

University of Wisconsin – Milwaukee
2030 Think Tank
Meeting Minutes
April 21, 2020, 3:30-5 p.m.
Teams Meeting

Present: Jennifer Doering, Kathy Dolan, Jackie Fredrick, Scott Gronert, Alejandra Lopez, Margaret Noodin, Kris O'Connor, Wilkistar Otieno, James Peoples, Paul Roebber, Chia Vang, Leigh Wallace, Stan Yasaitis

Absent: Laretta Henderson, Connor Mathias

Guests: Johannes Britz, Mark Mone, Robin Van Harpen, Sue Weslow

The meeting called to order at 3:33 p.m.

1. Approval of the agenda
The agenda was approved.
2. Approval of April 14, 2020 minutes
The minutes were approved.
3. Announcements
No announcements.
4. Old Business –
 - a. Review draft recommendations
 - i. Culture is the overriding theme
 - ii. The term “pillars” changed to “goals”
 - iii. Is “entrepreneurship” part of culture?
 - iv. K12 and Adult education – where does this fit?
 - v. Implementation:
 - i. Responsible party
 - ii. Timeline
 - iii. Priority – Should goals be designated as high, medium, and low or short-term and long-term? Goals are listed in order of priority level.
 - vi. We don't know how drastic the pending changes will be. Do we continue the work we've been doing or is everything going to be upended? It would be too easy to put this on the shelf.
 - vii. We need resources to achieve these goals. Where will those resources come from? Vermont State System is looking at closing campuses. UW System may be entering those same waters. Northeast and Midwest are under significant enrollment pressures.
 - viii. How do we do online education differently and create local value for students while conducting globally relevant research? We have to modernize our curriculum. Are we going to say all of our degrees are available online and in

person or just a select subset? We were hoping to have GER portion online by fall 2020. We need to think about how this would work (e.g., lab courses).

- ix. Jackie thinks we're getting too deep into the weeds. UWM is worried about finances, and rightly so, but this could be a real opportunity for UWM. If people aren't willing to devote resources, things won't happen the way we want them to. We need to focus on the most critical components.

b. Chancellor's feedback (Chancellor and Provost guests 4:00-4:30)

Mark – agrees with Jackie. Prioritizing is important. This is a sea change, a new world order. Hundreds of articles have already been published about how to handle this. We have to focus, in a positive, creative, opportunistic way. How do we seize on the strengths that we have? Everybody in Higher Ed is in a tough spot. Give us focus, a few points in an executive summary.

i. Questions for Leadership:

1. Higher Ed landscape is going to change. Struggling with prioritizing. Two months ago, we would have said gen ed reform, but would also like to see a stronger first year experience but that would mean more classes, more resources. Is that something we can prioritize?
2. How do we make a 2030 plan without knowing what 2021 will look like?

ii. Response:

1. Chancellor Mone: There will be a planning meeting tomorrow, where we will have the best-informed views of what 2021 will look like. When I think about the future – I wonder, are we taking the voice of the customer into account? What are their needs likely to be? What is driving a lot of the needed skills – employers need skills and competencies, not just degrees. What can we do to provide skills in a short time frame? Where's the voice of the consumer? We have a great risk of being in a commoditized situation. The boundaries of the state are irrelevant in an online world. What an opportunity for a reset! There may not be a "normal" to go back to in 2022.
2. Provost Britz: For fall, we may still be online with limited in-person gathering; maybe even into spring. What happens after that? The landscape of higher ed will never be the same. This might affect how students choose, how they study, and their need for contact. Technology will emerge in knowledge sharing. Dorms as income will flat out. In these dark hours, I'm excited by creative planning. How do we position ourselves in terms of our strengths? 2030 is 2020 – what happens this semester will set the tone for how we move forward.
3. Vice Chancellor Van Harpen: Not a question of 2021 as an impediment to get over, but the new 2030. There may be new opportunities and our unique qualities may be our strengths – access mission, lower tuition, size, commuter status. There are still many unknowns; there may be more opportunities that we're not yet aware of. We have to keep working on this – it's an iterative process. If we're just cutting, we'd be sunk. The question is how do we reposition ourselves to take advantage of opportunities that come our way?

4. Chief of Staff Weslow: I applaud this group's efforts – student experience and entrepreneurship are very important. We should also add data science, which is an exploding area that we already have.

iii. Question:

1. Paul: Will the scenario planning be translated into what this means with regard to personnel? This is what we need to know in order to think about how to focus for the long term.

iv. Response:

1. Johannes: It doesn't matter what plays out in fall; if instructors are not up to speed in digital pedagogy, they will be in trouble. We want to upskill our instructors to be excellent online instructors.
2. Mark: What are our capabilities now? What do we need for the future? We need to recognize budget, but we need to find our priorities. Identify three buckets. 1. What must be protected at all costs? 2. Where do we have to invest more? 3. What can we cut? What are UWM's core values? How do we prosper and thrive in a changing environment?

v. Question:

1. Kris: This is a new landscape – increased online footprint. Do we offer every degree online or target specific programs? Is the goal to have everything we do both online and in person?

vi. Response:

1. Mark: We were starting to go down this path before COVID – are we trying to be all things to all people? We're funded on a per student basis at lower levels than the other comprehensives. We're not built around a sustainable financial model. What can we do well? What is needed? What is saleable? What is right for the type of institution that we are? Every industry has had to transition to change. If we are agile and nimble, there may be many opportunities. We have to do the best we can as fast as we can. Fewer degrees. Repurposing.
2. Johannes: A hybrid future is closer to the truth than a fully online one. Online won't work for everyone, e.g. summer bridge, some professional master's degree. We could grow more globally. What happens after 2021. The tension is to predict a future that will not look like the past.

vii. Question:

1. Kris: Do you want to streamline the program array?

viii. Response:

1. Johannes: We will see more alignments and collaborations, a reduction in the number of courses – system-wide. The question on degree programs will be led by UW System.

ix. Comments:

Follow-up conversation focused on how to frame the final report in light of the current situation and the Chancellor's and Provost's feedback. There was agreement that the current draft already contains the core ideas, but they should be prioritized. The committee agreed to focus the main recommendations on three areas: the program array, revamped general education curriculum, and student experience.

5. New Business –

- a. Discuss final report strategy and timeline
 - i. Due date: May 29
 - ii. Draft will be ready mid-May
 - iii. May 5 – Meet again to review a more fleshed-out document.
 - iv. Assign volunteers to work on individual sections:
 1. Program array and online education: Kris, Scott, Paul, Kathy, Jennifer
 2. GER/First Year Experience/Curriculum: Leigh, Jennifer, Margaret, Wilkistar
 3. Student-centered experience: Chia, Jackie, Alejandra, Kris

6. Future Scheduling

- a. Content and topics for upcoming meetings
Next meeting May 5, 3:30 – 5 p.m.

Meeting adjourned at 5:05 p.m.