

Mark A. Mone, Chancellor
University of Wisconsin-Milwaukee
2017-2018 Self Evaluation

Request from President Cross:

1. Goals.

My goals for 2017-18 were:

1. To continue advancing our five strategic directions, including to start implementation of the Strategic Opportunities and campus-wide metrics measurement process.
2. Make progress on the achievement gap.
3. Implement a campus-wide diversity and equity strategic plan.
4. Continue to build on our development fund-raising success.
5. Improve the visibility of Athletics.
6. Provide compensation plans for 2017-18 and 2018-19.
7. Manage the political climate including free speech, diversity and inclusion issues.

2. Self-Assessment. Evaluate your performance with respect to accomplishing the goals listed above.

I aim to incorporate our five strategic directions and three strategic opportunities into my actions, decisions and communications. This past year, the Executive Committee of the Chancellor's Enrollment Management Action Team (CEMAT) developed an almost finalized Outstanding Learning Environment plan that includes metrics and 3, 6 and 10-year goals. This plan will be our road map for student success, including measures to eliminate the achievement gap.

In May 2017, we finalized a Research Excellence Plan with action steps and metrics. We have made progress on goals to increase TA stipends (more details below on compensation plan) and improve communication of our R1 status and graduate programs. Our partnerships discussed in the "Big Projects" in section (f) above with Connected Systems Institute, including the November 2017 announcement of a \$1.7 million gift from Rockwell Automation to support a new initiative demonstrate the prowess of UWM's research capacities. However, our R1 status continues to be an area at risk for our campus due to resource issues.

We are in the process of developing an action plan for being a leader in Community Engagement and Building the Talent Pipeline. We have made strides with both the M7 Regional Talent Partnership (RTP) and Higher Education Regional Alliance (HERA). M7 is creating an RTP action plan for regional workforce and talent development for advanced manufacturing and digital economy, which dovetails with Foxconn's presence in region. UWM is helping facilitate and organize the structure and action plan for the "Job-Ready Talent" area, which I am co-leading with UW-Parkside Chancellor Debbie Ford. We recently aligned the "Job Ready Talent" initiative with HERA, a collaboration among the 22 SE Wisconsin institutions of higher education, industry, business leadership organizations, K-12 strive networks and non-governmental organizations that I am chairing. HERA goals are college completion, program innovation and access to talent. Through these initiatives, UWM will help to increase the number of advanced skills professionals for next generation manufacturing jobs.

UWM is in the process of finalizing a diversity and inclusion action plan, which will be implemented in 2018-19.

A point of pride is our progress in fund-raising including the ability to raise our goal from \$175M to \$200M. As of this writing, we are close to our goal and look forward to surpassing it.

We have improved the visibility of Athletics through an improved television contract for men's basketball and new all-campus communications throughout the year. Our efforts here need to continue and grow.

I am grateful for the support from UW System and the State to provide a 2% plus 2% pay plan to UW employees in 2018-19. These pay increases were well-deserved for our hard-working faculty and staff. To address retention issues, UWM allocated \$1.5M in salary increases for faculty on top of the merit pay plan. To attract high quality graduate students, we allocated an additional \$375,000 for increases to TA and PA salaries, which brings our total additions to graduate student salaries to \$1M since 2016.

I am proud of our efforts to enhance our climate, including our 2017-18 "Freedom of Expression" series which included a kick-off panel in September featuring Pulitzer Prize winning columnist Clarence Page and UWM participants, a talk on legal issues from University of Chicago Law Professor Geoffrey Stone and a discussion on social media and academic freedom. I am also pleased that in 2018 we are promoting UWM's Guiding Values in campus-wide messages that feature videos and photo arrays.

3. Review and comment on Key Performance Metrics (Quantitative data – Section 5.1)

Please see section 5.1.

4. Leadership Competencies. Provide an example(s) of how you have met one or more of these competencies (Qualitative data – Section 5.2)

Please see section 5.2.

5. Barriers and/or challenges. What, if any, barriers or challenges did you encounter in accomplishing your goal(s).

- Fiscal resources remain a challenge. We will continue our efforts to grow revenues and control expenses and manage resources through Strategic Position Control, our new Budget Model and other means, though we are reaching some limits in personnel levels in some areas due to accreditation and other issues. The details offered in section A1 above regarding the future fiscal challenges provide helpful background on these issues.
- On a related note, the addition of UW-Waukesha and UW-Washington County will offer many opportunities, but the immediate future could be fiscally difficult as we balance existing budget challenges of all three campuses.
- On the capital budget front, we are grateful to UW System and the State for the funding for our Sandburg Residence Halls and the Northwest Quad but are still in need with our Chemistry Building, Student Union renovations and Klotsche Annex projects.

- Making progress in matters related to equity, diversity and inclusion is a top priority though a challenging one. I am proud of UW-Milwaukee's diverse student body, the wide breadth of groups that we serve and our extensive partnerships with external organizations. However, we are limited in having a faculty and staff that represents the student body we serve due, in part, to limited hiring in recent years. This is an issue we know is important to our students. There is also a challenge in making headway in community issues due to factors out of the control of many involved including resources.
- The appropriate balance of my time between external and internal matters.
- Navigating the political issues involved in our work.

6. *How might I be more helpful or mitigate and/or eliminate barriers you face or have faced?*

Like last year, our challenges remain largely fiscal in nature, and thus, the support in funding from UW System mentioned in various parts of this document have been extremely helpful and I would welcome future discussions on other future actions steps we may take.

