Action Plan: Sustainable Future for the Campus

Led by Provost Johannes Britz and Vice Chancellor Robin Van Harpen with support from Vice Chancellor Tom Luljak and Chief Enrollment Officer Katie Miota

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Executive Summary

The charge of our Strategic Direction group is to lead development of UWM strategy to create a sustainable future through improvement of infrastructure and operations, and maximizing resources, including the following administrative efforts and initiatives:

- Financial Impact of Outstanding Learning Environment Plans
- New Budget Model implementation and Financial Reporting & Analysis
- Integrated Capital Planning and Space Management
- Integrated Support Services
- UW System Administrative Transformation Project
- Data Management Solutions and Digital Transformation
- Campus-wide Compliance Management
- Human Resources Management and Employee Learning & Development
- Marketing, Branding and Advocacy
- Maintaining a Safe Environment
- Improve Sustainability and Energy Management

Through the above efforts and initiatives, this group is collectively working on the following specific goals, as detailed further below in this report:

Financial Impact of Outstanding Learning Environment Plans
Responsible Units: Enrollment Management, Academic Affairs

As UWM embarks on the implementation phase of the Outstanding Learning Environment (OLE) plan, we are specifically identifying opportunities for growth and improvement. The demographic shifts projected to be amplified over the course of the next decade require UWM to ensure that we are in fact creating both an outstanding environment for learning while doing so in a sustainable way that is intended to grow enrollment and revenues, better allowing UWM to support its mission of access and research.

The OLE is designed to impact three critical areas: recruitment, retention and graduation with key efforts and strategic investments in select areas as follows:

1. Goal: Provide an Increased Comprehensive Institutional Aid Plan

   - **Implement need-based grants** for resident, Federal Pell Grant eligible students by offering a range of grant dollars to offset gaps between students' existing grants and remaining tuition balance. This is an investment of **$727,000** annually with the goal of increasing yield, retention and graduation rates of recipients.

     Background: UWM does not currently have a centrally-supported, campus-wide need-based grant. The implementation of this grant allows for all resident students with Federal Pell Grant eligibility to receive a grant to offset some or all of their tuition charges. This is a group of students who historically have lower retention and graduation rates than their non-Pell-eligible peers. The infusion of this grant funding is specifically tied to the OLE goals of increasing retention and graduation with an eye on achieving equitable outcomes across student groups.

     Status: Funding has been set aside and may be awarded for spending in FY 2021. Need-based grants are currently being programmed into the financial aid system to be awarded for the fall 2020 class.

     Metrics: Overall enrollment including measurement of yield and retention rates as well as the graduation rates for students receiving grants. In addition, we will attempt to measure overall financial return on investment in terms of increased enrollment as a result of the grants.

   - **Expand Chancellor's awards** from the existing two-year awards to four-year awards. This is an annual investment of **$440,000** with the goal of increasing yield and retention of highly qualified undergraduate students.

     Background: The Chancellor's awards have existed on our campus since the 2016-17 academic year and were previously focused on recruitment by providing aid in either

the first or first and second year. The additional investment for these awards expands to impact retention and graduation as well as recruitment for the recipients.

Status: Funding has been set aside and may be awarded for spending in FY 2021. The new format of awards will be offered to students in the Fall 2020 class with initial recipients selected in December of 2019

Metrics: Yield, retention and graduation of award recipients will be tracked with the goal of increasing each of these metrics.

- **Implement retention and graduation grants** to serve students with financial balances preventing their re-enrollment for the upcoming term. This is an annual investment of **$250,000** with the goal of increasing retention and graduation rates.

  Background: The retention and graduation grants are designed to target students showing academic promise and nearing graduation to provide a final push toward graduation. These grants are administered collaboratively between the central units and the schools/colleges. Students are identified at the start of the enrollment period for the upcoming term and awarded small grants (typically $1000 or less) to ensure enrollment for their next (and often final) term is possible.

  Status: Funding has been set aside and is available for spending now. The program is underway with impacts to both the fall 2019 and spring 2020 enrollment.

  Metrics: Enrollment of grant recipients is monitored to measure retention and time-to-graduation. In addition, we will attempt to measure overall financial return on investment in terms of increased enrollment as a result of the grants.

- **Examining the scholarship process** to ensure maximization of available financial support for our students.

  Background: Awarding and management of student scholarships occurs in multiple locations across campus which involves varying award timelines, multiple applications, unawarded scholarships and lack of coordination in creating the best possible aid packages. Meanwhile best practice is to provide students with "one award letter" with all federal, state and institutional funds listed. In order to accomplish this, all scholarships need to be determined and awarded prior to the Financial Aid Office processing cycle beginning for the appropriate award year.

