial Aid	Retention Grant Program, Financial Planning, Scholarship Coordination	Expansion of scholarships for high achieving students
Modes of Education Delivery	Online Seed Funding, Burning Glass, FLEX	Micro credentials

Outcomes and Goals

Certainly, the anticipated outcome from these many efforts combined will be improved recruitment, persistence, graduation and post-graduate success that will feed back into a stronger process for the students and the university. To that end, the CEMAT Executive Committee further reflected upon the metrics that would be critical for assessment, defining the current status and establishing 3, 6 and 10-year goals that are both ambitious and reasonable given our understanding of the context in which we work. Every effort was made to draw upon the Outcomes Based Funding metrics as developed by UW-System. When it was clear that those metrics would not meet our own needs, they were modified to reflect campus goals while staying within the spirit of the Outcomes Based Funding metrics. The metrics were divided into four broad categories: recruitment and enrollment selectivity and yield, retention and gaps, graduation and post-graduation success. Appendix 1 provides both current state as well as goals for each time frame.

Recruitment and Enrollment Selectively and Yield
The focus of these metrics is on both increasing yield where appropriate as well as ensuring diversity of the student population. As such, metrics include yield of Wisconsin high school graduates, international, non-resident, MSEP, transfer, underrepresented minorities, and Pell-eligible students.

Retention and Gaps
The focus of these metrics revolves around increasing credit accumulation, increasing retention rates by year until graduation, increasing engagement in high impact practices, decreasing DFW rates, and eliminating the gap between targeted and non-targeted population retention rates.
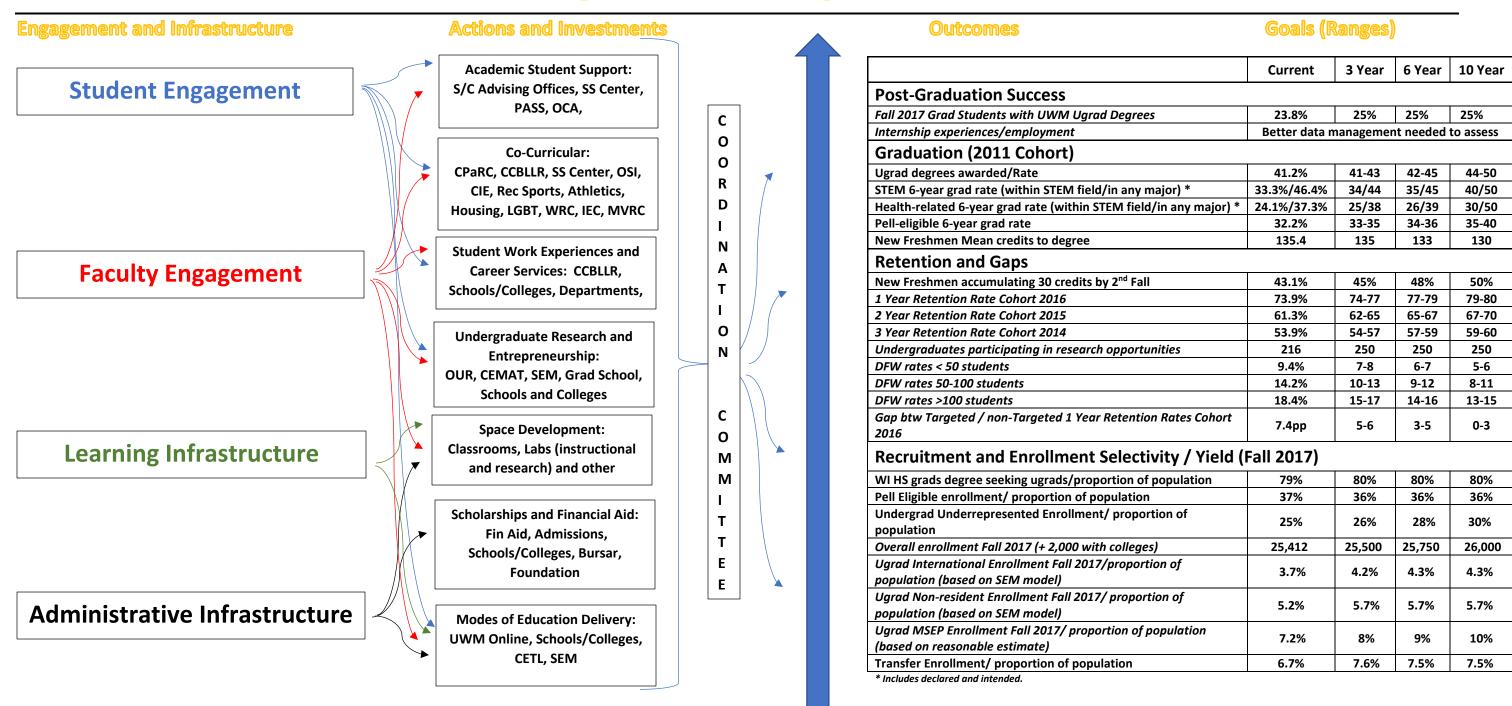
Graduation
Metrics chosen for this area focus on increasing the 6 year graduation rate, increasing STEM and health-related graduation rates, increasing Pell-eligible student graduation rates (related to the goal of eliminating performance gaps between targeted and non-targeted populations) and decreasing mean credits to degree. Many of these metrics are aligned with Outcomes Based Funding metrics.