On a specific note, UW-Milwaukee will be seeking your support on plans envisioned to advance and accelerate our efforts in eliminating the Achievement Gap and to support veterans. We would also appreciate support in our current capital budget projects, which will support our strategic opportunities related to student success, research and community engagement/talent pipeline.

7. *List your goals for the next review period.*

- Continue advancing our strategic opportunities including the completion of the Community Engagement and Talent Pipeline Action Plan and advancement of a system to monitor, report on and assess our progress via metrics.
- Complete and begin implementation of a Diversity and Inclusion action plan.
- Complete and provide funding for the plan to accelerate our efforts to eliminate the Achievement Gap.
- Successfully navigate the first year of UW-Waukesha and UW-Washington County including managing the operational matters to provide a seamless transition for students and explore what new offerings UW-Milwaukee can provide at the satellite campuses.
- Provide an employee compensation plan for 2019-20.

5.0 PERFORMANCE REVIEW CONTENT - Chancellors shall be reviewed based on leadership competencies and performance in key areas to include management of the academic enterprise, talent development and leadership.

5.1.1 Management of the Academic Enterprise - the effective management and deployment of institutional resources in key areas: financial management, administrative management, educational performance, research and economic development and fundraising. Where indicated, the Office of Policy Analysis (OPAR) will provide metrics directly to President prior to meeting with Chancellor.

(a) **Financial Management** – [5-year trend, OPAR]

- Composite Financial Index (CFI)
- Education and related spending per degree
- Tuition fund balances
- Tuition margin ratio

A.1. Financial Management: Composite Financial Index (CFI)

Per UW System’s revised numbers, UWM’s CFI has been remarkably stable given the extreme financial stresses experienced since FY 2013. These included a tuition revenue decline of 3% in FY 2017 and a decline in state appropriations of 2.7% in FY 2017, and a decline in other non-operating revenues of 78% (this is largely attributable to the decline in large distributions from UW System in FY 2017, relative to FY 2016).

UWM’s CFI has remained stable largely due to our work to reduce expenses and achieve a balanced operating budget. In fact, UWM’s CFI would have been the same as last year but for the impact of GASB 68 and fluctuations in the pension funds. UWM’s immediate goal has been to maintain a comfortable threshold above the Higher Learning Commission’s standard of 1.1. Our mid-term goal is to push our CFI to between 2.0 and 3.0. We believe that our current CFI and recent history shows that we’ve responded remarkably well to the recent fiscal stresses, but there remains serious urgency around improving the situation; Appendix B provides background on this point.

The top factors influencing our CFI are net operating income/deficit and carryforward balances. The only ways to positively influence these factors are further expense reductions and/or increasing revenues. Increasing revenues has a greater positive impact than simply cutting expenses, because it also results in growth in our overall asset base. Specific things we are working on to this end are:

- Cutting expenses:
 - Continued monitoring and accountability around expenses and reductions in FTE (Strategic Position Control) with each academic and administrative unit on campus
 - Transition to a new budget model for FY 2020 that includes greater flexibility in using revenues, transparency around the cost of initiatives and programs, and incentives for achievement of strategic objectives
- Increasing revenues:
 - Stabilizing in-state enrollment despite the normal volatility associated with being an access institution

- Increasing domestic non-resident students, particularly from Illinois
- Increasing international students through a new pathways partnership (still in development to ensure a sustainably business model)
- Improving retention and success of our students
- Developing new and innovative partnerships
- Completion of major capital campaign that supports student financial aid and academic programming
- Advocating for tuition rate increases consistent with inflation/CPI, stabilized state appropriations for public higher education in WI, and increased state financial aid for low-income / first generation students

Due to the addition of several talented financial staff, UWM is now able to monitor its CFI and relevant ratios more closely.

A.2. Financial Management: Core Expenditures per Degree

We reported on this metric for the first time in 2015. We had seen a significant increase in core expenditures per degree over several years, which we attributed to the combination of additional investment in the educational programming associated with two new schools at the same time enrollment has declined. The FY 2015 number declined in FY 2016 and 2017 as a result of significant decreases in staff and expenditures.

A.3. Financial Management: Tuition Fund Balances

UWM continues to make every effort to stabilize tuition fund balances and prevent further declines, and we expect a similar result again in FY 18. This is also due to UWM's efforts to decrease the operating deficit and delay spending of one-time funds. Having said that, the cost of the pay plan next fiscal year, along with a critical investment to address faculty retention and compression, and continued enrollment declines, will make FY 19 a challenging year. We are instituting further cuts to expenditures in anticipation of these factors.

A.4. Financial Management: Tuition Margin Ratio

It is normal, in an environment of declining enrollment and carryforward balance management, for the tuition margin ratio bounce around a bit. UWM's tuition margin ratio dipped in FY 2015 and has since stabilized at very close to 1.0.

UWM is striving for its ratio to be close to 1.0; higher when carryforward balances are depleted and need to be replenished, and lower when carryforward balances are higher and need to be spent down. In FY 14 and FY 15, the tuition margin ratio was below 1.0, reflecting enrollment declines, the tuition freeze, and the reduction in state GPR appropriations. While this resulted in UWM's tuition balances being reduced, consistent with UW System directives, we knew that it was too low and needed to return to 1.0 or slightly above 1.0. We accomplished that in FY 2016 and then stabilized very close to 1.0 in FY 2017. Given projected additional enrollment declines next year¹, we may see another dip in FY 2019.