  Status: A campus committee is currently reviewing scholarship practices and will make recommendations to move forward.

  Metrics: Increased yield, retention and graduation by strategically awarding the maximum available scholarship dollars to impact the largest group of students.

2. Goal: Implement an Expanded Student Support Model

-   **Hire additional student support professionals** to expand the existing support structure on campus. This is an investment of $830K annually with an additional $440K in the first year required for start-up.

    Background: A work group from across campus, collaborated to identify a need for additional support professionals on campus whose work and specific job descriptions will be based on data analysis to inform the best use of these additional resources.

    Status: A proposal will be made to Chancellor Mone and Provost Britz by January 10, 2020.

    Metrics: Increased overall enrollment by improved yield, retention and graduation rates. In addition, we will attempt to measure overall financial return on investment in terms of increased enrollment as a result of the expanded support.

New Budget Model Implementation and Financial Reporting & Analytics
Responsible Units: Finance & Administrative Affairs, Academic Affairs

In the Fall of 2018, in preparation for the FY 2020 budget year, UWM implemented a new budget model that measures the performance of schools and colleges based on student credit hours, research activity, and degrees awarded. It also considers contributions to UWM's mission, strategic goals and initiatives by each school, college, and division on campus. The budget of every division on campus is reviewed in meetings with leadership of each unit. The new model allows UWM leadership and financial governance (the Academic Planning and Budget Committee) to better understand all budgets at UWM, to hold units accountable for goals, and to understand where investments are being made in activities that are not self-supporting, in order to ensure that all resources of UWM are maximized.

Over calendar year 2019, additional tweaks were made to the model based on lessons learned and additional discoveries regarding the use of campus revenues and expenses. The process was again fully implemented in the fall of 2019 for the FY 2021 budget year. Again, learnings from the process have resulted in additional goals under this heading, as described below.

1. Goal: Continue to Enhance UWM's Budget Model

   Background: In summer 2019, several key elements were identified by the Budget Model Support Team to improve the budget model as well as campus and divisional financial planning. This resulted in plans to implement budget model enhancements to further enhance financial management and broaden stakeholder understanding of UWM's budget model and processes.

   Status: Financial Planning & Analysis has implemented nearly all of the suggested enhancements, which focused on (1) standardizing an approach to fringe benefits, (2) applying a more uniform 'contribution tax' to various tuition elements, and (3) integrating carryforward requests in the budget process. In addition, over the summer AA & FAA met with all 14 school or college academic enterprises to review the current model, obtain input, and assist in divisional understanding and planning.

   Metrics: Operating results, Consolidated Financial Index, and performance metrics under new budget model (student credit hours, graduation rates, and research activity).

2. Goal: Enhance Financial Infrastructure and Reporting at UWM

   Background: In FY2020, UWM defined internal management reporting and a financial management and reporting schedule, including budget development cycle, forecast cycles and routine reporting cycles, as well as other key indicators (e.g. cash balances, etc). For FY2021, with a major financial planning software implementation underway at UWSA, UWM is focusing on standardizing UWM's divisional management reporting.   The specific elements of this goal are to: (1) develop standard financial reporting "package" for divisions (2x/fiscal year), (2) develop monthly standard divisional financial reports, and (3) redefine UWM's Chart of Accounts in advance of UWSA's Administrative Transformation Project (ATP). FAA's Business & Financial Services (BFS) is currently partnering with OAIR and Enrollment Management on defining the basic elements of a campus multi-year financial model to fully transition to a common financial management cycle in the higher education sector.

   Status: BFS's Office of Financial Planning & Analysis has created a SharePoint site for all divisions to review financial reports and financial information. A small team of UBRs and BFS staff have developed a standard suite of financial reports and BFS is currently working with UWSA on implementing reporting enhancements for standard divisional level reporting. These are targeted to be completed by 6/30/20.

   Metrics: Annual completion of reports.

Integrated Capital Planning and Space Management Efforts
Responsible Units: Finance & Administrative Affairs, Academic Affairs

UWM has about 7.2 million gross square feet (GSF) of space with about 1.8 million GSF classified as auxiliary space. New buildings often cost from $500 to over $1,000 per GSF to build and more than $5.00/GSF/year to heat, light, cool and maintain them. It is therefore imperative to manage space efficiently and to not build any more space than is needed. At the same time, over half of UWM's total space has not been renovated in over 45 years and is beyond its useful life. Thus, UWM needs to continue to aggressively advocate for space renewal in the form of major and minor capital projects, as well as all agency and small repairs.