Post-Graduation Success
At this point, given data limitation, the focus on measurement in this area is related to UW-Milwaukee undergraduates pursing a graduate degree. Opportunities to assess post-graduation success are dependent upon developing innovative and effective information collection. For example, while we understand that many students participate in internship experiences that enhance employment opportunities upon graduation, UWM lacks the infrastructure to adequately measure current opportunities. Without a valid and reliable baseline measure, establishing goals is simply not possible. Therefore, further work will involve determining the best path forward in collecting this sort of information.

Appendix 1

CURRICULUM

Outstanding Learning Environment

Engagement and Infrastructure

- **Student Engagement**
- **Faculty Engagement**
- **Learning Infrastructure**
- **Administrative Infrastructure**

Actions and Investments

- **Academic Student Support:** S/C Advising Offices, SS Center, PASS, OCA,
- **Co-Curricular:** CPaRC, CCBLLR, SS Center, OSI, CIE, Rec Sports, Athletics, Housing, LGBT, WRC, IEC, MVRC
- **Student Work Experiences and Career Services:** CCBLLR, Schools/Colleges, Departments,
- **Undergraduate Research and Entrepreneurship:** OUR, CEMAT, SEM, Grad School, Schools and Colleges
- **Space Development:** Classrooms, Labs (instructional and research) and other
- **Scholarships and Financial Aid:** Fin Aid, Admissions, Schools/Colleges, Bursar, Foundation
- **Modes of Education Delivery:** UWM Online, Schools/Colleges, CETL, SEM

COORDINATION COMMITTEE

Outcomes / Goals (Ranges)

