University of Wisconsin – Milwaukee
Strategic Directions

**Background**
Chancellor Mone hosted a retreat in March 2019, in which 100+ individuals from across campus met to discuss UW-Milwaukee’s future. Participants included governance leads, deans, Chancellor’s cabinet and expanded cabinet members, and additional invitees selected by deans, division heads and governance leads.

The discussion focused on how UWM can position itself for a successful future, including:
- The major contextual drivers of change UWM faces;
- Schools’, colleges’ and divisions’ efforts to effectuate new initiatives;
- Recommendations for specific actions to advance changes at UWM; and
- UWM’s guiding values, which are:
  - Innovation, leadership, and collaboration that fosters learning through education, scholarship and research, and public service.
  - Opportunities for open inquiry to support the positive transformation of individuals (students, faculty, and staff), institutions, and communities.
  - A caring, compassionate, and collegial community characterized by mutual respect and safety.
  - Diversity in all of its definitions, including who we are, how we think, and what we do.
  - Ethical behavior, based on integrity, accountability, and responsibility
  - Transparent and inclusive decision making.
  - Stewardship of resources that promote sustainability, prosperity, and equity for all in the local and global communities.
  - Pride in our institution, our unique qualities, and our vital role.

A summary of the retreat discussion including ideas for follow-up actions was created. A similar summary was prepared following the Chancellor’s June 2018 retreat. Both retreats covered consistent themes, and many proposed actions have already been initiated. Read the action ideas here:

- [March 11, 2019 retreat summary: ideas for follow-up action](#)
- [June 20, 2018 retreat summary: ideas for follow-up action](#)

**Strategic Directions**
Consistent with [UWM’s mission, vision and guiding values](#), UWM has five strategic directions:

- Diversity, Equity and Inclusion
- Outstanding Learning Environment
- Research Excellence
- Community Engagement and Talent Pipeline
- Sustainable Future for the Campus
  - Enrollment and Fiscal Actions
  - Brand, Visibility and Image
  - Culture and Climate
Strategic direction groups already existed or have been formed and will focus on the actions detailed below.

**Diversity, Equity and Inclusion** (Chancellor Mark Mone and Vice Chancellor Joan Prince)
This strategic direction is foundational to all other strategic directions, which will include diversity, equity, inclusion in their action plans.

- Implement Diversity, Equity and Inclusion (DEI) framework
  - Improved DEI outcomes
  - Actions supported by infrastructure, policies and procedures that lead to sustainability

**Outstanding Learning Environment** (Provost Johannes Britz and Chief Enrollment Office Katie Miota)

- Advance Outstanding Learning Environment plan
  - Improved retention and graduation rates
  - Communicate goals across campus
- Improved Student Academic and Experience/Student Success Collaborative
  - Holistic advising
    - Four-year undergraduate academic plans
    - Integrate soft (behavioral) skills into academic disciplines; “The I Professional” program
    - Include focus on innovation and entrepreneurship
  - Dual enrollment and high school integration
- Improved Undergraduate Student Co-Curricular Experience
  - Increase student awareness and use of support services
  - Increase opportunities for student connection with faculty, staff and peers
  - Examine, enhance and integrate support for students navigating various stages of transition (first-year students through graduating seniors)
- Integration of College of General Studies
  - Increase articulation agreements with technical colleges and four-year colleges
  - Provide four-year degree offerings
  - Prepare students for life after graduation
  - Address online and other changing needs

**Research Excellence** (Provost Johannes Britz and Interim Vice Provost Mark Harris)

- Maintain and build upon Carnegie Research 1 status
- Incentivize inter-disciplinary research
- Implement workload policy to enable optimal use of faculty time and facilitate team research
- Increase partnerships by applying research to solve industry problems

**Community Engagement and Talent Pipeline** (Vice Chancellor Pat Borger and Vice Chancellor Joan Prince)

- Maintain and expand upon Carnegie Classification of Community Engagement
- Increase student work experiences and focus on experiential learning and entrepreneurship
- Advance new academic offering delivery models to meet talent growth needs
• Credentialing
• Upskilling
• Stackable degrees
• Grow external strategic partnerships including those with emphasis on innovation and entrepreneurship

**Sustainable Future for the Campus** (Provost Johannes Britz and Vice Chancellor Robin Van Harpen with support from Vice Chancellor Tom Luljak and Chief Enrollment Office Katie Miota)

Lead implementation of the following administrative efforts to improve operations and maximize resources:

- Outstanding Learning Environment plan implementation
- Institutional student financial aid
- Management of scholarships
- Need-based grants
- Promise program
- Integrated Support Services implementation
- New budget model implementation
- UW System Administrative Transformation Project
- Re-branding campaign
- Employee Learning and Development Advisory Committee

**Action Plans**

Each strategic direction group listed above will finalize their action plan on or before the end of calendar year 2019. Each group will thereafter provide the Chancellor with updates every four months. All plans will include team members, responsible units, goals, timelines, and metrics, and will feature ideas for:

- Growth in current and additional revenue streams;
- Effective offerings and operations; and
- New opportunities that align with UWM’s mission, vision and guiding values.

To ensure UWM takes advantage of future emerging opportunities, the groups will continually review and revise their action plans and goals for new ideas to advance UWM in the next five to 10 years (or beyond). To recognize new opportunities, the groups will engage in blue sky thinking, monitor best practices, solicit input and reactions from campus sources, incorporate existing school, college and division strategic plan efforts, seek out resources and updates from professional organizations and external experts, and stay current on emerging trends and developments.

**Communication and Engagement**

The Chancellor will regularly communicate progress on strategic directions to the campus via campus messages, a web site and other means to be developed as planning advances.

Members of each strategic direction work group will also help to communicate updates by serving as ambassadors to the campus on their strategic direction action plan efforts, including change management actions needed throughout campus to accomplish our goals.