1. Goal: Manage UWM Space to Optimize the Campus Footprint and Associated Operating Costs

    Background: UWM tracks space assignment and utilization with an interactive database known as InSite. General Assignment Classrooms and Instructional Labs receive increased scrutiny with analysis of weekly class periods and percent of capacity utilized. Classroom and lab utilization are reported to UWS annually. Schools, Colleges and Departments oversee and manage the spaces they have been assigned. All space utilization, other than GA classrooms and Instructional Labs, are self-reported by the units.

    Status: Recent efforts are underway to go beyond simple self-reporting of space use to independently verify and evaluate actual space utilization to ensure all spaces are being fully utilized. The first space assessment is being planned now with expected commencement in Spring 2020.

    Metrics: The first independent space analysis will set baseline metrics that will allow UWM to measure a variety of usage types by student or faculty/staff FTE. Goals will then be set to modify such usage over time.

2. Goal: Renew (or Replace if Renewal Is Not Feasible) Facilities Crucial to UWM's Mission and Strategic Initiatives.

    Background: Renewal of space is a lengthy process often taking 10 years or longer from conception to completion of a project. It begins with a comprehensive assessment of facility conditions in terms of physical condition and functionality for modern day teaching and research. These factors are blended with a ten-year examination of enrollment and research activity and a projection of both into the future to form a comprehensive picture of need and priority. UWS rules for capital project requests require a pre-design study that includes a space program, essential features of the facility, size, utility needs and impact on central utilities and estimated project cost. All-together, these items comprise the essential contents of a capital project request.

All UW institutions are required to present a rolling six-year capital plan in their requests for capital project funding with the first biennium of the six-year plan being the proposed capital budget. As such, it displays a long term look ahead of potential capital activity on the campus. Project requests are arrayed by Campus Planning staff in a recommended order and are reviewed by the Provost and the Vice Chancellor of Finance and Administration for recommendation to the Chancellor, in consultation with the PEC. From there, the proposed projects for the biennium are sent to UWSA Capital Planning staff for evaluation and presentation to the UWS President for recommendation to the Board of Regents acting in August of even numbered years.

Regent recommendations are sent to the State of Wisconsin Building Commission for recommendation to the Governor and Legislature who consider it as part of the biennial budget process culminating in budget adoption on or before June 30 of odd-numbered years. After this process, projects may be scheduled for design and construction.

Status: The capital planning process for FY 21-23 is underway. UWM is working hard to pursue renovation and/or renewal projects on behalf of UWM for 21-23 and beyond.

Metrics: UWM tracks general fund and program revenue capital funding per biennium and over a rolling six-year period.

3. Goal: Strategically Reduce or Divest Space to Redirect Operating Funds to Maximum Use for UWM's Mission

Background: Every square foot maintained by UWM costs more than $5 per year in operating funds. In the past, UWM had been striving to increase square footage overall to meet campus needs. With recent larger new buildings and the declines in on-campus enrollment, UWM's total square footage is either at what is currently needed or greater than what is needed, although not all currently purposed as needed.

Also, in the past, it has been difficult for institutions to sell property or demolish buildings. In light of change in higher education across the state, UW System has pursued new mechanisms for UW institutions to strategically reduce space. In connection with the space analysis noted in Goal 1, this goal is to review campus buildings for streamlining and realignment, which could include demolishing of structures beyond their useful lives or selling property that is no longer needed by UWM. This is a long-term goal that will require analysis, planning, and time to execute.

Status: UWM is currently pursuing sale of a portion of the Plankinton Avenue building downtown Milwaukee and demolition of NWQ A. Facilities Planning Management will work to develop other options for streamlining/reduction to be considered by UWM leadership.

Metrics: Overall GSF maintained by UWM, as well as GSF/student FTE or Headcount.

Integrated Support Services
Responsible Units: Finance & Administrative Affairs, Academic Affairs

The Integrated Support Services project is an effort to design and implement a Shared Services administrative structure that provides excellence across UWM, focusing on the functions of Human Resources, Information Technology, and Procurement. Among other benefits, it is intended to accomplish long-term service efficiencies, increase effectiveness, make better use of technology, enhance professional development opportunities in administrative areas, and mitigate compliance risks.

Key components of the new structure, which will enable the project benefits, include:
- Support teams aligned with groupings of school/college/division units that are
    - focused on customer service and ongoing process improvement,
    - trained and supported by central office subject matter experts,
    - knowledgeable and empowered to meet the unique needs of the supported units,
    - accountable to functional leadership and supported units through a formal organizational and governance structure, and
    - organized to enable professional development and career growth.
- Organizational and process changes that enable:
    - standardized and documented processes,
    - technology-supported process improvement,
    - individual and team accountability,
    - staffing flexibility and responsiveness,
    - ability to scale operations for reduced cost of labor,
    - performance assessment based on metrics,
    - consistent campus-wide support, and
    - reduced administrative burden on academic leadership, faculty, allowing their focus to be on education and research.