	Current	3 Year	6 Year	10 Year
Post-Graduation Success				
Fall 2017 Grad Students with UWM Ugrad Degrees	23.8%	25%	25%	25%
Internship experiences/employment	Better data management needed to assess			
Graduation (2011 Cohort)				
Ugrad degrees awarded/Rate	41.2%	41-43	42-45	44-50
STEM 6-year grad rate (within STEM field/in any major) *	33.3%/46.4%	34/44	35/45	40/50
Health-related 6-year grad rate (within STEM field/in any major) *	24.1%/37.3%	25/38	26/39	30/50
Pell-eligible 6-year grad rate	32.2%	33-35	34-36	35-40
New Freshmen Mean credits to degree	135.4	135	133	130
Retention and Gaps				
New Freshmen accumulating 30 credits by 2nd Fall	43.1%	45%	48%	50%
1 Year Retention Rate Cohort 2016	73.9%	74-77	77-79	79-80
2 Year Retention Rate Cohort 2015	61.3%	62-65	65-67	67-70
3 Year Retention Rate Cohort 2014	53.9%	54-57	57-59	59-60
Undergraduates participating in research opportunities	216	250	250	250
DFW rates < 50 students	9.4%	7-8	6-7	5-6
DFW rates 50-100 students	14.2%	10-13	9-12	8-11
DFW rates >100 students	18.4%	15-17	14-16	13-15
Gap btw Targeted / non-Targeted 1 Year Retention Rates Cohort 2016	7.4pp	5-6	3-5	0-3
Recruitment and Enrollment Selectivity / Yield (Fall 2017)				
WI HS grads degree seeking ugrads/proportion of population	79%	80%	80%	80%
Pell Eligible enrollment/ proportion of population	37%	36%	36%	36%
Undergrad Underrepresented Enrollment/ proportion of population	25%	26%	28%	30%
Overall enrollment Fall 2017 (+ 2,000 with colleges)	25,412	25,500	25,750	26,000
Ugrad International Enrollment Fall 2017/proportion of population (based on SEM model)	3.7%	4.2%	4.3%	4.3%
Ugrad Non-resident Enrollment Fall 2017/ proportion of population (based on SEM model)	5.2%	5.7%	5.7%	5.7%
Ugrad MSEP Enrollment Fall 2017/ proportion of population (based on reasonable estimate)	7.2%	8%	9%	10%
Transfer Enrollment/ proportion of population	6.7%	7.6%	7.5%	7.5%

* Includes declared and intended.

FOUNDATIONAL PILLARS

Pedagogy	Information Resources:	Physical and Emotional Well-Being:	Diversity	Analytics and Assessment:
CETL	Library and UITS	Norris		OAIR

18-May-18

Appendix 2

Academic Support Services OLE Initiatives

Functions	Leads
Advising (including credit load "why 30" campaign)	School/College Advising Offices
	Office of Central Advising
	Student Success Collaborative: Academic Affairs and SWAT Team
	Student Success Center
Tutoring	PASS
	School/College Offices
Mentoring/first-student success initiatives	Student Success Center
Curriculum reform and redesign for courses aimed and preparing students for college-level work	Letters and Science
Meta-Major Development	Letters and Science
Gateway Course Success	CETL
Summer Bridge Expansion	SS Center, Admissions and Academic Affairs
Tech Implementation: Courseleaf, College Scheduler, Degree Progress Codification	Registrar
Supplemental Instruction Expansion	PASS

Current Campus Committee Supporting Infrastructure:
Retention Steering / Executive Committees
ASALC
ACN
EAC

Current Focused Investments and Initiatives:
- Retention Plan: http://uwm.edu/academicaffairs/wp-content/uploads/sites/32/2017/10/student-retention-initiatives.pdf
- UW System Advising Grant
    - OCA
    - Courseleaf
    - College Scheduler
    - SSC Guide
    - SI Expansion
- SSC Collaborative

Future Investment Opportunities:
- First Year Learning Communities

Co-Curricular OLE Initiatives

Functions	Leads
Internships and qualifying work experiences	Career Resource Center Center for Community Based Learning, Leadership and Research (CCBLLR), Schools and colleges
Peer mentoring	Student Success Center (SSC)
Student Leadership Development	Office of Student Involvement and CCBLLR
Student Employee Development Program	Office of Student Involvement
Service Learning	CCBLLR
Study Abroad	Center for International Education (CIE)
Recreation and Club Sports programs	Department of Recreation Sports
Intercollegiate Athletics	Department of Athletics
Learning Communities	SSC and University Housing
Alternative Spring Break	CCBLLR
Diversity and Multicultural programs, trainings and services	LGBT, WRC, IEC Resource Centers, Military and Veterans Resource Center, Socio-cultural Programing
Student Organizations related to majors and/or schools and colleges	Office of Student Involvement
Common Read Program	SSC-Academic Affairs
NSO/TSO Orientations	SSC-Schools and Colleges
DLS series/film series	Student Union

