

University of Wisconsin – Milwaukee
Preparing for 2030 and Beyond
October 28, 2019

Background: UWM has addressed many challenges in recent years – significant budget cuts, a tuition freeze, enrollment declines, and more. With thoughtful and collaborative actions, we have managed these issues, and simultaneously achieved and renewed R1 status, obtained Carnegie’s recognition as an engaged university, obtained funding for the largest biennial capital budget in our history, raised a record-breaking quarter of a billion dollars in our comprehensive campaign and more – all in the interest of serving students.

Yet, more challenges lie ahead. Chancellor Mark Mone has discussed the changing environment in higher education for some time, including political, social, technological, and economic forces, the cost of higher education, concern for student debt load, questioning the need and value of a four-year degree, competition within and beyond higher education, upskilling and other workforce needs, anticipated disruptions due to automation, knowledge gaps, expectations for quick and accessible learning delivery methods, and demographic shifts.

To address the university’s current opportunities and challenges, we have a framework for the ownership of goals, timelines, actions and metrics based on [UWM’s five strategic directions](#):

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

While the strategic directions framework provides a strong road map to address UWM’s immediate future, there is also a need to more comprehensively examine opportunities and strategic decisions for longer-term vision and planning for 2030¹ and beyond. We must craft an innovative path that goes beyond the typical 5-year or 10-year strategic planning cycle in order to address the substantive, fundamental shifts occurring in higher education.

Goal: A UW-Milwaukee 2030+ Think Tank work group will examine how UWM can position itself for decades of continued success. They will use a thoughtful process with input from faculty, students, staff stakeholders, and outside resource experts to produce recommendations that will serve as a road map of proactive innovation.

¹ The year 2030 is identified because it marks the mid-point of demographic changes in Wisconsin and the nation. Demographic trends in the state of Wisconsin have resulted in decreasing numbers of high school graduates, shifts in ethnic composition and population densities, especially in midwestern cities.

Charge and Membership: The 2030+ Think Tank will proceed with their work at the same time the five Strategic Directions work groups are creating and advancing action plans. The Think Tank will examine the following questions:

1. What are options for a sustainable undergraduate tuition model in light of changing student and employer expectations?
2. What are future demand areas for curriculum, types of degrees, models of student engagements and areas of alignment with workforce needs that UWM can advance and grow?
3. What is the ideal delivery model for UWM's liberal arts, general education curriculum in 2030+?
4. How can the general education curriculum maximize degree and career pathways for students?
5. How should UWM expand offerings to audiences beyond the traditional 18 to 25-year-old student college populations including topics, evolving learning audiences, delivery methods, costs, types of degrees and other details?
6. What are options for a sustainable resource model to maintain and/or grow research excellence at UWM?
7. Other areas identified by the work group.

Given our budget realities, Chancellor Mone asks the 2030+ Think Tank to make an array of recommendations that align with UWM's strategic directions, and that work within the context of existing resources and/or create self-sustaining funding streams.

To inform their recommendations, the 2030+ Think Tank will:

1. Engage in innovative and future-minded thinking.
2. Monitor emerging and predicted trends.
3. Solicit input and reactions from faculty, staff, students, external partners, donors, alumni, parents, national experts and others, via focus groups, open fora and other means.
4. Seek out and host resources and updates from professional organizations and external experts and investigate emerging trends and developments.
5. Engage with existing stakeholder, opinion leaders, and major strategic initiatives. For example, participants from the College of General Studies and the College of Letters and Science are examining a sustainable business and tuition model for providing the optimal general education curriculum and support services in the first two years of undergraduate education at the lowest possible cost for students. This separate group will share their recommendations with campus leadership and the 2030+ Think Tank for consideration. Examples of other topical areas include UWM 4 Health, Arts, Business, and campus initiatives such as the NM Data Science Institute, Freshwater Collaborative of Wisconsin, M³, Connected Systems Institute, Design Solutions Center, etc.).
6. Consult with UWM subject matter experts in enrollment management, finance, student affairs and student support issues as needed, noting that detailed financial modeling and other analyses will be completed by subject matter expert teams after the work group's report is submitted.

The group will also serve as a sounding board for ideas from Chancellor Mone and Provost Johannes Britz with whom the group will periodically meet. Here is an example of the direction we would ask the

group to consider as a sounding board: Upholding our dual mission of access and research will be critical as we pursue a future that strikes a balance for greater student success, elevated research outcomes, and enhanced community engagements. We think that a critical success factor will be how we increasingly identify a distinctive brand. We ask the group to consider the value of every UWM graduate having strong interpersonal, communication, innovation, and reasoning skills, combined with strong professional skills suitable for employment today and throughout their careers. Can we build on a strong grounding in liberal arts, humanities, and social sciences—seeking to demonstrate competencies in these areas—combined with, for example, data analytic and digital skills for the current and future environments in which students will increasingly reside?

The group will develop recommendations responsive to the questions in this charge and other issues that emerge during their work and deliver its final report to Chancellor Mone and Provost Britz by April 15, 2020. Administrative assistance will be provided to support the work group in managing the various organizational and logistical details needed to gather feedback and other work required to complete their final report.

The 2030+ Think Tank work group will be purposefully small in size to allow focused, nimble and thoughtful actions in a relatively short timeframe. While not all aspects of the UWM community can be represented on the work group, there will be ample opportunity for input from faculty, staff, students and other groups in the UWM community.

Membership of the group includes:

Jennifer Doering	Associate Dean, College of Nursing*
Kathy Dolan	University Committee Chair and Distinguished Professor, Political Science
Jackie Fredrick	Retired CEO of Versiti Blood Center of Wisconsin, MBA '88, Honorary PhD '12
Scott Gronert	Dean, College of Letters and Science
Laretta Henderson	Associate Dean, School of Information Studies
Alejandra Lopez	Senior Academic Advisor, Lubar School of Business
Connor Mathias	President, Student Association at UWM and Junior, Letters and Science
Kris O'Connor	Associate Vice Provost for Research and Professor, Kinesiology*
Wilkistar Otieno	Associate Professor, College of Engineering and Applied Science
Margaret Noodin	Professor, English and American Indian Studies and Director of Electa Quinney Institute
James Peoples	Professor, Economics
Paul Roebber	Distinguished Professor, Atmospheric Sciences
Chia Vang	Associate Vice Chancellor of Global Inclusion and Engagement and Professor, History
Leigh Wallace	Academic Staff Committee Chair and Clinical Assistant Professor, Education
Stan Yasaitis	University Staff Senate Chair and Univ. Services Asst., Undergrad. Admissions

*Co-chairs