1. <u>Goal: Design and Implement a Shared Services Administrative Structure</u>

    Background: See above.

    Status: Phase One of the project created the first Shared Services Center for HR, Travel, and Procurement support, along with the initial rollout of IT Shared Services (Campus Technology Support (CTS)), which includes Help Desk, Desktop Support, Classroom Support, and Computer Purchasing. Phase One was completed during the summer of 2018, providing Shared Services to the School of Education, College of Health Sciences, College of Nursing, School of Public Health, School of Social Welfare, and Finance & Administrative Affairs. The College of Letters & Science and Division of Student Affairs were included in Phase One for IT only.

Phase two of the project is currently underway. It will transition to Shared Services for General Education Administration, School of Architecture & Urban Planning, Lubar School of Business, College of Engineering & Applied Science, Peck School of the Arts, School of Freshwater Sciences, Graduate School, Office of Research, UWM Libraries, School of Information Studies, School of Continuing Education, and the College of General Studies. For CTS, this is the final phase, incorporating all campus units into the new structure. Staff were transferred into CTS in July 2019 and service transition activities will continue through summer 2020. The second Shared Services Center will be activated in February 2020. Planning for the third and final SSC rollout - for Academic Affairs, Enrollment Management, Student Affairs, and the College of Letters & Science - will begin in January 2020, with go-live planned for the summer of 2020.

Metrics: The formal shared services governance structure, referred to as Service Excellence & Accountability Structure (SEAS), is currently being implemented. A committee and communication structure that empowers customers and service providers will support the development and management of: 1) performance standards and metrics, 2) process improvement priorities, and 3) service delivery and ongoing performance levels.

UW System Administrative Transformation Project
Responsible Units: Finance & Administrative Affairs, Academic Affairs

The Administrative Transformation Program or "ATP" is a UW-System wide project that seeks to return time to the UW's mission by reducing administrative complexity and building an administration that supports and is resilient in facing the increasing pace of change. The project is starting by streamlining administrative processes and implementing a single cloud-based Human Resources System (HRS) and Shared Financial System (SFS)—also known as enterprise resource planning (ERP) software—across the entire UW System. In doing this, the goal is to improve the quality and availability of data and financial controls, as well as enhance information security. Ultimately, ATP's goal is to better the working experience at the University of Wisconsin.

1. Goal: Provide Leadership Support to ATP to Ensure Program Design is Beneficial for UWM

   Background: ATP is currently in the preplanning phase, which goes through May 2020. During preplanning, we are building teams, meeting with stakeholders, and establishing governance structures. This work ensures a strong foundation for the subsequent planning phase, which is expected to begin in mid-2020.

   Status: UWM's VC for FAA is a member of the Executive Committee for the project, which meets monthly. UWM's AVC for Human Resources is a member of the ATP software selection committee, which process is underway now. Leadership from UWM's Department of Business & Financial Services, Human Resources, Office of Research, UITS, and Integrated Shared Services are meeting monthly to strategize on how best to impact the project design. UWM staff members have been invited to participate in extensive software vendor demonstrations in January and provide feedback to the selection committee.

   Metrics: Number of opportunities UWM leaders and employees take advantage of to ensure successful design of ATP.

2. Goal: Successfully Implement ATP at UWM

   Background: Following planning, design of the new system will take place over calendar year 2021, with implementation at UWM to follow.

   Status: UWM leadership and employees will participate in program design taking place throughout 2021, while planning for implementation at UWM.

   Metrics: TBA

Data Management Solutions and Digital Transformation
Responsible Units: Finance & Administrative Affairs, Academic Affairs

1. Goal: Enhance Data Management Solutions

   Background: Some key challenges face UWM's data community; these can be generally described as a lack of standardized governance, policies, and procedures that would provide a better infrastructure for supporting data reporters, providing necessary tools and training, ensuring data consistency across campus, and promoting data literacy. One potential solution is the creation of a "Data Governance Custodial Committee" (DGCC), which was proposed by a 2015 work group but never implemented. In the short term, however, one major, time-sensitive issue is the lack of an additional data reporting tool to supplement the enterprise-only Oracle Business Intelligence Enterprise Edition (OBIEE) system purchased by UW System. The previous enterprise and "local" tool, Hyperion, is no longer supported software.