Current Campus Committee Supporting Infrastructure:
Student Success Work Group
Retention Steering Committee
Student Affairs Assessment Team
Student Employee Work Group
Community of Engaged Scholars

Current Focused Investments and Initiatives:
Student Affairs Learning Outcomes/Assessment plans
Student Success Implementation Plan
Virtual One Stop Shop

Future Investment Opportunities:
Expansion of Learning Communities
Physical One Stop Shop

Experiential Learning OLE Initiatives

Functions	Leads
Community Leader Internship Program	**Ben Traeger, CCBLLR**
Academic Service Learning	**Ben Traeger and Laurie Marks, CCBLLR**
Community Service Opportunities	**Laurie Marks and Ben Traeger, CCBLLR**
Student Artist-in-Residence and Time Slips	**Kika Meraz and Laurie Marks, CCBLLR**
Internship Development/Co-ops	****Various – individual schools and career centers, CPaRC**
Field Placement/Practicum/Clinicals/Student Teaching/Internships	****Various – individual schools – required for graduation, CPaRC**
Student Affairs On-campus Student Employment	****Various – individual departments – SLOs, CPaRC**

Current Campus Committee Supporting Infrastructure:
Retention Steering / Executive Committees
CCBLLR – Faculty Advisory Committee
Internship Working Group – intended
Employer Advisory Council - intended
Required experiential learning – departmental level curricular connection – faculty
Community Engaged Scholars Network

Current Focused Investments and Initiatives:
- Retention Plan: http://uwm.edu/academicaffairs/wp-content/uploads/sites/32/2017/10/student-retention-initiatives.pdf
- Program directed career fairs – Health Professions, Education, Business, Engineering, Campus-wide (all majors)

Future Investment Opportunities:
- Experiential Learning – campus-wide coordination – investment in human resources
- Collaborative Career Services and event planning

**Internship Development/Co-ops – College of Engineering & Applied Science; all other schools and colleges (except Nursing) have internship and experiential learning via faculty.

**Field Placement/Practicum/Clinicals/Student Teaching – College of Nursing – Clinicals required; College of Health Sciences – Clinicals or Internships required; School of Education – Student Teaching for C&I students and post-bacc, internships for multiple other departments, practicum for PhD students in Counseling; School of Social Welfare – field placement for both bachelors and masters level social work students; School of Public Health – internships required; College of Letters and Sciences – Masters in Translation – internship required.

**Student Affairs – Select Learning Outcomes for Student Employment have been developed; additional experiential learning also occurring at Graduate Assistant level through partnership with School of Education – Masters of Administrative Leadership and Counseling departments.

Undergraduate Research OLE Initiatives

Functions	Leads
UR@UWM Summer Research Program for Incoming First-Year Students	Office of Undergraduate Research
Undergraduate Research Opportunity Program (UROP) – First and Second-Year Students	
Support for Undergraduate Research Fellows (SURF) Program (Students of All Years)	
Senior Excellence in Research Awards	
Disciplinary Research Conference Travel Awards (Students of All Years)	
International Research Travel Awards (Students of All Years)	
National Conference on Undergraduate Research Annual Conference (Students of All Years)	
UW System Symposium for Undergraduate Research and Creative Activity (Students of All Years)	
UWM Undergraduate Research Symposium (Students of All Years)	
Course-Based Research Projects for First and Second-Year Students	CEMAT/SEM/Office of Undergraduate Research
Ronald E. McNair Postbaccalaureate Achievement Program (Upper Division)	The Graduate School
Research Requirements for Degrees	L&S, CEAS, PSOA, SARUP
Opportunities for Undergraduates to work with Faculty in Research	SFS, CHS, CON, ZSPH, HBSSW, SOIS, LSB, SOE

Current Campus Committee Supporting Infrastructure:
SURF Review Committee
Undergraduate Research Abroad Committee
Retention Steering Committee
SEM/CEMAT
Summer Bridge Steering Committee

Current Focused Investments and Initiatives:
Increasing Percentage of URM Students Participating in Research
Increasing Publications and Other Scholarly Outputs of Undergraduates
Increasing the Number of Research Opportunities for UWM Undergraduates
Increasing the Number of UWM Students Directly Engaged in Faculty Research

Future Investment Opportunities: In order to meet the immediate demand for research opportunities at UWM, the Office of Undergraduate Research will need an additional investment of $100,000 for student salaries.