(b) **Administrative Management** – [5-year trend, OPAR]

- Administrative expenditures as a percentage of overall expenditures
- Average credits attempted by bachelor’s degree recipients (Any UW; Same UW)
- Tuition and fees as a percentage of median family income

B.1. Administrative Management: Administrative Expenditures as a % of Overall Expenditures

Spending on “institutional support” relative to other expenditures will naturally vary from institution to institution depending on mission. For example, flagship institutions with high research spending generally maintain a lower percentage, while comprehensives and two-year colleges are the opposite. We would expect that UWM would fall in the middle based on our dual mission of research and access, but likely closer to the comprehensives in scale. After extremely “lean” years in terms of administration, UWM’s percentage rose and now has been stable around 7-8% since FY 2013.

A related metric is UWM’s spending on “institutional support” per student relative to peers. For UWM, this ratio reached a low point in 2010, at 49% below peers, and has since then increased due to enrollment declines, but remains below the peer median. (Note that we have excluded peer institutions with medical schools as their numbers are skewed higher.) In contrast, in the primary activities of instruction, research and public service, UWM’s spending per student is at or above the median spending per student by peers. While it is important to UWM to maintain “institutional support” spending at a lower amount relative to spending on the primary activities, it will not be feasible to maintain it anywhere near as low as it had been at UWM’s peak enrollment.

	\$/Student FTE, UWM		\$/Student FTE, Peer Median		UWM % from Peer Median	
	2010	2016	2010	2016	2010	2016
Instruction	7,426	9,253	7,734	9,149	-4%	1%
Research	2,414	2,341	2,835	2,097	-15%	12%
Public Service	843	1,283	934	642	-10%	100%
Institutional Support	1,075	1,932	2,110	2,305	-49%	-16%

¹We project that our enrollment will stabilize at about 24,500 in 2020-21. We are encouraged by continued modest growth in our new freshman enrollments, which are estimated to increase 1-2% (about 3,000) in fall 2018. However, because the largest component of our enrollments (about 18,000) come from returning and transfer students, we will continue to decline approximately 3-4% in overall undergraduate enrollment over the next two years. Projected graduate enrollments for fall 2018 are encouraging with an approximate increase of 4%, but given graduate students make up 18% of our total enrollment, the undergraduate enrollments have a more significant overall impact.

²We note public service expenditures per student FTE decreased significantly for several of UWM’s peers resulting in a decrease in the peer median from \$934 in 2010 to \$642 in 2016.

Source: IPEDS; Peers do not include institutions with medical schools

B.2 Average credits attempted by bachelor's degree recipients

Average credits by degree recipients, whether accumulated at UWM alone or any UW institution, varies within a limited range with neither significant increases nor decreases for exiting cohorts. Mindful of the costs associated with accumulated credits that may be educationally valuable but may not contribute to degree requirements, UWM recently implemented Schedule Planner, an online course scheduling tool that enables students to map out a 4-year course load plan and optimize course selection in real time. The implementation of this tool coincided with the fall 2017 enrollment process. Institutions that have previously implemented this technology have witnessed increased average credits per term.

Beyond sheer volume of accumulated credits, as part of UWM's continued focus on timely degree completion, academic advisors have implemented campaigns to encourage students to enroll in ample credits each year to enable degree completion in four years. This messaging begins at new student orientation and continues in many ways throughout a student's career.

Preliminary analyses suggest these efforts have had a positive impact. Fall 2017 enrollment data shows that freshmen averaged .45 more enrolled credits per student and .54 completed credits per student compared to Fall 2016 enrollment. Additional positive results can be seen with sophomores, juniors and seniors.

B.3 Tuition and fees as percentage of median family income

Using the "all household sizes" median household approach, the median household income for Milwaukee County was \$43,385 in 2016, and thus UWM tuition and fees would consume 22% of that income. Of particular importance: In 2016, median income for the City of Milwaukee was \$35,049. Median income for African American city residents was just \$24,967 (tuition and fees would consume 38% of that income). UWM students are among the neediest in the UW System (e.g., the second highest percentage of Pell Grant recipients in UW System, the lowest level of institutional aid).

Per UW System's Accountability Dashboard, UWM's tuition and fees constitute 13% of statewide median family income (\$9,429 in tuition & fees/\$70,870 median family income) in 2015-16. Although not specified, the \$70,870 is likely median income for a family of four, as the American Community Survey (produced by the U.S. Census Bureau) lists median family income for Wisconsin (including all household sizes) at \$55,638 for 2014-15. UWM attracts a significant non-traditional student population: in 2015-16, 9,529 students were 25 and older. For the population we serve, a family-of-four approach to median household income does not reflect a student population that includes one- or two-person households.

(c) Educational Performance – [5-year trend, OPAR]

- Graduation rates: 4-Year; 6-Year totals
- Retention rate: 1-Year
- Equity gap: Graduation and
- Degrees conferred: Undergraduates; all levels total

C. Educational Performance

UWM’s 1-year retention rate has increased at 1% for each of the last four years, including a 6% increase for African American males in the last year. Similarly, 4-year graduation rates have been increasing for several years. We would expect that trend to translate into increasing 6-year graduation rates as students move through the educational pipeline. We look forward to reporting further after our Strategic Enrollment Management Plan (2016-2021) and our Chancellor’s Enrollment Management Action Team’s master blueprint for advancing the University’s strategic direction of an Outstanding Learning Environment (OLE), finalized in summer 2018, take hold.