   Status: In summer of 2019, an ad-hoc data group (Bob Beck, Dave Clark, Mike Darnell, Jonathan Hanes, Drew Knab, Katie Miota, Jeremy Page, and Robin Van Harpen) was formed in response to ongoing concerns from the Warehouse End-user Reporting Initiative Team (WERIT). The ad-hoc committee studied the problems, reviewed the 2015 proposal, and requested and received a charge from ITAC to form a prototype DGCC; this version of the DGCC is tasked with four key tasks: 1) identify and recommend a campus-wide supplemental data reporting tool, suitable for replacing Hyperion, 2) examine key data consistency issues via study of instructional budget tools being developed in L&S and SOE, and 3) review membership and structure of the permanent DGCC, forwarding a recommendation to ITAC, and 4) dissolve itself as the permanent DGCC launches. The prototype DGCC first met in August of 2019, and has met biweekly since then. In its upcoming January meeting, the committee is expected to finalize its recommendations for a reporting tool to supplement OBIEE, an implementation strategy for the supplementary tool, and the formation of a permanent version of the DGCC - complete with charter and charge to address not only #2 above but all campus-wide data reporting issues noted in the background section above.

   Metrics: Completion of the four key DGCC tasks.

2. Goal: Support and Enhance Research Computing

   Background: Support of Research Computing is critical to the mission of an R1 institution. Inspired by early 2019 discussions with Vice Provost for Research Mark Harris and L&S Dean Scott Gronert, CIO Bob Beck, Director of Research Computing Dave Crass, and Director of L&S Web and Data (and Data Scientist) Dan Siercks convened a succession of meetings from July through November with every UWM Academic Dean and every IT-implicated Director (Libraries, CSI, DSI). In these individual sessions with campus leaders, they discussed the

historical context, current state, and possible future state of research computing and its support at UWM.

Status: On November 19, 2019, Beck, Crass and Siercks presented a summary of their discussions to a Provost's meeting of the Academic Deans, suggesting possible next steps to ensure the sustainability of UWM's research computing. Among the recommendations was the establishment of two new campus sponsored bodies: a "Research Computing Steering Group," a near-term body to assess needs, to convene as early as December 2019; and a "Research Computing Advisory Committee," a long-term, operationally/practitioner-oriented "community of practice," sponsored by the CIO or similar campus leader. Recommendation documents, which will also include a spreadsheet-based estimate of costs for service sustainability, are being prepared now and will be provided to the Provost in December 2019.

Metrics: TBA

3. Goal: Deploy a Unified Communications Tool to Replace Traditional Telephony

    Background: In 2020, University IT Services (UITS) will be implementing the telephony features of Microsoft Teams at UWM. An extension of Microsoft's Office 365, "Teams" is a "Unified Communications" tool suite that provides digital telephony, audio- and video-conferencing, and instant messaging capabilities. Teams will be replacing virtually all of UWM's current landline service (as provided by AT&T Centrex). (Some specialized-purpose Centrex telephony will continue, including, for example, emergency phones.) UITS will be coordinating our campus migration, in a project that will be implemented on an incremental, building-by-building basis with support also provided by CTS. To prepare our campus for the new IP-based communications service, the buildings served by our network have been transitioning from public to private "IP addresses," with roughly 70% complete by December 2019. Our "Teams Service Delivery Team" will help departments through this process and will remain engaged during migration preparation activities.

    Status: "Beta 0" and "Beta 1" deployments of Teams telephony are currently planned for January and February of 2020, with more general campus deployment commencing in April. After the Phase One deployment to UWM's roughly 4,000 individual users is completed, UWM's "shared lines" and "Iwatsu telephony systems" will be addressed in Phases Two and Three.

    Metrics: TBA

4. Goal: Deploy a Best Practice Information Security Program

    Background: Through its "information security program," UWM has been undertaking a massive portfolio of **s**trategic projects, as explained further below.