Space OLE Initiatives

Functions	Leads
Planning, Management, Operations Oversight	**Geoff Hurtado**
Academic Space Planning	**Kristene Surerus**
Long-Range Planning and Major Projects	**Karen Wolfert**
Classroom Planning	**Mike Priem**
Classroom Support	**Kevin Jahnke**
Classroom Scheduling	**Emily Bilicki, Sarah Rothmann-Mandl**

Current Campus Committee Supporting Infrastructure:
Campus Planning and Management, http://uwm.edu/campus-planning/
Campus Space Planning Committee, http://uwm.edu/academicaffairs/current_projects/space-management-and-planning/
Physical Environment Committee, http://uwm.edu/secu/faculty/standing/pec/

Current Focused Investments and Initiatives:
- NWQ Selective Facility Renewal, UWM Student Health Services, UWM Center for Healthcare Transformation and Simulation, $63,246,000 awaiting architect hiring http://uwm.edu/campus-planning/
- Lubar Entrepreneurship Center and Welcome Center $7,768,000 pre-design complete http://uwm.edu/campus-planning/projects/
- Connected Systems Institute funding from Rockwell and WEDC design development
- Kenilworth 6th floor, $800,000 design development http://uwm.edu/campus-planning/projects/
- EMS classrooms $850,000 design development http://uwm.edu/campus-planning/projects/

Future Investment Opportunities:
There are requests for over $31M in all-agency projects this biennium including Chemistry Building Mechanical Upgrades $2.991M, IT Infrastructure Renewal $2.958M, EMS Building Upgrades $2.971 M

There are requests for instructional support this biennium for Chemistry Instructional Labs Renovation, $1.900M and converting Holton G86 to an active learning classroom, $0.372M

Major projects to be requested in future biennium include SWQ1, $112.000M, SWQ1 Steam and Chilled Water, $8.300M, Klotsche-Pavilion Annex, $8.000M, Renovation of Chemistry Building for new use, $60.000M, SWQ1 phase2, $33.000M, GLRF dock wall, $4.900M

Scholarships/Financial Aid/Graduate Student Funding OLE Initiatives

Functions	Leads
Increase number and amount of available scholarships (Made in Milwaukee campaign)	**UWM Foundation** **Chancellor** **School/Colleges Development Offices**
Provide additional financial planning and support (SEM #6)	**Financial Aid Office** **Bursar's Office**
Expand Flexible Option programs and online professional degrees (SEM #16)	**Financial Aid Office** **UWM Online**
Make TA pay competitive with peer institutions (SEM #18)	**Graduate College**
Expand scholarships for high-achieving students (SEM #23)	**Honors College**
Retention Grant Program (Retention Plan Initiative)	**Financial Aid Office**
One Stop Student Services (Retention Plan Initiative)	**Financial Aid Office** **Bursar's Office**
Coordination of University Scholarships (Retention Plan Initiative)	**Financial Aid Office** **Undergraduate Admission Office** **School/Colleges Scholarship Offices**

Current Campus Committee Supporting Infrastructure:
Made in Milwaukee Committee
SEM
Retention Committee

Current Focused Investments and Initiatives:
Funds provided via SEM plan for the following:
- Provide additional financial planning and support;
- Expand Flexible Option programs and online professional degrees; and
- Coordination of University Scholarships, purchase of AcademicWorks Software

Funds provided via UW-System for the following:
- Retention Grant Program

Future Investment Opportunities:
Funds have currently not been made available for the following items, which are listed above:
- Make TA pay competitive with peer institutions;
- Expand scholarships for high-achieving students; and
- One Stop Student Services

Without funds being dedicated for each initiative, implementation is limited.
It should be noted that many of the other initiatives the funding is short-term, thus without continued funding the initiatives will likely not be able to continue.