We graduated 5400+ students in 2017-18.

(d) Research and Economic Development – [5-year trend, OPAR]

- Research; public service
- Degrees in STEM and Health

D1. Research and Public Service

Based on our data (see below), the combined Research and Public Service expenditures have averaged around \$85M per year over the last eight years. The total has been relatively consistent, although in FY10, some reporting issues probably resulted in some public service work being reported under research. In FY17, the decline in research and public service funding is due to faculty resignations (positions which have not been replaced to budget issues) and a slight decrease state support for research (\$1.5M) and public service (\$0.5M) activities. On a positive note, research awards are higher (by over \$3M) in FY18 compared to FY17.

	1-Research & Public Service Funding	
	Research	Public Service
FY10	\$67.4M	\$20.5M
FY11	\$61.2M	\$25.1M
FY12	\$59.2M	\$26.3M
FY13	\$55.2M	\$28.2M
FY14	\$59.2M	\$26.7M
FY15	\$62.1M	\$26.1M
FY16	\$58.6M	\$26.7M
FY17	\$54.3M	\$25.7M

D2. Degrees in STEM/Health

Based on the provided OPAR data, the number of STEM degrees continues to significantly increase (12.9% in 2010-11 to 21.6% in 2017-18). The number of health degrees was relatively stable around 10.4% for many years but increased to 13.9% in 2016-17 and 13.6% in 2017-18.

(e) Fundraising –Private funding received during performance review period. Data provided by UW-Milwaukee.

E1. Development

The 2017-18 fiscal year is the sixth year in UWM’s seven-year comprehensive campaign, *Made in Milwaukee. Shaping the World*. The total raised year-to-date is \$28.4 million; we are on track for this year to be UWM’s strongest fundraising year in its history, surpassing the nearly \$33 million raised in 2013.

In the past year, we launched the public phase of the campaign, when we raised the overall goal from \$175 million to \$200 million. We are on track to hit the \$200 million goal by the end of this fiscal year, 12 months prior to the campaign’s conclusion. Of great significance in this campaign is the growth in broad-based support, as more than 19,000 donors have contributed to the campaign to date. More than 50% of those are new donors to UWM.

5.1.2. Talent Management/Development

(a) Workforce Diversity Profile — [5-year trend, OPAR]

With a reduction in faculty/staff over the past year, it has been more challenging to maintain diversity levels that represent the communities that we serve. While the metrics presented reflect a slight deviation from last year’s metrics, it is a changing landscape with our disaggregated data of the categories reflecting slightly larger swings in various categories.

In order to promote employee diversity and a sense of inclusion, we have focused on this guiding value through various approaches in the 2017-2018 academic year:

- The utilization and availability data generated by the federally required annual Affirmative Action Plan was shared with me, an annual practice. Special attention was placed on those areas where we do not meet the availability level of employee pools as determined by the data. This allowed me to charge the Provost and Vice Chancellor for Global Inclusion and Engagement to generate discussions with the academic leadership (i.e., Deans and Department Chairs) to formulate plans to address those areas. The first-round discussion with the Deans has been completed, with the second-round meetings with the Department Chairs underway.
- I also charged the Executive Sponsors of the Hispanic Serving Initiative to recommend a plan that would not only address recruitment and retention of Hispanic employees, but to generate a framework that could be customized to address those same needs in all populations/categories of employee diversity. I have accepted the recommended framework this year and charged the Provost and Vice Chancellor for Global Inclusion and Engagement to connect it with our current hiring practices.
- In addition, I charged the Vice Chancellor for Global Inclusion and Engagement to recommend a Diversity Framework that would focus on the campus-level recruitment and retention process that would promote an enhanced diverse and inclusive climate. Initial strategies that were

implemented in 2017-2018 were a review of the Search and Screen process to ensure a diverse and inclusive candidate pool and committee members.

- Support continues for the Faculty Mosaic Council, a committee that represents a diverse faculty leadership. Several of the group's ideas and concepts were implemented in the 2017-2018 academic year such as professional development around tenure and promotion for faculty of color and linking this pool with seasoned faculty as peer mentors.

Several pieces of the draft Diversity Framework for implementation in the 2018-2019 academic year are progressing:

- On-line diversity/inclusion training for all new and current employees, beginning with those in the supervisory ranks
- The creation/implementation of The Chancellor's Inclusion Council that represents members from employee resource groups and other areas representing diversity in all of its forms
- The creation/implementation of The Chancellor's Diversity Award to recognize the ongoing efforts in the areas of diversity, with one area being that of creative and innovative ways to address employee diversity
- Continued review of campus climate and culture to reflect a diverse and inclusive approach in our communications, media, and materials that showcase our employees
- Continued review of Equity and Diversity Services (EDS) complaints to identify and eliminate "hot spots" that reflect a deviation from our culture and climate expectations as it relates to employee diversity and inclusion
- A faculty diversity and inclusion strategy be implemented to encourage an enhanced pool of faculty and instructional academic for open positions – a strategy that links the diverse recruitment process with an enhanced retention process

(b) Chancellor provides evidence (narrative) of the following:

1) Attracting and retaining high quality talent.

Pay Plan

Merit: UWM is one of a handful of UW institutions that adopted a true merit component to the pay plan, as opposed to awarding the pay plan solely based on solid performance. This entailed significant additional work and communications but has allowed UWM to begin to re-develop skills and expertise in implementing wide-scale merit, which had been largely lost. This skill redevelopment included multiple training sessions for supervisors on how to discuss merit-based pay plan decisions with employees.