Status: This program is a dynamic, evolving effort. Current status of the primary projects is as follows:

- o Audit Responses: In the spring of 2019, UWM completed the UWSA Audit of "System Security & Access." Following discussions with UW System, UWM finalized its management response on July 8, 2019. Pursuant to that audit document, a new round of compliance-related tasks and projects for UWM has been scheduled by Program Manager Jeff Janz.
- o Cisco Tools: UW System has mandated that all campuses deploy four UW System-provided Cisco tools. Formal deployment "projects" have been initiated for Cisco's AMP, Cloudlock, and Umbrella tools. Despite resource limitations, UWM anticipates getting to "Green" on the UWSA status chart by the end of the 2019 year.
- o Multi-factor Authentication: (MFA) technology is being implemented by UITS' "Identity and Access Management" (IAM) Team. In the Fall of 2019, virtually all actively-employed faculty and staff members successfully enrolled in MFA. Planning for MFA deployment to UWM students and other users has formally commenced, with a roll-out to students currently projected for Fall 2020.
- o Research Data Security initiative: CISO Mike Grypp is working with the team headed by Vice Provost for Research Mark Harris to address concerns surrounding the security of UWM's research data.
- o Data Protections: A campus project to ensure compliance with UWSA's "*Data Protection* procedure" is also under way. The project team has recently completed a detailed "campus standards" document that will help guide the compliance effort.
- o Firewall*:* A campus *"firewall"* replacement project is underway. The first phase, the deployment of firewalls to protect all on-campus devices, has been completed. Information Security Office staff are currently exploring how best to utilize the increased visibly these devices provide. Networking staff are currently working to replace the pre-existing, aging, campus data center-specific firewalls with our new Palo Alto devices.
- o MSSP Vulnerability Scanning: UWM has engaged the services of Dell Secureworks to provide vulnerability scanning for 500 machines in the campus data center. The tool was deployed in the Fall of 2019 and will be brought up to "full service status" is the first quarter of CY 2020.
- o Data Stewards/Critical Systems Survey: Information Security office staff have contacted business owners and IT staff across campus to identify "High Risk" systems, to provide additional security controls related to both UWSA Policy compliance as well as identifying systems that may require additional security.
- o Log analysis initiatives: in cooperation with UITS "ITAI" staff, UWM Information Staff is investigating using log centralization and correlation tools to provide additional monitoring for campus threats.

Metrics: TBA

Campus-Wide Compliance Management
Responsible Units: Finance & Administrative Affairs

UW System has established a new compliance office and compliance mandates, requiring every institution to establish a compliance structure and document responsible persons for each known compliance area at the institution. As higher education becomes increasingly regulated and subject to enormous risks, it is a good practice to have a robust, documented compliance program at UWM.

1. Goal: Implement a New Compliance Working-Group Structure

Background: UWM's Office of Legal Affairs is leading an effort to develop a compliance working-group structure at UWM. This structure will not entail adding additional compliance project management staff, but rather will utilize all existing staff and leadership for the effort.

Status: A draft structure, committee charter, and responsibilities has been circulated to the Chancellor's Cabinet, which would serve as the Executive Committee for the project. The documents will be finalized in January 2020 and representatives for each subject matter will be named. The group will be brought together for first meetings in mid-Spring semester.

Metrics: Compliance structure completed, representatives named, and meetings scheduled.

2. Goal: Develop Policies and Procedures to Ensure Accountability for All Material Compliance Areas

Background: Once the working group structure is up and running, the intent is to use this structure to develop common templates, procedures, and documentation that allows the Executive Committee to be informed of the status of all compliance activities and risks on an annual basis.

Status: This work will begin in mid-Spring semester 2020.

Metrics: Documented plans, in a common format, for every identified compliance area, and annual certifications signed by each responsible subject matter expert and responsible institutional official.

Human Resources Management and Employee Learning & Development
Responsible Unit: Finance & Administrative Affairs

UWM's primary resource for accomplishing its mission is its people. Employee salaries and fringe benefits also comprise the largest portion of UWM's expenses. As budgets continue to be constrained, it is imperative that UWM's dedicated employee base be empowered to maximize their talents, abilities, and productivity. This can be accomplished through effective human resources management. The following are current initiatives designed to enhance campus-wide employee effectiveness.

1. Goal: Offer and Enhance Single Event Professional Development Opportunities for Supervisors or other Employees

    Background: Human Resources is currently offering seven "single event" professional development opportunities for supervisors of UWM and three such events for employees in general. Individuals new to supervision at UWM are required to complete the seven events over a two-year period. To date, these events have been highly evaluated by participants.

    Status: These events are reviewed annually for change in topics, speakers or updating content.

    Metrics: Numbers of attendees per year; completion of all modules by new supervisors.

2. Goal: Develop an E-Performance Management Tool to Aid and Ensure Annual Performance Evaluations for All Employees

    Background: Recent audits across UW-System have focused on a number of HR-related practices. As a result, a deficiency has been identified in institutions tracking of annual performance evaluations. At UWM, annual performance evaluations are manually completed by units at various times during the year, and there is no "easy" way to ensure that all employees are being annually evaluated. It is beneficial for employees to understand their performance for purposes of improvement and pay plan eligibility. In addition, further audits in this area are expected in the future.

