Positioning UWM for Greater Success

UW-Milwaukee Chancellor Mark A. Mone
Plenary Address
September 19, 2019
Overview

- UWM’s momentum
- Higher education headwinds
- Strategic actions underway
- Questions and answers
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UWM’s Momentum

11th ANNUAL UNDERGRADUATE RESEARCH SYMPOSIUM
APRIL 5, 2019

Council on Undergraduate Research
Learning Through Research

50 YEARS OF BLACK STUDIES AT UWM

10th Anniversary
UWM’s Momentum

May 8, 2019 Grand Opening

$251 million raised

MADE IN MILWAUKEE. SHAPING THE WORLD. THE CAMPAIGN FOR UWM
MADE IN MILWAUKEE. SHAPING THE WORLD.
THE CAMPAIGN FOR UWM

Video: https://youtu.be/KEPZSFiTeaU
UWM’s Momentum

- **UWS Operating budget**
  - Pay plan 2%/2% over the biennium (aggregate amount)*
  - $45M over biennium in new funds*
  - Continuation of tuition freeze (fourth consecutive)

- **UWM Capital budget**
  - $129.5M: New Chemistry building
  - $40.7M: Infrastructure repairs, MKE student union
  - $7M: Klotsche Center annex
  - $500,000: Engineering building planning
  - ~ $15M: ‘Minor projects’

For past budget messages, visit: uwm.edu/chancellor*
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Higher Education Headwinds

Enrollments

- UWM enrollment-related budget reduction of $7M based on anticipated ~-3.8% decline
  - Undergraduate headcount decline by 4.5%
  - Graduate headcount decline by 0.5%
  - Total headcount decline by 3.8%
- College of General Studies (branch campuses)
  - Total headcount decline by 10%

*Based on enrollments as of 9/16/19*
Higher Education Headwinds

- Completion rates
- Achievement gap
- College debt
- Societal views
- Employer needs
- Demographics

*Details on each area are available in an expanded version of this 2019 Plenary Address at uwm.edu/chancellor
# Headwinds: Completion Rates

*Completion rates are for first-time, full-time students in Fall 2012 and can include undergraduate degrees and certificates. Wisconsin and U.S. data are from the National Student Clearinghouse Research Center.*

<table>
<thead>
<tr>
<th></th>
<th>2-Year Institutions</th>
<th>4-Year Public</th>
<th>4-Year Private</th>
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</thead>
<tbody>
<tr>
<td>WI On-Time</td>
<td>27%</td>
<td>32%</td>
<td>52%</td>
</tr>
<tr>
<td>U.S. On-Time</td>
<td>10%</td>
<td>37%</td>
<td>56%</td>
</tr>
<tr>
<td>WI + 2 Years</td>
<td>42%</td>
<td>59%</td>
<td>68%</td>
</tr>
<tr>
<td>U.S. + 2 Years</td>
<td>26%</td>
<td>59%</td>
<td>67%</td>
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</table>
**Headwinds: Achievement Gap**

In a M7 Region Classroom of 20 High School Freshmen...

- Graduate High School: 16
- Enroll Fall After HS: 12
- Complete within 6 Years: 5

- 84% of all students Complete HS in 4 years (HS Class of 2012)
- 75% of HS graduates enroll in a postsecondary institution (HS Class of 2012)
- 48% of students enrolled in a M7 college/university complete within 150% of time (Fall 2012 Cohort)
Headwinds: College Debt

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
Headwinds: Societal Views

Majority of Americans say higher education is going in the wrong direction

52% Democrats; 73% Republicans

Large partisan gaps in reasons why higher education is headed in the wrong direction

Among those who say higher education is going in the wrong direction, % saying each is a major reason for this

- Tuition costs are too high
  - Dem/Lean Dem: 84
  - Rep/Lean Rep: 77
  - All adults: 92

- Students are not getting the skills they need to succeed in the workplace
  - Dem/Lean Dem: 65
  - Rep/Lean Rep: 73
  - All adults: 77

- Too much concern about protecting students from views they might find offensive
  - Dem/Lean Dem: 54
  - Rep/Lean Rep: 75
  - All adults: 86

- Professors are bringing their political and social views into the classroom
  - Dem/Lean Dem: 50
  - Rep/Lean Rep: 79
  - All adults: 100