Additional Increases for Faculty and Graduate Students: To address retention issues, UWM allocated \$1.5M in salary increases for faculty, in addition to the merit pay plan. To attract high quality graduate students, since FY 16 we allocated \$1M for increases to TA salaries.

2) Promoting employee professional development.

Employee Leadership Training

A Climate & Culture workgroup worked to develop enhanced professional development training for employees, supervisor and department chairs, to promote UWM's Guiding Values campus-wide, and to develop a more robust faculty/staff resource webpage.

Mandatory training

Data Security & Privacy – The completion rate for the mandatory Data Security and Privacy course in November 2017 was approximately 93% (7884 of 8484 employees). By December 2017, it had increased to about 95%. We continue to provide the training to new employees and send regular reminders to supervisors regarding employees who have yet to complete the training.

Title IX – Students

As of May 2018, 98% of new freshmen, 92% of new graduate students, 77% of new transfer students, and 72% of continuing and reentry students have completed the training. The majority of all undergraduate continuing and reentry students have previously completed a Title IX, sexual violence, and alcohol and other drug on-line training since 2014 in addition to the program above. Taking into account the entirety of the student population at UWM, over 18,000 students completed the training in 2017-2018.

Title IX – Workforce

We are currently at nearly 100% compliance with Title IX training for employees. Based on the memo sent by President Cross on March 13, 2018, we only have 4 employees on campus that are currently past due. The units in which these employees work have been urging have, and are currently, trying to urge these employees to complete the training as soon as possible.

3) Celebrating outstanding performance.

Please see "Pay Plan" section above, especially the merit portion.

5.2 Leadership Competencies

5.2.1 Chancellor provides evidence (narrative) of the following:

(a) Promoting the UW System.

UW Colleges Restructuring: Significant employee time from 160+ individuals has been devoted to the academic, student, governance, and operational aspects of the Restructuring Project to join UW-Waukesha and UW-Washington County with UWM as of July 1, 2018, pending accreditation approval.

Throughout the process, UWM has focused on the importance of maintaining the mission and vision of UWM and the UW Colleges while also developing a shared vision and focus for UWM and its branch campuses (UWW and UWWC) following the restructuring. In addition, there has been an effort for regular and consistent communication with all individuals and groups who will be affected by the restructuring, particularly students and employees at UWW and UWWC.

Highlights include:

- From October 2017 to the present, UWM used a range of strategies to communicate directly with faculty, staff, students, and community stakeholders affiliated with UWM, UWW, and UWWC to ensure clear and consistent communication about the restructuring process and to build an environment of trust. Strategies included a [UWM Restructuring Project website](#), listening sessions, email updates, focus group discussions, presentations to community groups, and campus meet and greet sessions.
- In January 2018, we formally charged the UWM Regional Committee with the responsibilities associated with the restructuring of UWM to include UWW and UWWC. A primary goal has been to ensure both a smooth transition for all faculty, staff, and students and uphold the highest quality of research, teaching, and service.
- In February 2018, UWM requested the formation of a New UWM School/College Task Force comprised of members of governance at the three campuses to determine the most appropriate mechanism for integrating the faculty, students, and academic programs at UWW and UWWC into the UWM organizational structure. The Task Force submitted proposals that were approved to establish a new College of General Studies and a new Division of General Studies.
- UWM has supported efforts of the Functional Teams to obtain information and data needed to identify and address critical path and longer-term issues related to the UWM restructuring. These efforts have played a key role in restructuring remaining on schedule.

(b) Establishing a shared vision and focus.

Strategic opportunities: UW-Milwaukee finalized its vision for being an Outstanding Learning Environment, Exceptional Research University and Leader in Community Engagement and Talent Pipeline. Our statement and plan, finalized in July 2017, are found [here](#). All decisions, investments and plans are guided by these strategic directions.

Accreditations:

- Prepared UWM portion of the request for approval of the UW restructuring plan submitted to HLC.
- Submitted change requests to approve UWM to offer the AAS degree.
- Submitted change request for offering AAS in the flex mode.
- Specialized accreditation reviews:
 - Assistive Technology program in College of Health Sciences accredited by CAAHEP to 2023 (initial accreditation).
 - MS in Communication Sciences and Disorders by CAAASLP, decision pending.
 - MA of Architecture review by NAAB; accreditation extended.
 - BS in Mechanical Engineering interim review by ABET; accreditation extended.
 - MS in Athletic Training review by CAATE; decision pending
 - BBA, MBA, MS and PhD in Business Administration by AACSB; decision pending with initial feedback that review was among the best reviewing body had ever seen.
 - BS and MS in Nursing, PhD in Nursing Practice by CCNB, 10-year continuation granted.

Division of Enrollment Management: in 2017-18, UWM created the Division of Enrollment Management (EM) and its leadership position, Chief Enrollment Officer. The new division is comprised of units with significant leadership and impact on enrollment goals across campus: Trio & Pre-College Programs,

Undergraduate Admissions, Financial Aid, the Registrar's Office, the Student Success Center, and the Career Planning and Resource Center. This mission-driven decision created a collaborative unit focused on our enrollment growth, from academic support and college readiness in middle and high school to admission and retention to internships and post-graduation success. The Division of Enrollment Management is poised to strategize and streamline students' success before, during, and after their education at UWM. Other universities have EM divisions, but to include pre-college and post-graduation units is creative, progressive, and unique.

(c) Working collaboratively and fostering an environment of trust.

