Spring 2021
L&S Town Hall
February 19, 2021

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Dean, College of Letters and Science
Student Success
L&S First-Year Retention and Graduation Rates for Full-Time Students

Things are getting better, particularly for students of color.

1st year retention

6-year graduation

All Undergrads

Students of color

School and College Analytics Dashboard
Number of BA/BS Degrees are Stabilizing

BA/BS Rising in Students of Color

School and College Analytics Dashboard
Enrollments
AY 21 Enrollment

• UWM Fall 2020 new freshman enrollment down ~15% and transfers down 12%
• Continuing students down just 2%
• Spring numbers are worse with 5.5% drop in students from spring 2020 and SCH is down 6.2% at UWM and 8.1% in L&S

Dropping SCH is a major concern for L&S
Given our current funding sources, SCH in L&S drives budget and personnel levels.
Graduate student population has followed changes in faculty
All the metrics are correlated back to SCH
Looking Ahead – Wisconsin High School Graduates

Milwaukee County will see a 10% increase (there is a 6% drop in WOW counties)

https://www.wisconsin.edu/education-reports-statistics/reports-by-topic/wisconsin-high-school-graduate-projections/
Opportunities – Things we are doing and ways we all can contribute

• Recruiting
  • More focused and personal recruiting strategies
  • Dual enrollment

• Retention
  • Our increase in 1st year retention is critical.

• Transfer
  • New MOU with MATC on GER and L&S breadth
Opportunities – Things we are doing and ways we all can contribute

• Non-Traditional students
  • Growth in potential students is in 1st generation, transfer, and students of color – build more welcoming environment for students and staff from diverse backgrounds

• Provisional Admits
  • Academic year bridge program on Kenwood campus

• Rethinking Academic Programs
  • Are our programs shifting with student interests?
Scholarship and Research
L&S PhD Production Remains Strong Versus Peers

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total L&amp;S PhDs 2019</th>
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<tbody>
<tr>
<td>Pittsburgh</td>
<td>168</td>
</tr>
<tr>
<td>Houston</td>
<td>156</td>
</tr>
<tr>
<td>Temple</td>
<td>156</td>
</tr>
<tr>
<td>UIC</td>
<td>154</td>
</tr>
<tr>
<td>Georgia State</td>
<td>137</td>
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<td>Wayne State</td>
<td>108</td>
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<tr>
<td>Cincinnati</td>
<td>107</td>
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<td>UWM</td>
<td>83</td>
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<tr>
<td>VCU</td>
<td>59</td>
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<tr>
<td>Toledo</td>
<td>50</td>
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<tr>
<td>UM-Boston</td>
<td>31</td>
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<tr>
<td>Portland State</td>
<td>26</td>
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<td>Cleveland State</td>
<td>24</td>
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<tr>
<td>UM-Kansas City</td>
<td>10</td>
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<tr>
<td>New Orleans</td>
<td>10</td>
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</tbody>
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Strong production across all of L&S

Will not match internal L&S values because search was for generic set of L&S disciplines (IPEDS data 2019). Biological and biomedical sciences excluded to avoid including large medical school units that distort the data.
L&S Research Funding Remains Strong Versus Peers

<table>
<thead>
<tr>
<th>Institution</th>
<th>L&amp;S 2019 Fed Expenditures</th>
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<tbody>
<tr>
<td>U. Pittsburgh, Pittsburgh</td>
<td>40816</td>
</tr>
<tr>
<td>U. Houston</td>
<td>35016</td>
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<tr>
<td>Georgia State U.</td>
<td>26242</td>
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<tr>
<td>Temple U.</td>
<td>24332</td>
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<tr>
<td>U. Illinois, Chicago</td>
<td>22167</td>
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<tr>
<td>U. Wisconsin-Milwaukee</td>
<td>17838</td>
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<tr>
<td>Virginia Commonwealth U.</td>
<td>16163</td>
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<tr>
<td>Wayne State U.</td>
<td>15586</td>
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<td>U. Cincinnati</td>
<td>13735</td>
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<tr>
<td>Portland State U.</td>
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<td>U. Massachusetts, Boston</td>
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<td>U. Toledo</td>
<td>9238</td>
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<tr>
<td>U. New Orleans</td>
<td>4092</td>
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<tr>
<td>U. Missouri, Kansas City</td>
<td>2194</td>
</tr>
<tr>
<td>Cleveland State U.</td>
<td>2168</td>
</tr>
</tbody>
</table>