    Status: Central Human Resources (CHR) has engaged with the UW Service Center to begin the process of developing a prototype e-performance evaluation tool for UWM employees. Thus far, CHR has provided much information to the UWSC on UWM's current evaluation process and tools and what would be required of a future e-performance tool. The UWSC will be incorporating this information into a first iteration of the e-performance tool. Once a prototype tool is ready for testing, a pilot group at UWM will be selected and the tool will be utilized in evaluation. Adjustments to the tool will be made following the pilot period, and then the tool will be socialized across the institution, including with the UWM governance groups.

Metrics: Adoption of electronic performance management by January of 2021. Thereafter, monitor percentage completion of annual performance evaluations by school, college and division as well as by employee category, with the goal of achieving over 90% completion.

3. <u>Goal: Improve Employee Learning and Development through the Chancellor's Employee Learning & Development Advisory Committee (CELDAC)</u>

Background: An earlier Chancellor's Committee on Climate and Culture identified that employee learning & development was a topic worthy of attention on its own. As a result, CELDAC was launched in early 2019 and is being co-led by Human Resources and the Chancellor's Chief of Staff, and includes representatives from across campus. The goals of CELDAC are to:

- Develop a vision for learning and development for UWM employees
- Develop a strategy to bring about that vision, including:
  o Identification of milestones necessary to be accomplished
  o Identification of specific learning and development opportunities
  o Identification of resources available and/or necessary to deliver content (including human, technological, financial, and physical resources)
  o Identification of key stakeholders
  o Identification of risks and obstacles
  o Identification of benefits to learning and development
  o Identification of priorities to specific learning and development, especially if limited resources conflict with learning and development needs
- Actively market learning and development opportunities at UWM to employees
- On an ongoing basis, evaluate the effectiveness of learning and development opportunities available to UWM employees and adjust the vision and strategy based upon that evaluation

Status: CELDAC has met several times over the past 10 months and has identified learning and development opportunities that exist for UWM employees of all employee categories, and gaps that exist in learning and development for employees of UWM. CELDAC is refining a proposal for its executive sponsors to address the gaps in learning and development that have been identified. The gaps revolve around leadership and emotional intelligence. CELDAC intends to issue a report of recommendations to its executive sponsors by March of 2020.

Metrics: TBA upon completion of CELDAC report.

Marketing, Branding and Advocacy
Responsible Unit: University Relations & Communications

The University's last major branding campaign in Wisconsin ended five years ago. Since then we have seen enrollments fall while other regional universities have raised their profiles, supported by investments in student recruitment advertising and brand messaging. It is imperative that UWM reinvest in a recruitment and branding campaign to attract new students and build public support for new investments in the university. We can meet those objectives by delivering communications to our target audiences in a strategic and focused manner.

1. Goal: Increase the Enrollment, Retention, Quality and Diversity of Students at UWM with Marketing Messages that Celebrate UWM as a First-Choice Institution Rather than a Fallback School

   Background: The number of high school graduates in Wisconsin peaked in 2011-12 and is not expected to increase significantly until 2024-25, when further enrollment declines are expected. This means the pool of prospective college students is shrinking and competition for them is fierce. Like most other public universities in Wisconsin, UWM has seen enrollments shrink, creating enormous economic pressure on the institution. Despite the drop in enrollment, UWM has experienced many positive developments including its promotion to a top-tier R1 research university. Many of its academic programs are highly ranked and the undergraduate research program and the new Lubar Entrepreneurship Center create strong marketing opportunities.

   Status: With support from campus leadership, UWM has allocated strategic funding to University Relations for a robust student recruitment marketing campaign: $375,000 for a paid media campaign from January 1 – June 30, 2020, and $750,000 for a similar campaign in 2020-21. The targeted audiences will be prospective students and their influencers with a 70-30 split respectively.   The campaign will be focused on audiences in southeastern Wisconsin and the Fox Valley. The media channels that will be utilized include: Paid Search; Digital Display advertising; Hulu; Advanced TV (TV streamed over the internet); You Tube; Paid Social media posts; Spotify; Out-of-Home ads (billboards); and terrestrial local TV and radio. Virtually all of the creative content for the campaign is being created by members of the University Relations staff.

   Metrics: University Relations staff will monitor the results of the placed advertising closely to ensure the messaging reaches the intended targets. Digital ads will have tracking tags that will help determine the correlation between specific messages and the number of applications to UWM. We will also conduct additional focus groups to gather qualitative research on the impact of the ads on the targeted audiences.

