

University of Wisconsin-Milwaukee

2030 Think Tank

Meeting Minutes

December 2, 2019, 10:00-11:30am

Lubar Entrepreneurship Center, 209

Present: Kris O'Connor, Jennifer Doering, Jackie Fredrick, Stan Yasaitis, Alejandra Lopez, Margaret Noodin, Paul Roebber, Scott Gronert, Connor Mathias, Kathy Dolan

Excused: Laretta Henderson, Chia Vang, James Peoples, Leigh Wallas, Wikistar Otieno

Guest presenters: Jonathan Hanes, Katie Miota, Drew Knab

Co-Chair Kris O'Connor called meeting to order at 10:00.

1. Announcements made related to scheduling meetings and the general discussion co-Chair Jennifer Doering had with the Chancellor and Provost at the most recent 2030 TT update to UWM leadership.

2. Presentation of IPEDS Data

O'Connor gave a presentation on IPEDS Data comparing R1 and R2 public universities with UWM to place UWM within some larger contexts. Slides were presented on total enrollments, total instructional staff and faculty from 2017-18. Performing a regression analysis between the size of the undergraduate student body and the instructional staffing for the 183 public research universities demonstrated that UWM staffing levels for that year were in line with the size of its student body (~1,000 total full-time instructional staff for ~20,000 undergraduates). Graduation rates and composite ACT scores of incoming students were also presented. UWM's reported 2017-18 6-year graduation rate was 42%, which is below what would be expected given the student profile (49%). Expenditures per undergraduate student were presented and related to graduation rates. Surprisingly, there was not a clear relationship between expenditures per student and student success (as measured by the difference between expected and actual 6-year graduation rates).

There was discussion about student debt and the committee's desire to ensure the committee understands our own student's debt. Paul Roebber suggested <https://collegescorecard.ed.gov/> as a way to look at UWM. He also shared there are some recruitment strategies for students with high ACT scores that UWM could be doing better. Drew Knab mentioned that the pool from where students are recruited makes a difference. Scott Gronert suggested comparison to universities that are more in the Midwest as these are more likely to have similar economic drivers compared to universities in the South.

3. UWM current and projected enrollment and budget, including review of recruitment and retention strategies.

Jonathan Hanes discussed that enrollment projections are based on demographics and the assumption that historic trends will continue. He shared models of how undergraduate enrollments and graduate enrollments are projected to comprise total main campus enrollment. Key drivers of new freshmen and new transfers are high school graduates. Past year's enrollment are key drivers for much of graduate enrollment and new 'specials'. Western Interstate Commission for Higher Education projects Wisconsin high school graduates between 2000 and 2032 showing significant declines. A "cohort-flow" method was summarized as a method for projecting continuing/re-entry students by using past cohorts of new students. The historical model into 2030 and beyond projects undergraduate enrollment around 17,500.

Katie Miota shared an overview of the Outstanding Learning Environment initiative. Chancellor's Enrollment Management Action Team (CEMAT) is intended to monitor enrollments and create enrollment strategy. In the next 10 years there is a 15% projected drop in college-aged students. UWM's revenue is primarily tuition-driven, 38% of UWM students are Pell-eligible. UWM has a 22.2% four-year graduation rate and it's 10.7% for underrepresented minorities. Fall 2019 enrollment shows that 81% of overall enrollment is undergraduate and 19% are graduate students. Significant efforts are being placed on students who do not re-enroll in the next semester. Kathy Dolan asked whether it is known whether the students who do not re-enroll are those who left UWM or are taking a semester off; this is being explored further by CEMAT. First-year retention rates and the gap between students who are underrepresented minorities (URM) with non-URM students were presented. The overall retention rate for Fall 19 was 75.5%, which is a high for the five years presented. Retention interventions have been highly successful in both URM and non-URM new freshmen cohorts. The list of the high impact intervention practices was requested by the committee. CEMAT major foci in fall 2020 and beyond are to continue learning the issues, increasing awareness around best practices and making strategic impact (e.g., need-based grants, Radius, Navigate, academic mapping). The WOW counties (Waukesha, Ozaukee, Washington counties) have higher high school graduate rates, but these counties also have lower unemployment rates so there is evidence that fewer high school graduates are not entering college. It was noted that the low unemployment rate in general may affect the overall yield of Wisconsin high school graduates that attend UWM (currently ~4%, down from a high of ~6% in 2008). There was discussion that in-state competition for students will continue to increase. There was also discussion about the community reputation and the lingering reputation of UWM as a commuter campus potentially affecting our ability to recruit across Wisconsin.

The committee asked what the faculty and staff sizes would be (+/-) for an undergraduate population of 17,500. The basic regression analysis presented by O'Connor from the IPEDS data suggests ~650 tenure/tenure-track Faculty and ~850 total instructional staff is consistent with that size student body.

The committee requested information from Dev Venugopalan related to the most successful high impact practices for student retention. The bias of self-selection is important to consider and what are the characteristics of students who do not select to use a high impact practice is requested. Are there focus group data with students? Stan Yasaitis requested more information about whether UWM is providing the education that our community's employers need. He also asked if there are continuing education opportunities that UWM could be better targeting.

4. Review UWM Mission – Deferred to next meeting

5. University Innovation Alliance Discussion – Deferred to next meeting

The meeting adjourned at 11:40am.