Collaborative Research: UWM's Exceptional Research plan includes a goal to increase the level of team-based collaborative research. Work this year included:

- Collaborative Research Team Development awards
 - The first cohort of five awards is nearing completion. These focused in health areas and built teams pursuing major NIH grants.
 - The review of the second cohort has been completed. Five awards will be made for 2018-19 out of 13 submissions (with 56 UWM faculty and 15 non-UWM collaborators). Applications came from a wide range of disciplines and included very diverse teams, including non-UWM collaborators

Integrated Support Services Implementation: A team has been working for two years to bring to fruition a major redesign of formerly decentralized services in the areas of HR, IT, Finance & Procurement. Decentralized staff from five academic schools and one administrative unit are being integrated into one hub in June 2018. This project involves major process redesign/improvement, better career paths for administrative staff in these areas, increased training/expertise, and more consistent implementation of policies and controls.

(d) Fostering a culture of diversity, equity and inclusion.

Freedom of Expression series: The Division of Global Inclusion and Engagement led this initiative with a kick-off in September featuring Pulitzer Prize winning columnist Clarence Page and a UWM panel. In March University of Chicago Law Professor Geoffrey Stone spoke on "Protest and Protected Speech" and in May we closed the series with a focus on social media and academic freedom.

Title IX Compliance: UWM hired, for the first time, a dedicated full-time Title IX Coordinator and has made significant strides in implementing all required aspects of Title IX compliance. This included implementing required training of all employees, including student employees, and all students (not just incoming students).

Guiding Values: A Climate & Culture workgroup worked to promote UWM's Guiding Values campus-wide starting in January 2018; see monthly messages, videos and photo arrays [here](#).

Student Accomplishments:

- The Inclusive Excellence Center (IEC) worked with the Roberto Hernandez Center to create and conduct a "Dreamers Initiative" to help support undocumented students at UWM. The IEC also coordinates the First-Generation program at UWM that supports our First-Generation students.

- The UWM LGBT Resource center is one of the nation's top Centers for LGBTQ+ students and is currently rated 4.5 stars (one of the highest attainable scores) by Campus Pride as a LGBTQ+ friendly University.
- The UWM Military and Veterans Resource Center is also ranked as one of the best in the nation, having achieved Silver Status on the Military Friendly School list.
- Student Affairs partnered with the UWM Black Cultural Center to host the annual Black Male Youth Summit at UWM. Over the course of the two-day 2017 summit, UWM hosted 1400 middle and high school aged black youth for a series of programs and workshops.
- Student Involvement's Sociocultural Programming efforts were honored by the UW-System Board of Regents for efforts to celebrate diversity, enhance inclusion, and increase equity through programs, support and services.

(e) Fostering a climate of ethical leadership and accountability.

Reducing Expenses ("Strategic Position Control"): We have been working diligently to reduce expenses commensurate with the state budget cuts, enrollment declines, and tuition freeze, while still investing in UWM's future success. We anticipate that we will have a balanced budget or slight surplus in FY 2018.

Finalization of the New Budget Model: Over the course of FY 2018, we worked with representatives from Academic Affairs and faculty to revisit UWM's budget model and propose a new model that would create more transparency around budgets and investments, incentives aligned with the campus's strategic goals, flexibility to re-deploy resources as needed, and better long-term financial sustainability. The finalized model was presented to the campus in a series of meetings with every school and college, the Chancellor's Cabinet, each governance body, and open forums. The model will be implemented beginning in the Fall of 2018, for the FY 2020 budget year.

IT & Information Security Enhancements: UWM has aggressively sought to implement the new information security policies adopted by the Board of Regents and UW System. This has included establishment of an IT Advisory Council comprised of campus leaders, dedication of a full-time project manager solely to coordinating InfoSec policy implementation, distribution of a Quarterly Information Security Report to the Chancellor, the Council and other key UWM leaders, achievement of 95% completion of the LawRoom training, including by student employees, replacement of the campus firewall, anti-phishing controls that reduced compromised accounts by 90%, and a critical systems survey. IT also has had an important role in the Integrated Support Services project, which has included combining all decentralized IT functions in the area of desktop/laptop/mobile support, help desk, and classroom support, into one unified unit across campus. UWM is also in the process of adopting a new voice-over IP system, via Microsoft Skype for Business.

Student Accomplishment: Student Involvement successfully conducted their Student Leadership classes to student organization leaders via the Ignite Leadership Institute and the Student Leadership Program (SLP). These programs promote the development of ethical student leaders capable of making an impact in their careers and in their communities.

(f) Fostering an environment that stimulates teaching, learning and scholarship.

(g) Effective execution of mission through programs, plans and resources.

(h) Promoting and cultivating internal/external relationships.

The following list provides a sampling of examples for these areas.

- UWM achieved the Innovation and Economic Prosperity designation from the Association of Public and Land Grant Universities in November 2018.
- The Partners for Health initiative continue to strengthen and expand the collaboration on teaching, research, community engagement and marketing, both internally and externally.
- Partnership with Milwaukee Succeeds: micro-credentialing for teachers through the School of Education
- Pathways Wisconsin - developing guided pathways from high school to technical colleges and four-year degree programs.
- Planning is under way for the new Design Solutions Center for Workforce and Education Innovation (DeSC) with a vision for ‘just-in-time’ education that keeps pace with the evolving needs of business, offering stackable or add-on credentials. This platform will align p-16 educational goals and support the needs of multiple companies simultaneously.
- Leading the Institution of Higher Education subcommittee for the MKE Tech Hub to define a core curriculum to develop digital talent.
- Student Affairs and Enrollment Management coordinated another successful Fall Welcome program for the campus that consisted of a Common Read, Mission Possible, and PantherFest.
- The Milwaukee men’s basketball team was honored as part of the NCAA APR Public Recognition Awards for outstanding academic achievements based on the most recent multi-year NCAA Division I Academic Progress Rate (APR), released by the NCAA national office. Milwaukee is one of just 35 men’s basketball programs recognized and the only member of the Horizon League on the list.