Strong production across all of L&S

Will not match internal L&S values because search was for generic set of L&S disciplines (NCSES data 2019). Biological and biomedical sciences excluded to avoid including large medical school units that distort the data.
Research Expenditures at UWM

L&S continues to excel in sponsored research at UWM

UWM research metrics dashboard
Budget Challenges with Enrollment
New Budget Model (NBM)

- With the 70/20/10 distribution between SCH/Research/UG Degree parameters, there is a heavy weighting towards undergraduate program productivity.
- The 20% designated for research is based on external grant support and doctoral degrees. L&S captures about half the pool.
- The NBM tuition pool (excluding fringe) is about $100 million and L&S receives about $50 million.
Budget Fast Facts

• For L&S, each 1% change in enrollment equates to about a $500K change in NBM funding. Drop since AY 2018 is equivalent to $6 million or the equivalent of over 60 faculty lines.

• Our personnel costs are about $37 million for faculty, $12 million for academic staff, $10 million for GTAs, and $3 million for university staff.

• Indirect cost return (fund 150) is about $3 million/year, with about 1/3 dedicated to Chancellor’s Graduate Student Awards.
Our majors are dropping slightly faster than the number of faculty. Student/Faculty ratio remains in 18-19 range.
Structural Challenges

- L&S has shrunk about 30% in the last decade in faculty, academic staff, majors, and SCH.
- Curricular and administrative demands have not dropped nearly as much, creating added work for all.
- Attrition does not always parallel enrollment losses and some units facing much larger student/faculty ratios.

Excessive committee duties, augmented ECs, low degree productivity, and small cohorts are the damage of shrinking students/staff, while maintaining structural complexity.
Structural Challenges – What can we do?

• Reduce administrative burdens by shifting towards smaller number of units with better support.

• Reassess curricular array and organization to align better with current student population and interests, with a goal of 15 degrees/year in most single discipline degrees.

• Fully embrace our access and research missions
  • Our access mission and student success efforts fund our research mission.
  • Our research mission makes our UG programs more attractive and enhances student success efforts.
2030
Survey
Departments serve varying roles in the educational mission of UWM. Rank the emphasis of these student development roles in your Department.
Departments, Programs and Centers also serve in varying roles in the research and outreach mission of UWM. Departments, Programs and Centers also serve in varying roles in the research and outreach mission of UWM.

- Seeking external funding
- Disseminating new knowledge and innovations
- Serving the local and regional community
- Providing research opportunities and mentorship for undergraduates
- Providing research opportunities and mentorship for graduate students and post-docs.
In thinking about the future of your department, what factor do you think will most limit its impact on the mission and goals of UWM?

- # of UG majors: 5.0%
- Total SCH taught: 2.0%
- Grad enrollment: 15.0%
- # of faculty/staff: 60.0%
- Research infrastructure: 10.0%
Do you think that your department/program would benefit from considering:

- Reshaping/Renaming current unit
- Merging with another
- Moving to another School or College
- No organizational change
- Other
Departments, Programs and Centers have contributed in various ways to enhance diversity, equity, and inclusion at UWM. Is your unit engaged in any of the following activities?
Questions
• The chancellor's award funds for graduate students have been severely cut. How will this affect our ability to recruit talented graduate students, our ability to maintain external funding and our ability to retain R1 classification? What are you doing to solve this problem?

• UWM has an overabundance of administrators and too few faculty. At what point will the Chancellor's and Provost's offices begin to address this issue by prioritizing the hiring of a new generation of faculty over the continued proliferation of administrative posts?
• Now that so many courses have been designed for online delivery, will there be continued support for departments to run online sections of courses?

• What is the plan for the format of Fall classes? Will there be a deadline for any format changes before fall semester begins?
• We are concerned that budget cuts will threaten grad student stipends and research support, thereby hampering our ability to admit/retain students and retain faculty. What steps are being taken to continue the College’s support for graduate students and their research?

• Since faculty from presumably every department feel like their department lacks resources and that the future of their department does not look good, how can the College actually help departments improve? It feels like the ONLY process going on is one of cutting, but if there is no actual growth, then we'll just die a death of a thousand cuts.
• Given that the December covid relief bill passed with 23 billion devoted to higher ed, do we yet know how these relief measures are likely to be figured in for the short term to address the most severe/recent loss in revenues at UWM due to the pandemic?

• Can leadership commit publicly to preserving the core of all great universities, namely the liberal arts and classic foundations of reading, writing, science and rhetoric. I worry that in the rush to an entrepreneurial model, we will lose all that matters for a university: creating citizenship and the climate of intellectual curiosity.