Retreat Overview

- Welcome and thanks
- Advancing strategic priorities
- Context of higher ed and choices we face
- School / College / Division updates
- Challenges and opportunities
- Small group discussions
- Conclusions and wrap-up
Framework

Advancing strategic priorities:
- Outstanding learning environment
- Exceptional research institution
- Leader in community engagement and talent pipeline
- Climate and culture
- Branding, visibility and image
Context: Demographics & Enrollment

- 12% drop in fertility rate since 2007
- 15% projected drop in college-age students
- Expected rate of decreased enrollments in 2-year campuses will be 20% faster than for college enrollments in general

Sources: Bureau of Labor Statistics; Demographics and the Demand for Higher Education
Forecasted Growth in College-Going students, 2012-2029

Source: Demographics and the Demand for Higher Education
Plans to Pursue 4-Year College Education
State Profile for Wisconsin

KNOCKING AT THE COLLEGE DOOR

Overall High School Graduate Trends

- 65,000 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

- The total number of graduates in Wisconsin is not projected to increase after 2011-12, ending at 61,900 in 2031-32.

- Wisconsin generates about 9.1% of the Midwest’s total, on average.
State Profile for Illinois

Overall High School Graduate Trends

- 5th highest producer of high school graduates with 140,300 high school graduates, on average, projected per year between school years 2011-12 and 2031-32.

- The total number of graduates in Illinois is not projected to increase after 2011-12, ending at 124,600 in 2031-32.

- Illinois generates about 19.3% of the Midwest's total, on average.
## Context: Completion Rates

<table>
<thead>
<tr>
<th></th>
<th>2-Year Institutions</th>
<th>4-Year Public</th>
<th>4-Year Private</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>WI</td>
<td>U.S.</td>
<td>WI</td>
</tr>
<tr>
<td>On-Time</td>
<td>27%</td>
<td>10%</td>
<td>32%</td>
</tr>
<tr>
<td>+ 2 Years</td>
<td>42%</td>
<td>26%</td>
<td>59%</td>
</tr>
</tbody>
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Context: Expenses

**College Debt**

- $1.56 trillion in U.S. student loan debt
- Student loan debt average for the Class of 2017 was **$28,288**
- Student loan debt average for the Class of 2017 was **$29,569** (ranked 33 nationally)
- Student loan debt average for the Class of 2017 was **$37,131**
### Majority of Americans say higher education is going in wrong direction

<table>
<thead>
<tr>
<th></th>
<th>Wrong direction</th>
<th>Right direction</th>
</tr>
</thead>
<tbody>
<tr>
<td>All adults</td>
<td>61</td>
<td>38</td>
</tr>
<tr>
<td>Rep/Lean Rep</td>
<td>73</td>
<td>26</td>
</tr>
<tr>
<td>Dem/Lean Dem</td>
<td>52</td>
<td>46</td>
</tr>
</tbody>
</table>

Note: Share of respondents who didn’t offer an answer not shown. Source: Survey of U.S. adults conducted June 19-July 2, 2018.
Context: Employer Expectations

Workforce shortages

- **100,000** workforce gap projected in WI by 2020

Changing technology

- Loss of up to **50%** of current jobs predicted due to rise of robots and other forms of AI

Image credit: Center for Generational Kinetics
Context: Changed and Changing

Provocation:

“Higher education is missing the mark”

“Our environment has changed and we have not adapted”
Responding to Massive Change

“If we want things to stay as they are, things will have to change”

Giuseppe Tomasi di Lampedusa, The Leopard
Updates

- School, College and Division updates
- Break

"This really is an innovative approach, but I'm afraid we can't consider it. It's never been done before."
Future Successes: Challenges & Opportunities

- Foundational competencies
  - Blending STEM and liberal arts for lifelong learning skills
- Rise of more and different partnerships
  - Addressing talent shortage
  - On- and off-ramps, certificates, stackable learning, PLC, flexible delivery methods
  - Research opportunities to develop skills and problem solve
Future Successes: Challenges & Opportunities *(Content)*

- Expanding our concept of students
  - High achieving students from out of state
  - Non-traditional (single parents, workers with no / partial credits)
  - Those not in workforce and lacking HS or GED equivalence
  - International and out-of-state students, more generally
  - Incarcerated/recently released prisoners with non-violent offenses
  - K12 dual enrollment
  - Current employees with degrees but needing new skills (re-skilling or upskilling)
Future Successes: Challenges & Opportunities (Content)

- Growth areas that enable a prosperous future
- Significant reduction in academic costs
- Reductions in other costs
Future Successes: Challenges & Opportunities (Process)

- Campus engagement via:
  - Group with wide cross-representation to carry message to campus
  - Town Halls
  - Governance meetings
  - Employer & community information gathering sessions
  - Other ideas?
- Changes in structure, rewards, budget model, etc.
- Leadership skills, development, roles, courage
Small Group Discussions

- What recommendations do you have for UWM?
- What are the key actions to foster change?

“Wow, our changed approach worked like magic.”
Conclusions and Wrap-up
Slide Addendum
The Need for Action:

In a Milwaukee Classroom of **20** High School Freshmen...

- **13** graduate high school.
- **5** enroll fall after high school.
- **2** complete within 6 years.

63% of all students complete HS in 4 yrs. (HS Class of 2017)

42% of HS graduates enroll in postsecondary institution (HS Class of 2017)

14% of HS graduates complete (HS Class of 2011)

Milwaukee Succeeds Core Indicator 2020 Target: 70%
Milwaukee Succeeds Core Indicator 2020 Target: 45%
Milwaukee Succeeds Core Indicator 2020 Target: 23%
### M7 Attainment Rates by County:

**Wisconsin**
- **48%**
- **3,006,068**

**Milwaukee**
- **40%**
- **951,448**

**Waukesha**
- **56%**
- **398,424**

**Racine**
- **36%**
- **195,140**

**Kenosha**
- **38%**
- **168,140**

**Washington**
- **45%**
- **134,296**

**Walworth**
- **38%**
- **102,959**

**Ozaukee**
- **59%**
- **88,314**

[Source](http://strongernation.luminafoundation.org/report/2018/#state/WI)
In our state, 68 percent of adults ages 25-64 live in the M7 region.