Big Projects: UWM is contributing to Wisconsin through “Big Projects” -- Initiatives that cut across multiple schools and colleges, have student and employment impact, have philanthropic support and are game changers.

- **M³(M-Cubed)**
 - Collaboration and partnership between UWM, MPS, MATC to increase retention, graduation and career success of students and provide a prepared workforce and citizenry for the Wisconsin economy
 - Serving 137,741 students
 - MPS: 76,856: 88% of color, 80% economically disadvantaged
 - MATC: 35,473: 58% of color; 46% Pell-eligible
 - UWM: 25,412: 34% of color, 38% Pell-eligible
 - External Funding: \$1M in 2017
 - Metrics (all from 2015-16 to 2016-17):
 - FAFSA rates (post-secondary financial aid application):45% to 72.6%
 - 4-year high school completion: 58.2% to 60.9%
 - MPS graduates enrolled in college: 42.8% to 48%
 - MPS graduate’s completion of credit-bearing math in year 1:
 - 57% to 59% at MATC
 - 64% to 65% at UWM

- **Impact in 2017-18** (unless other year noted)
 - Engaged 800 9th and 10th graders with on-campus career exploration at MATC/UWM
 - Conducted summer job fair at UWM to connect 700 11th and 12th graders with employers
 - Engaged 1,400 parents in 6-week “M³ Parent Institute” course at all 26 MPS high schools to learn about preparation for college
 - Conducted curriculum alignment with 750 math, science and English teachers and faculty
 - Implemented pilot M³ Summer Math Prep for MPS graduates enrolled at MATC/UWM resulting in 50%+ placing in a higher-level math course (2016-17)
 - Established pipelines by field (health care, IT, etc.) for MPS to MATC/UWM paths

- **Lubar Entrepreneurship Center**
 - New facility opening in 2019 for innovation, instruction and student enterprises
 - Programming already occurring across schools and colleges
 - 12 Experiential Ideas Challenge courses
 - 310 Student Startup Challenge ideas submitted since 2012—\$4.6M in startup funding provided over the past 18 years, over \$16M in add-on funding for more than 15 startups.
 - 2,100 participants in Fresh Ideas workshops (for freshman)
 - 81 I-Corps teams trained

 - **Impact:** student success; providing skills in entrepreneurial thinking, innovation and creativity; and preparing students who will be job-ready to contribute to health of region’s economy

- **M7 Regional Talent Partnership (RTP) and Higher Education Regional Alliance (HERA)**
 - Milwaukee 7 (M7) creating an RTP action plan for regional workforce and talent development for advanced manufacturing and digital economy
 - Dovetails with Foxconn’s presence in region
 - UWM is helping facilitate and organize the structure and action plan
 - Three active work groups
 - “MKE Talent Magnet,”
 - “Every Business Benefits”
 - “Job-Ready Talent”
 - Co-leading “Job-Ready Talent” with UW-Parkside Chancellor Debbie Ford
 - Goal is to seamlessly align regional education/training systems and industry with focus on speed to market
 - Have merged “Job Ready Talent” initiative with HERA, a collaboration among SE Wisconsin institutions of higher education, industry, business leadership organizations, K-12 strive networks and non-governmental organizations
 - HERA goals are college completion, program innovation and access to talent; see draft framework

 - **Impact:** increase the number of advanced skills professionals for next generation manufacturing jobs

- **Freshwater University**
 - Statewide effort to coalesce and grow tremendous water research and academic capabilities that exist across UWS
 - UWM’s School of Freshwater Sciences, the only freshwater graduate program in the U.S., will help lead these efforts

- **Impact:** leverage UWS institution strengths to collaborate on research, academic offerings and partnerships; a collaborative structure is more likely to yield external funding
- **Connected Systems Institute (CSI)**
 - Partnership with Rockwell Automation, Microsoft, WEDC, others
 - UWM alum and Microsoft CEO Satya Nadella involved
 - Big data collected and shared on the “internet of things” (IIoT) will revolutionize manufacturing
 - CSI is developing models for greater productivity through IIoT technologies
- **Impact:** contribute to Wisconsin transformation as hub for innovation in technology and next generation manufacturing

Redesigned Course Catalog

- In May 2018, UWM released a redesigned academic catalog for 2018-19
- Serves as a usable, authoritative source of program and course information for undergraduate and graduate students as well as the rest of the campus community and external stakeholders.
- Directly linked to the governance approval process to ensure accuracy, while utilizing a design and structure that improves the ability of students and other visitors to effectively access information. There are also direct links from the new catalog to the campus recruitment software to provide added value for prospective students.