2. <u>Goal: Build Pride in UWM and Support for its Institutional Vision and Budget Objectives among Internal and External Audiences, including Current Students, Alumni and Civic and Government Officials.</u>

   Background: UWM has launched a number of high-profile strategic partnerships with public and private organizations to create research opportunities for faculty and learning opportunities for students. The partnerships help position UWM as a leader in translational research and entrepreneurial programming. By showcasing the deep engagement UWM has with businesses and communities, UWM will position itself to receive additional financial support from donors and through the state budget process.

   Status: While the primary purpose of the recently approved marketing and branding campaign is to increase enrollments, the messaging within that campaign will help advance the advocacy efforts by our development and government relations offices.

   Metrics: We will test the effectiveness of the marketing/branding campaign with a select audience of donors and government officials.

Maintaining a Safe Environment
Responsible Unit: Finance & Administrative Affairs

One of UWM's Guiding Values is to provide a caring, compassionate, and collegial community characterized by mutual respect and safety. Core to that value is ensuring the physical safety of our students, faculty and staff. Safety is a key responsibility for University Safety & Assurances and the UWM Police Department.

1. Goal: Increase Use of Electronic Tools and Systems to Improve Efficiencies in Research Compliance and Safety

    Background: There are two electronic tools currently needed to improve efficiencies in research compliance and safety. The first is a campus-wide Chemical Inventory System. The Milwaukee Fire Department, UWM Police, and University Safety and Assurances (USA) requires real-time hazard information for efficient and effective emergency planning and response- fire, chemical release, etc. Also, capital planning of new and future buildings requires chemical quantity data in order to meet specific fire, safety, security, and building design codes. Further, annual reporting requirements of DHS, DNR/EPA, and other safety regulations require real-time data. A new electronic Chemical Inventory System would allow for tracking of chemical, biological, and radiological materials from order point to disposal, and as a result, the physical chemical inventory on campus will be reduced. Decreased chemical quantities would result in fewer chemical hazards in buildings.

    The second, an electronic submission system for research compliance and safety will enable staff and researchers to reduce submission and review times and improve record documentation, storage and retention.

    Status: The Chemical Inventory System is a component of a new UW System e-Procurement system currently in early stages of acquisition/implementation; UWM will be one of the first institutions to implement the new e-Procurement system. USA is working with schools and colleges to establish current inventories and work on processes that can be implemented in the new CIS system when available. The electronic submission system implementation for Biological Safety was complete 9/1/2019 and Animal Care is scheduled for 9/1/2020. Radiation and Chemical Safety Committee use will be considered in the future.

    Metrics: The number of submissions and review times will be monitored.

3. Goal: Expand Emergency Operations and Planning to the Waukesha and Washington County Campuses

    Background: University Police employ an Administrative Lieutenant who is in charge of all emergency planning and COOP planning for the main Kenwood campus. This position has now taken on responsibility for the branch campuses and will work to ensure that all

emergency planning and COOP planning is complete and consistent with the main campus and ready to be trained to.

Status: This is a current ongoing initiative.

Metrics: TBA

4. <u>Goal: Continue Classroom Safety Training for all Faculty and Instructional Staff</u>

Background: This training focuses heavy on prevention and information sharing with the goal of intervening in events before they reach a violence stage.

Status: To date, this training has been held for over 900 faculty and instructional staff preparing them to address everything from disruptive students to active violence events.

Metrics: The goal is to train all faculty and instructional staff. Now that so many staff have been trained, consider mandating for all remaining faculty/instructional staff.

Improve Sustainability and Energy Management
Responsible Unit: Finance & Administrative Affairs

1. Goal: Develop a Climate Action – Carbon Resilience Plan

    Background: Climate change poses a risk to our natural environment, infrastructure, financial system and human capital. The goal of this plan is to assess our strengths on campus and within the region, as well as our vulnerabilities as they relate to climate resiliency. The plan will delineate carbon mitigation strategies, manage risks through resiliency adaption, and position UWM to proactively address a changing climate in Southeastern Wisconsin. By engaging an informed advisory team at UWM and within the region, the intent is to best determine and rank our risks and plan according to our strengths. The plan will set our priorities, targets, and alternative strategies according to our mission and resources.

    Status: The first step of the Climate Action -- Carbon & Resilience Plan for UWM is to assess UWM's ability to adapt to the effects of climate change. This assessment is planned to be completed by the end of Summer 2020. The plan will use these findings and information to evaluate & prioritize various mitigation and adaptation strategies as they relate to campus and our region, over FY 2021.

    Metrics: The plan will create a measurement tool for assessing impact, prioritization, and inputs/resources needed for implementation of mitigation and adaptation alternatives.