PEW RESEARCH CENTER
Headwinds: Employer Needs

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
Headwinds: 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
Headwinds: Demographics & Enrollment

Overall High School Graduate Trends
Wisconsin

Notes: Projections begin with Class of 2012 for Public and Private together, 2014 for Public only.
Headwinds: Demographics & Enrollment

The Great Enrollment Crash

By Bill Conley

Students aren’t showing up. And it’s only going to get worse.
Context: Changed and Changing

Provocation:

“Higher education is missing the mark”

“Our environment has changed and we have not adapted (or not adapted quickly enough)”
Responding to Massive Change

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

Giuseppe Tomasi di Lampedusa, The Leopard
UWM at a Crossroads

- There’s great momentum at UWM
- Doing a tremendous amount with fewer resources
- UWM is among most under-resourced R1s in country
- Challenging to sustain, in light of our dual mission: access & research
Overview

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Strategic Actions

1. Outstanding Learning Environment
2. Research Excellence
3. Community Engagement and Talent Pipeline
4. Diversity, Equity and Inclusion
5. Sustainable Future for the Campus
Strategic Actions

1. Outstanding Learning Environment – UWM’s plan to recruit, retain & graduate our students

   o What we are doing – Recruitment
     • New welcome center – 20,000 visitors/year
     • Go MKE attendees – 19% increase
     • Focus groups and targeted ads
     • Seamless transfers
     • Partnerships, like M$^3$

MPS graduation rates up from 58.2% to 66.7%
Strategic Actions

1. Outstanding Learning Environment

“I never thought I’d make it to college, graduate, or even live this long, so thank you all for giving me more hope.”
Strategic Actions

1. Outstanding Learning Environment

   o What we are doing - Retention
     • Retention is where we can have biggest impact
     • Supplemental instruction, peer mentoring, tutoring, intrusive advising

<table>
<thead>
<tr>
<th>First Year Retention Rates (fall 2017 cohort)</th>
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<tbody>
<tr>
<td>Intervention</td>
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<tr>
<td>---------------</td>
</tr>
<tr>
<td>All New Freshmen Cohort</td>
</tr>
<tr>
<td>Non-URM New Freshmen Cohort</td>
</tr>
<tr>
<td>URM New Freshmen Cohort</td>
</tr>
<tr>
<td>Gap (if any)</td>
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Strategic Actions: You Are Essential

Faculty Members Are the Key to Solving the Retention Challenge

It is essential to build a culture of success for students in the classroom, department by department, writes Carl J. Strikwerda.

By Carl J. Strikwerda // September 4, 2019

The biggest challenge that America faces in higher education is graduating more of our students. Providing access to education is a major issue, but if students fail to finish, they can’t gain the value of a postsecondary degree.

Nor can the United States remain competitive as a nation in the global economy. We once led the world in the percentage of college graduates in the adult population. Depending on which measure is used, we now rank as low as 19th. The decline is not because we send fewer young people to college than other nations do. The gap comes from our failure to graduate students, even after six years.
Strategic Actions: You Are Essential

- Your innovations make a difference
  - UWM is online in a big way
  - Honors College growth
  - Flex degrees meeting needs

"UW Flexible Option is an awesome option for people like me who don’t have the time for a traditional college experience."

Ken Wagman, Nursing student

“What I’m learning through the UW Flexible Option isn’t just making a difference for me and for my facility but for the nursing profession in my region. As a nurse, that’s what you want—to improve the industry. That’s really what matters."

Krysti Reece, Biomedical Sciences: Diagnostic Imaging student
Strategic Actions

1. Outstanding Learning Environment
   - What we are doing - Graduation
     - Expand scholarships
     - Simplify paths and reduce costs
       - Academic maps
       - 15 to Finish
     - Enhance experiential learning
Strategic Actions

2. Research Excellence
   - Maintain and build upon R1 status
   - Develop and implement school and college research plans
   - Grow inter-disciplinary research
   - Implement workload policy
   - Increase partnerships by applying research to solve industry problems
   - Recruitment of diverse students
Strategic Actions

3. Community Engagement and Talent Pipeline

- Maintain and expand upon Carnegie Classification of Community Engagement
  - Work experiences and service learning
  - New curricular offerings

