University of Wisconsin-Milwaukee
Chancellor’s Retreat
Thursday, January 23, 2020, 9:00 a.m. – 2:00 p.m.
Golda Meir Libraries, fourth floor conference room

Summary of Strategic Direction Discussions
Note: Diversity, Equity and Inclusion was woven into each of the following sections.

RESEARCH EXCELLENCE DIRECTION

Easel Notes:

• Tension between research and access; how to support both?
• Research to support teaching
• Research support—improve the processes
• Link R1 and enrollment management
• Enforce workload policy across campus
• What if we lose R1? Use different criteria?
• More interdisciplinary research—clusters; collaboration - internal + external
• Time allocation? Too many things
• Be more selective in where we invest/focus: “Cannot be R1 in ALL AREAS”
• Fundable research—more focus
• Protect our people who are simultaneously strong at research and teaching
• Tenure faculty by 3 things; change criteria?

Written Comments:

Most valuable elements:

• Developing collaborative research/teams/clusters: needs to be developed to breakdown silos between disciplines; lead to broader societal impacts and make research relevant
• Undergraduate research: good for retaining students; valued by alumni; connects to OLE; experiential learning
• Unit research plans: tailored to individual units needs
• Graduate Student Stipends: to attract talent
• Workload and Teaching faculty:
  • Use data, metrics to track/assess

Additional elements:

• Undergraduates research: role in attracting and retaining students (marketing tool); internships; community links
• Infrastructure: need better labs; joint grant program; database of expertise and equipment; improve OSP; subsidize conference; provide research scholarships; match to student interests; position to help faculty apply for national awards; incentivize collaborative work & grant writing
• Workload: single “standard” assignment not work; what about faculty that excel at both teaching and research; need to implement flexible approach
• Graduate students: set goals for recruitment; summer program for doctoral students on teaching methods
• Undergraduate education: flexible cross-disciplinary degree programs
• Faculty: need to build a pool of strong research faculty

Concerns/problem areas:
• Workload: lack of action to date; fairness of assignments
• Resources: seem inadequate to address needs such as startup costs, graduate student stipends; flat funding to institution
• Plans: build on strengths; same old stuff – will it suffice (campus); needs update (campus); oversight and accountability (unit plans)
• Loss of faculty
• Cross-disciplinary: need to address barriers to X-D collaborative research (recognition, support, having it count)
• Communication: need to show our strengths more effectively; we hide our gems
• Alignment of research with employers’ interests to make our students more attractive?
• Undergraduate research: are we leveraging it value (talent pipeline, experiential learning)

DEI inclusion:
• Undergraduate students: align pre-college programs with undergraduate research; target recruitment; clarify value of participating in research; online “exchange” to link students and research opportunities
• Graduate students: develop incentives for doctoral students from under-represented groups; develop scholars’ program to develop future faculty (ex: Meyeroff program at UM-BC)
• Urban setting: use community engagement and impact
• Faculty: motivate minority faculty to stay; funding to diversify faculty with more competitive salaries
• Plan does not reflect diversity needs; not sure how enters

Notes:
• Notes capture comments that came up more than once.
• Comments specific to one unit are omitted/rephrased
• Ordering reflects the frequency items were mentioned.
• Some of these suggestions are being done; reflecting need for better internal communications.
<table>
<thead>
<tr>
<th>Issue Area</th>
<th>Suggestions</th>
<th>Respon/Action Step</th>
<th>Responsible Units</th>
</tr>
</thead>
</table>
| Unit research plans                    | • Complete and use plans  
• Use in assessment of units                                                   | Specific recommendations for actions will be forwarded following discussions of the research working group |                   |
| Campus research plan                   | • Update to reflect current resources                                        |                                                                                    |                   |
| Undergraduate research                 | • Use as a recruitment tool  
• Use as a retention tool  
• Link to 5-year combined bachelors-masters programs |                                                                                    |                   |
| Graduate student stipends              | • Increase stipends to competitive levels  
• Program flexibility to accommodate cross-disciplinary research               |                                                                                    |                   |
| Collaborative/team research            | • Develop robust infrastructure for transdisciplinary research               |                                                                                    |                   |
| Graduate/undergraduate programs        | • Develop research and internships that attract non-traditional students (all levels)  
• Shift external research funding (RAs) to doctoral students                  |                                                                                    |                   |
| Faculty workload                       | • Adopt processes that allow flexibility in faculty work assignments          |                                                                                    |                   |
| Non-traditional positions              | • Use Research Professor and Teaching Professor appointments                 |                                                                                    |                   |
| Infrastructure                         | • Improve OSP functions  
• Streamline processes for key grant activities such as procurement appointments & travel |                                                                                    |                   |
| Communication                          | • Present university research strengths and how they impact community         |                                                                                    |                   |
Some initial ideas for actions to provide Provost and Chancellor an indication of recommendations
Not for posting or distribution at this point – needs discussion by working group.