Modes of Delivery OLE Initiatives

Functions	Leads
Marketing, regulatory compliance, new program approval requests to UW-System, DE fee authorization, UWM Online budget oversight, survey responses/data requests, advocacy	UWM Online UWM Online Summer Initiative Working group University Relations & Communication Office of Assessment & Institutional Research
Student recruitment	OUA; Graduate School; Schools/colleges; UWM Online
Community of practice	Online Program Council
Flexible Option	Laura Pedrick; School/Colleges; Registrar; CETL: UWM Libraries
New online program development	UWM Online; School/College faculty & leadership Online Seed Funding Review Committee; CETL Burning Glass Work Team
Research on best practices in online education	National Research Center for Distance Education & Technological Advancement (DETA)
Student support services & retention	Schools/colleges; tutoring & software virtualization; One Stop; UWM Libraries Distance Education Services; PASS; Writing Center; CETL; UWM Online

Current Campus Committee Supporting Infrastructure:
Online Program Council
UWM Online Summer Initiative Working Group
Flex Academic Program Lead Committee
Burning Glass Work Team

Current Focused Investments and Initiatives:
- ➢ Online Seed Funding Program
- ➢ Burning Glass adoption
- ➢ UWM Online Summer Initiative
- ➢ Strategic Enrollment Management Plan
- ➢ UW Flexible Option
- ➢ Incorporation of DETA-validated best practices into online programs

Future Investment Opportunities:
- ➢ Microcredentials→Micromasters initiative to meet demand for smaller 'chunks' of credentialing (badges) that could (through a PLA mechanism) provide a fast start into online master's programs
- ➢ Scale up of Burning Glass across all academic units
- ➢ Online and blended opportunities related to the restructuring of UW Colleges
- ➢ UW Flexible Option—focus on launching the new BS in Biomedical Sciences, Health Sciences concentration and 2) developing employer partnerships for all of UWM's Flex Option programs

Appendix 3

Foundational Pillar: Analytics and Assessment

Primary University Office: Assessment and Institutional Research

Supplemental University Office(s): None

Primary Functions re OLE: Data Analytics
            Data Visualization
            Strategic Planning
            Initiative Assessment
            Big Data/Predictive Analytic Tool Implementation/Assessment

Committee Representation: Retention Executive/Steering Committee
            CEMAT Executive/Steering Committee

Additional Notes:

Foundational Pillar: Pedagogy

Primary University Office: CETL

Supplemental University Office(s): None

Committee Representation: Retention Steering Committee
                                                   Leading Retention/OLE Initiative: *Gateway Course Success* Retention
                                                   Workgroup: *Advising/the Role of Faculty in Advising*
                                                  Learning Communities Council
                                                   Co-leading Common Reading Experience Committee
                                                   Leading Active Learning Classroom Steering Committee
                                                   Co-leading Online Program Council
                                                   ADAAAC

Primary Functions re OLE:
- Advance Best Practices for Teaching & Learning; Quality in Online & F2F Programs
- Assist in Development of Curriculum Aligned with Course, Program, & School/College Learning Outcomes
- Cultivate a Safe, Inclusive, & Engaging Learning Environment
- Innovate to Increase Student Success; Research to Improve Teaching/Learning
- Administrate and Support Learning Technologies, including, but not limited to:
- Lead Strategic Planning for & Execution of the Transition to Canvas
- Lead the following Additional Major Initiatives Well Aligned with an OLE

Additional Notes - Fueling Participation in HIPs; Achieving Effective LC Implementation; Business-UWM Internship Partnerships, Increasing Retention & Graduation