- Grow external strategic partnerships
  (NM Data Science Institute, Connected Systems Institute, Lubar Entrepreneurship Center, Higher Education Regional Alliance, DeSC, Panther Foundations for Success)
Strategic Actions

4. Diversity, Equity and Inclusion (DEI)
   - DEI framework outline and fall launch plan
   - Integration of multi-cultural centers
   - Care, Respect and Expression task force
     - Freedom of expression offerings
Strategic Actions

5. Sustainable Future for the Campus
   - Enrollment management actions
     - Chancellor’s Enrollment Management Action Team
   - Fiscal actions
     - Increase institutionally provided financial aid
     - New budget model implementation
     - Integrated support services implementation
     - Capital planning
   - Brand, visibility and image
     - Currently, 73% of incoming freshmen said UWM was their first choice
Strategic Actions: You Are Essential
Addendum
Student Loan Debt Statistics In 2019: A $1.5 Trillion Crisis

Zack Friedman  Senior Contributor
Personal Finance
Author, The Lemonade Life. I write about leadership and greatness.

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For those who wish to dig deeper into topics we discussed today, here are some suggestions.

1. **“Demographics and the Demand for Higher Education”**, Nathan D. Grawe (2018)
   A forecast of post-secondary enrollment in the U.S. through 2029, including graphs for 2-year and 4-year enrollment by state. To view the graphs, please see Dr. Grawe’s [homepage](https://panthers.sharepoint.com/:b:/s/UWMNews/EVBkE-USoGJPhFmdPr9m98EBbFP7lq_eyk0J0xxnlpKrg?e=EE1Dqv) at Carleton College. They include:
   - “Forecasted growth in college-going students, 2012-2029”
   - “Forecasted growth in students who will attend two-year institutions, 2012-2029”
   - “Forecasted growth in students who will attend regional four-year institutions, 2012-2029”

   A summary of the book, which was prepared based solely on the book and not the digital materials, is available at: [https://panthers.sharepoint.com/:b:/s/UWMNews/EVBkE-USoGJPhFmdPr9m98EBbFP7lq_eyk0J0xxnlpKrg?e=EE1Dqv](https://panthers.sharepoint.com/:b:/s/UWMNews/EVBkE-USoGJPhFmdPr9m98EBbFP7lq_eyk0J0xxnlpKrg?e=EE1Dqv)

2. **Annual Open Letter to the People of Purdue University**, President Mitch Daniels, January 2019
   [https://panthers.sharepoint.com/:b:/s/UWMNews/EbolPnkryRdEtjC4ThHVVOOBgN3iq9C6IC5HcODB1gG5xA?e=Wq5Mm](https://panthers.sharepoint.com/:b:/s/UWMNews/EbolPnkryRdEtjC4ThHVVOOBgN3iq9C6IC5HcODB1gG5xA?e=Wq5Mm)

   A summary of 2018 accomplishments and 2019 goals with a theme of transformations in enrollment, research, rankings, etc.

3. **“Creative Destruction: The New Economic Reality in Higher Education”**, Academic Impressions, Sept. 19, 2018
   Article on innovation including how it compares to incremental change and examples to learn from; available here: [https://www.academicimpressions.com/blog/how-is-higher-education-changing/](https://www.academicimpressions.com/blog/how-is-higher-education-changing/)

4. **“The New Education”**, Cathy N. Davidson, 2017
   A discussion of how most elements of today’s higher education – majors, minors, credit hours, the bell curve, academic freedom, etc. -- were developed in the 1860-70s as then Harvard President Charles Eliot aimed to re-shape higher education to address an economy transforming from agrarian to industrial. Davidson argues that today’s higher education systems in the U.S. have not changed since Eliot’s work and advocates the need for significant change to prepare current students to lead a world that has transformed multiple times over in recent decades and will continue to do so.

5. **“Public No More”**, Gary Fethke and Andrew Policano (2012)
   A study of public R1 universities and the pressing need to change financial and other models.

6. **“From Ivory Tower to Glass House, Strategies for Academic Leaders During Turbulent Times”**, Andrew Policano (2016)
   A follow-up to “Public No More” which acknowledges enrollments declines and propose strategies for new ways of operating.