

UW-Milwaukee
Strategic Opportunities Statement

April, 2017

Updated in July, 2017*

FOUNDATION AND PROCESS

UWM is a major research university, an important destination campus for undergraduate and graduate students, and serves as UW System's student access institution. **UWM is committed to meeting the needs of our region, the state of Wisconsin and beyond.** The Chancellor's Strategic Opportunities Work Group (CSOWG), **developed this statement of UWM's strategic opportunities**, building on our [established Mission, Vision, Guiding Values](#) and [strategic directions](#) of:

- Student success
- Research excellence
- Community engagement
- Culture and climate, and
- Brand, visibility and image

In light of the changing environment in higher education, UWM developed this **plan for future success as a premier urban research university**. Given unprecedented fiscal challenges, enrollment declines and shifts in the role and view of higher education, we acknowledge that previous actions and tactics will not lead to future success. We must **look forward and adapt**, and, in doing so, **define anew how UWM will achieve our mission, structure and overall direction**.

CSOWG included representatives from across campus and solicited wide campus input ([details here](#)). The process built on existing campus planning including the [UW-Milwaukee Strategic Plan 2020](#) document, plus recent recommendations from the [Campus Budget Task Force](#), [the Chancellor's Campus Organization & Effectiveness Team \(CCOET\)](#), [the Strategic Position Control process](#), the Student Success Work Group and others.

CSOWG's goal was to identify **areas in which UWM excels and what we aspire to be known for**, to establish a sustainable UWM that maintains and/or grows our [R1 standing](#), student success, community engagement, climate and culture, and brand, visibility and image. We will maintain our status as a complete university grounded in liberal arts and well-rounded, innovative education. Every school, college, and division has an important role, but we will be stronger with a focus on our strategic directions and resilient foundation. This statement will guide current and future investments and facilitate greater campus, community and legislative support, resulting in a stronger resource base and greater financial sustainability.

The following is UWM's Strategic Opportunities Statement.

*Please note that the revisions made in summer 2017 were provided by the Chancellor's Expanded Cabinet, including governance members, all of whom helped to create the original version. These minor revisions are primarily editorial and provide clarification and/or areas for further development.

UWM'S STRATEGIC OPPORTUNITIES AND ASPIRATIONS AS A PREMIER URBAN PUBLIC RESEARCH UNIVERSITY

Through collaborative discussions and with feedback obtained from the campus community, UWM has developed the following strategic opportunities, aspirations and key pathways:

- I. Be an outstanding learning environment that prepares all undergraduate and graduate students to live and work in the global 21st century through:**
 - A continuum of quality educational experiences within and beyond the classroom that instill deep, critical imaginative thinking and understanding, cultural fluency, leadership skills, and an entrepreneurial mindset.
 - Utilization of our urban setting, community partnerships and experiential learning opportunities.
 - Celebration of and support for our diverse student body.

- II. Be an exceptional research university known for:**
 - Excellence in research and creative arts;
 - Inter-disciplinary collaboration, including those in health, STEM and water fields; and
 - Research partnerships that contribute to and benefit from UWM's urban community.

- III. Be a leader in community engagement to improve the quality of life in our region, Wisconsin and the world, accomplished through:**
 - Undergraduate and graduate students, faculty and staff who are entrepreneurial and engage in the community;
 - Research that influences and enriches; and
 - Alumni who power the economy.

Foundational to all opportunities and aspirations is the practice to hire, develop, and retain diverse faculty and staff dedicated to teaching, mentoring, learning, and research, which will be measured through faculty/student ratios; teaching academic staff/student ratios; and the Demographic breakdown of faculty, teaching academic staff, non-teaching academic staff and university staff.