Strategic Opportunities:
- Create targeted message campaign to increase student and instructor acceptance of and engagement in HIPs
- Disseminate case models of HIP incorporation in coursework, particularly in regard to co-curricular engagement and service/community-engaged learning;
- Designate academic department representatives as HIP Fellows and charge them with increasing student and instructor engagement in HIPs
- Create training, integrating F2F and online components, *and* a manual to guide OLE learning community implementation so all involved not only complete training, but also fully and effectively execute implementation (and our students realize the benefits)
- Provide summer 1/9s or overloads to faculty to establish and supervise company-UWM partnerships where students are paid by the company 20 hours per week (up to 40 hours in the summer) as interns to work preferably on campus under the supervision of the faculty.
- Reward departments upon achievement of % gains in retention (and graduation) rates by sharing the monetary return to the institution

Foundational Pillar: Information Resources/Information Technology

Primary University Office: Office of CIO/UITS

Supplemental University Office(s):   ISS-IT (beginning April 2018); "distributed" IT professionals

Primary Functions re OLE: Classroom/Lab Support

Systems, data, and/or Help Desk support of
- o LMS/DLE (D2L/Canvas)
- o CourseLeaf
- o EAB SSC/SSC Guide
- o EAB APS

Procurement and licensing for teaching and learning software

Provision of instructional content and training
- o Lynda.com
- o Learning TECHniques "short courses"
- o Research Computing workshops

Committee Representation: IT Policy Committee
Academic Leadership Council

Additional Notes:

UITS also provides these learning-implicated infrastructure services: Identity Management (user accounts); Networking; and UWM's Student Information System, PAWS.

Foundational Pillar: Information Resources/Information Technology

Primary University Office:　　　　　　　Libraries

Supplemental University Office(s):

Primary Functions re OLE:

- Information experts
- Information resources
- Research consultation
- Course integrated, information literacy instruction
- Technology access (largest computer lab on campus, equipment checkout)
- Content provision for D2L
- Course reserves
- Open Textbooks and OERs
- Dynamic, 24/5 access to Learning Commons with co-curricular programming to support student success
- Library based internships

Committee Representation:

- CEMAT
- Retention Steering Committee
- Graduate Student Enrollment Task Force
- Living Learning Communities Working Group
- Student Success Collaborative
- CETL
- Online Programs Council
- M-cubed

Additional Notes:　　　Learning Commons activities such as pet therapy, Chancellor's study break, etc. contribute to Physical and Emotional Well-Being Pillar

Foundational Pillar: Physical/Emotional Well-Being

Primary University Office: Campus Health System - Norris Health Center, University Counseling and Health Promotion and Wellness

Supplemental University Office(s)*:   University Recreation, Dean of Students, Student Success Center, University Housing, Advising Office, Academic Primary Partners – Health, Mental Health and Wellbeing, Accessibility Resource Center, Student Association

Primary Functions re OLE: Service Development, Operations, and Continuous Quality Improvement, Program and Training Development, Delivery and Assessment Coordination and Case Management, National College Health Assessment Management, Strategic Prioritization and Planning, Education, Communication, and Building Community Partnerships

Committee Representation*:   Chancellor's Advisory Committee on Mental Health
Chancellor's Student Success Workgroup
Retention Executive/Steering Committee
Student Support Team
Campus Assessment, Response, and Education Team (CARE)
Student Affairs Leadership Team (SALT)
Advising Committees
Graduate School Enrollment Task Force
* Numerous additional offices and committees serve specific populations and are a primary support of a student's well-being.

Additional Notes:
- 2017 NSSE data shows that students rate our institution's emphases on providing support for overall wellbeing (health and counseling) below peer institutions with 67% of freshmen and 57% of seniors rating this as very good or excellent.
- The top 5 issues reported by our students in 2015 were stress (32%), anxiety (27%), sleep difficulty (23%), work (22%), depression (20%), and cold or flu (15%). These issues are above the rates for other UW-System schools and the national averages.
- Campus Health and Student Wellbeing Priorities were updated in 2016 informed by this data and are prevention initiatives and service enhancements that address sexual violence, alcohol and other drug misuse, crisis management and safety, health access issues, and mental health and emotional wellbeing.
- UWM's focus on this foundational aspect of well-being is important to the overall outstanding learning environment, our students' success, and to the entire community.