

Strategic Opportunities Action Plan

2017-18

The following framework is based upon discussions from the Chancellor's Expanded Retreat held in June 2017 regarding the [Strategic Opportunities statement](#) and [related campus-wide metrics](#). The summary framework of the SO statement provides:

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 as specified in the campus-wide metrics.

Outstanding Learning Environment

- Leaders: Chancellor's Enrollment Management Action Team (CEMAT) Co-Chairs Provost Johannes Britz and Interim Director of Undergraduate Admissions Katie Miota
- Group(s): Chancellor's Enrollment Management Action Team (CEMAT) Executive Committee
- Action: Using the Strategic Enrollment Management Plan, the Retention Plan, the Student Success Work Group (SSWG) plan and other relevant CEMAT-directed plans such as the efforts to align school/college and unit actions with student success, create a consolidated action plan with timelines, responsible parties and metrics for the "Outstanding Learning Environment", noting the following prioritization of the SO items:
1. Strengthen the educational pipeline between UWM, high schools, technical schools and 2-year colleges and increase enrollment, retention and graduation rates.
 2. Enhance our comprehensive student success network from admission through graduation.
 3. Increase career planning, leadership development, and experiential learning opportunities.
 4. Increase cross discipline, cultural, socioeconomic, and geographic dialogue, collaboration, and learning.
- Notes: At the Chancellor's Expanded Retreat, there were comments that the Outstanding Learning Environment would benefit from additions from the SSWG action plan, metrics related to the "comprehensive student success network" and "increase cross discipline..." sections such as the number of undeclared majors, visits to the "one stop" web site, increased student participation in the NSSE survey, and others as deemed appropriate. These metrics could be added to the campus metrics or divisional metrics.

Exceptional Research University

- Leader: Vice Provost for Research, Mark Harris
- Group: Research Excellence Team
- Action: Execute the [Research Plan for Excellence](#), which aligns with the Strategic Opportunities statement, by forming work teams to address the following initial priorities:
1. Bring Teaching Assistant salaries to competitive levels.
 2. Build the following into review and rewards processes:
 - a. 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.
 - b. Support a research culture that values a wide breadth and diverse modes of research and creative activity.
 3. Adopt a team hiring strategy for some hires based upon multi-disciplinary, problem-solving based teams built on existing research strengths.

4. Use campus-wide research priorities to guide decisions for supporting programs and investing in new initiatives.
5. Modest increase in library funding to support research journal access.

Community Engagement Leader

Leaders: Vice Chancellor of Development and Alumni Relations Pat Borger
Vice Chancellor of Global Inclusion and Engagement Joan Prince
Vice Chancellor of University Relations and Communications Tom Luljak

Action: The named leaders will create an action plan or multiple plans which divide the pathways in logical groupings, to address the following pathways:

1. Increase faculty and staff participation in service learning; and
2. Increase undergraduate and graduate work experiences in alignment with regional opportunities.
3. Increase faculty and staff engagement, internally and externally.
4. Develop seamless connections with for-profit and non-for-profit organizations.
5. Increase alumni programming that advances the community engagement mission.
6. 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.