UWM'S KEY PATHWAYS TO AND METRICS FOR STRATEGIC OPPORTUNITIES AND ASPIRATIONS

I. Outstanding Learning Environment

- A. Strengthen the educational pipeline between UWM, high schools, technical schools, and 2-year colleges, and increase student retention and graduation.
 1. Admission, retention, and graduation rates of students by:
 - Level: Undergraduate, Master's, PhD, certificates;
 - Demographics: first generation, expected family contribution, race/ethnicity;
 - Institution type: Milwaukee Public Schools, UW Colleges, etc.; and
 - Other: flex, online, international, transfer, non-resident, and high school.
- B. Enhance our comprehensive student success network from admission through graduation.
 1. Total amount of scholarship funding available to students.
 2. Percentage of students participating in supplemental instruction, tutoring, writing support, and peer mentoring.
 3. Track grades in identified courses in which students earn grades of "D", "F", or Withdrawal.
 4. National Survey of Student Engagement benchmark data.
- C. Increase career planning, leadership development, and experiential learning opportunities.
 1. Total and percentage of students participating by school/college in work-based learning experiences such as for-credit internships, paid internships, off-campus independent study, co-ops, leadership development programs, and volunteer experiences.
 2. Total and percentage of students and faculty participating in service learning.
 3. Post-graduation employment data.
- D. Increase cross discipline, cultural, political, socioeconomic, and geographic dialogue, collaboration, and learning as it relates to student learning and leadership.
 1. Percentage of international students.
 2. Total number of students participating in study abroad.

II. Exceptional Research University

- A. Use campus-wide research priorities to guide decisions for supporting programs and investing in new initiatives.
- B. Adopt a team hiring strategy for some hires based upon multi-disciplinary, problem-based teams and built on existing research strengths.
 1. Initially target health, water and STEM but expand to other topical areas.

- C. Implement workload policies that accommodate varying levels of a faculty member's research and creative activity and provide accountability for faculty effort across research, teaching, and service activities.
- D. Support a research culture that values a wide breadth and diverse modes of research and creative activity.
- E. Phase in critical baseline investments over the next 2-3 years:
 - 1. Bring Teaching Assistant (TA) salaries to competitive levels;
 - 2. Provide a modest funding increase to restore some journal subscriptions; and
 - 3. Provide at least 50% of our graduating seniors with a meaningful research experience.
- F. Evaluate the structure of graduate programs to maximize research outcomes.
 - 1. Consider new research-based interdisciplinary graduate programs.
- G. Implement a more comprehensive university-wide system for tracking and assessing research and creative activities, and to guide investments.
 - 1. Total amount of research and public service expenditures
 - 2. Total number of awarded PhD degrees
 - 3. Total number of post-doc and RA appointments
 - 4. Total number of publications and creative works
 - 5. Total number of patents, licenses, and start-up companies.

III. Community Engagement Leader

- A. Strong, effective, and coordinated (e.g., potentially centralized) programs to:
 - Increase faculty and staff participation in service learning;
 - Increase undergraduate and graduate work experiences in alignment with regional opportunities; and
 - Increase faculty and staff engagement, internally and externally.
 - 1. Total and percentage of faculty/staff participating in service learning.
 - 2. See I.C.1.
 - 3. Total number of for-profit and non-for profit community partners.
 - 4. Public service expenditures per student FTE.
- B. Develop seamless connections with for-profit and not-for-profit organizations through:
 - Student internships/co-ops/work experiences.
 - Entrepreneurship.
 - Career services.
 - Executive education.
 - Guest speakers.
 - Sponsored research.
 - Philanthropic support.

1. See I.C.1.
 2. Total and percentage of students and faculty/staff involved in entrepreneurial programs.
 3. Total number of student career services placements.
 4. Total and percentage of executive education enrollee participants by school/college.
 5. Total and percentage of executive education faculty/staff involved by school/college.
 6. Total executive education revenue by school/college.
 7. Total of classroom speakers, lectures and other guest speaker campus events.
 8. Total number of research partnerships with for-profit and non-for-profit organizations.
 9. Total number of for-profit and not-for-profit organizations providing philanthropic support.
 10. Total amount of philanthropic support in categories of research, student scholarship and innovation/entrepreneurial capital campaign categories.
- C. Increase alumni programming that advances the community engagement mission.
1. Total number of participants in the Alumni Community Engagement (ACE) volunteer service program.
- D. Develop communication and marketing initiatives that inform the public of the powerful impact UWM's research, teaching and community service have on our communities and state.
1. Total number of earned media.
 2. Total fiscal value of earned media.