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<td>Unit research plans</td>
<td>• Complete and use plans</td>
<td>• Complete plans; implement&lt;br&gt;• Develop metrics or milestones for reporting progress</td>
<td>Provost, Deans &amp; Faculty</td>
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<td></td>
<td>• Use in assessment of units</td>
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<tr>
<td>Campus research plan</td>
<td>• Update to reflect current resources</td>
<td>• Revise action plan</td>
<td>Vice Provost for Research &amp; Provost</td>
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<tr>
<td>Undergraduate research</td>
<td>• Use as a recruitment tool&lt;br&gt;• Use as a retention tool&lt;br&gt;• Link to 5-year combined bachelors-masters programs</td>
<td>• Position as an opportunity for all students (i.e., not just top 10%)&lt;br&gt;• Expand research activity to include all programs/units&lt;br&gt;• Develop topical research areas that appeal to first-generation students&lt;br&gt;• Develop 5-year combined bachelors-masters programs</td>
<td>Deans, Faculty, OUR, Recruitment office</td>
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<td>Graduate student stipends</td>
<td>• Increase stipends to competitive levels&lt;br&gt;• Program flexibility to accommodate cross-disciplinary research</td>
<td>• Increase stipends to national average&lt;br&gt;• Develop programs with transdisciplinary scope to allow for X-D research topics</td>
<td>Chancellor, Provost, Deans &amp; Faculty</td>
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<td>Collaborative/team research</td>
<td>• Develop robust infrastructure for transdisciplinary research</td>
<td>• More investment in getting research teams formed and supported&lt;br&gt;• Team/cluster hiring&lt;br&gt;• Framework for informal collaboration groups across diverse disciplines</td>
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| Graduate/undergraduate programs | • Develop research and internships that attract non-traditional students (all levels)  
• Shift external research funding (RAs) to doctoral students | • Decrease time to degree if possible  
• Increase support for students  
• Combined undergrad /grad program  
• Cross-disciplinary degrees in emerging fields  
• Promote projects with community impact | Graduate Sch Dean, Deans, Faculty                                      |
| Faculty workload               | • Adopt processes that allow flexibility in faculty work assignments         | • Develop and implement school/college policies  
• Cultural shift to value varying contributions  
• Examine extent of service duties | Deans & Faculty                                                                |
| Non-traditional positions      | • Use Research Professor and Teaching Professor appointments               | • Integrate these positions into ongoing workforce of units  
• Cultural shift to value these contributions |                                                                                  |
| Infrastructure                 | • Improve OSP functions  
• Streamline processes for key grant activities such as procurement appointments & travel | • Develop clear roles and responsibilities for grants and contracts; implement training  
• Develop and implement expectations for OSP-unit-PI communications  
• Invest in research compliance area to avoid problems  
• Integrate grant needs with new ISS/Hub infrastructure | OSP, BFS, ISS                                                                 |
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<td>• Present university research strengths and how they impact community</td>
<td>• Needs consultation with University Relations</td>
<td>Vice Chancellor for University Relations</td>
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January 23, 2020 - Chancellor Retreat – Research Excellence Direction