Developmental Education

- UWM’s goal is that all remediation will be completed within the first year.
- Toward that end, UWM has created math pathways. Of new freshmen who began in AY 16-17, 84% who started in remedial math have earned a C or better in credit-bearing math by the end of Fall 2017. In 2017-2018 and 2018-2019 Math is piloting and then implementing a “co-requisite remediation” model, in which in each pathway students in a developmental math course will also be taking a credit-bearing math class at the same time. This has been shown in other large state schools to significantly increase the retention and success in completing a credit-bearing math course for students who start in developmental math.
- Eliminated remedial English courses and implemented co-requisite programming by offering an additional 1 credit course to English 100. The pass rate for students ENG 100 in Summer Bridge 2017 was 98.31%.

Achievement Gap

In July 2017, UWM finalized a seven- point plan to address the achievement gap. In the last year, we improved the first-year retention rate for African American males by 6%. There is more to do and we are currently preparing a proposal to share with UW System regarding additional efforts.

MKE Scholars Program

- At the conclusion of its second year, this program starts with a summer bridge program which provides excellent platforms for MKE Scholars to start their UWM careers on a positive note.

- The first cohort (summer 2016) reported on-track credit accumulation at an average of 30.4 credits at the start of the second fall and a 78% fall-to-fall retention rate.
- The second cohort (summer 2017) experienced an even more customized program resulting in students taking courses most needed for their own degree plans and placements. With this, cohort two saw 77% of MKE Scholars progressing in the developmental math sequence, 18 additional students completing their initial college-level math requirement and 6 completing their initial college-level English requirement.
- The MKE Scholars program is ready to welcome its third cohort of 80 students in June 2018.

Advising

- Established an Office of Undergraduate Academic Advising to better support undeclared students and standardize advising best practices across campus.
- Implemented the Coordinated Care Network for the Student Success Collaborative Campus tool: allowing for the exchange of information between advisors and student support offices in an effort to ensure students receive assistance appropriately—form, function, timing, etc.

Meta-majors

- In fall 2018 UWM will offer six meta-majors (exploratory pathways) that allow undecided students to explore multiple majors sharing a general academic theme.
- The goal is that 80% of undecided students will have chosen a major/degree program by the end of their first year.

Gateway Course Success

- Goal: Reduce final grades of D, F, and W (withdrawals) while maintaining academic standards. Equip academic departments with clear metrics, baseline data for each instructor, and evidence-based strategies to help them implement their own plans to achieve greater student success.
- 2017-18 outcomes: The 14 departments involved saw an average drop in DFW rates of 2.29 percent. The departments of Psychology, Economics, Civil and Environmental Engineering, and Biological Sciences saw decreases ranging from 6.04 percent to 3.4 percent.

Dual Enrollment

- Expanding dual enrollment to include the following school districts:
 - School District of New Berlin
 - Offering Intro to Diagnostic Medicine as ECCP to 31 students in fall 2018.
 - Carmen High School
 - Offering English in fall 2018 and Math 116 in spring 2019
- Received inquiries from Germantown, Shorewood, Brown Deer and Elmbrook school districts

Articulation Agreements

- Examining Education articulation agreement between MATC and UWM to advance the Grow Your Own initiative.
- Established a 3+2 agreement between Alverno College and SFWS
- Established articulation agreement between UW-Parkside and SFWS
- Exploring engineering pathways with Gateway Technical College, MATC, and WCTC.

Guided Pathways

- Collaborating with Pathways Wisconsin to build guided pathways for high school students.

- Developed first draft of a pathway in nursing that connects high school students with 2-year to 4- year degrees. The second pathway being built is centered on IT.

(i) Working collaboratively with shared governance entities.

The Chancellor meets regularly with shared governance groups and leaders. Points of pride from 2017-18 include:

- Implementing UW-System’s first post-tenure review policy.
- Student Affairs working with the UWM Student Association to conduct a Food Insecurity Study, which highlighted that some of our students and staff members had or were experiencing food insecurity. This resulted in UWM and the Student Association launching food drives and creating a Food Pantry on campus in our student union.
- Student Affairs also worked with the Student Association on a Preferred Name Initiative, with a joint-funded pilot program to launch in fall of 2018.

(j) Effective communication skills and managing conflict in a constructive respectful manner.

Campus Communication: UW-Milwaukee continued its practice of frequent communication. The Chancellor’s Office sent 31 campus-wide messages this year on the topics of budget, restructuring, legislative news and current events related to free speech, DACA and other topics. These included messages on the Colleges consolidation directly aimed at UW-Washington County and UW-Waukesha faculty, staff and students. It also included a mailed letter to all students at the 2-year campuses in May 2018. Separately, in 2018 there have been monthly messages on UWM’s Guiding Values, which will continue in the fall.

Marketing Communication and Advocacy: Our efforts in this area included:

- Expanded UWM’s student recruitment marketing campaign in northern Illinois. The multi-media program helped contribute to a significant increase in the number of applications to UWM from students in that area.
- Launched a major branding/student recruitment advertising campaign in Milwaukee’s Mitchell International Airport. The 5-year marketing program will bring UWM’s message to more than 7 million passengers per year.
- Managed a broad reaching political advocacy campaign that contributed to an improved state operating and capital budget for UWM.
- Expanded UWM’s federal relations program to include faculty researchers and scientists in a series of visits to federal agencies in Washington DC to discuss expanded federal funding for UWM research

Financial Aid Communication: The Financial Aid Office processed all student financial paperwork for the fall 2017 term in unprecedented time, resulting in all students receiving their financial aid awards prior to the first day of classes (for students who submitted all their documents by August 31, 2017). This improved timeliness likely contributed to increased enrollments for first year students and higher than expected retention rates for returning students by providing financial readiness and security.