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.

Outstanding Learning Environment Strategic Direction

Themes:

- **Overarching Efforts:**
  - Responses to the overarching elements of the plan were supported in the feedback. This includes academic maps, increased financial aid and enhanced student support.

- **Data:**
  - Clear, measurable goals were received well including both baseline and 3-6-10 year goals.
  - Recommendations to reevaluate some goals, specifically the 6-year graduation goal in 10 years.
  - Request for more data to ensure we are moving in the appropriate direction with this plan.
  - Support for creating more proactive interventions based on analytics.

- **Engagement:**
  - Increase overall engagement, specifically of faculty, with this plan.
  - Further overall examination of the student experience and what we can do to improve this.
  - Increase the student (customer) service by avoiding “no” and the office shuffle and eliminating silos/barriers wherever possible.
  - Increase the opportunity to incorporate the student voice within this plan.

- **Inclusivity:**
  - Almost all efforts are expandable to include CGS
  - Highlight data points as frequently as possible and demonstrate efforts we are undertaking to ensure the participation of URM students

Easel Notes:

- Provide graduate-level credentials, real-world research
- Facilitate mindset on campus of a “good” education—co-ops extending time
- Infuse a positive customer service attitude for all faculty and staff (action #4)
- Celebrate successes like graduating students (action #4)
- Provide students with a range of options for career possibilities
- Understand the student experience (e.g., avoid office shuffle, supply journey maps)
- Be aware of too much change at the same time; let’s focus on 2-3 measurable things that everyone knows by heart and works on with consistent focus
- Empower all on campus to facilitate student success and make things happen (e.g., eliminate “no”; end the reliance on a rule because “we’ve always done it this way”)
• Be resourced to support dual mission
• Enact proactive interventions based on analytics; let’s be sure we know our data and we are representing it accurately (action #3)
• Garner support for educational resources; stable funding
• Utilize a holistic approach to student advising vs. focus of competing for student majors
• Collaborate across academic fields for better curriculum and experience for students
• Involve faculty in advising
• Metrics for OLE: increase beyond current target of 50% as 6-year graduation rate in 2030 (because we can do more; use Wayne State as a model)

**Written Comments:**

**Most valuable elements:**

- Academic maps – including on and off ramps for transfer students, high school students (AP/IB), non-traditional students, part-time students
- Incorporation of experiential learning options into the academic maps
- Proactive intervention based on analytics
- Expanding co-curricular programs across colleges
- Expanded student support and holistic advising
- Comprehensive institutional financial aid plan
- Clear metrics with base line and 3-6-10 year goals (however encouraged to dig deeper on certain goals)
- Partnerships: Employers who will pay for graduate education; Research opportunities so graduate students can work in real world settings. Both can lead to employment and decrease pressure on faculty who are mentoring the students.
- It’s everyone’s responsibility at every touch point of a student to make them successful.

**Additional elements:**

- Expand maps to consider:
  - Competitive majors/programs;
  - Online students;
  - Those needing flexibility (working, etc.)
  - Expand the career portion: (if I study X, I can also do Y).
- Expand student support to include mental health
- There is a need for more data and information:
  - Create a “live” dashboard with the data points and periodic campus updates on these.
  - Need a clear understanding of the current situation, measurement of the impact of investments.
  - All of the data needs to be managed to make it useful.
  - Ensure we know the “why” behind our current situation so we aren’t solving a problem without understanding the reasons for it.
• Identification of barriers and silos:
  o Conduct an in-depth assessment of administrative policy barriers to enrollment.
  o Organizational change needs to occur similar to other institutions that have had success.
  o Need balance between campuses/schools with regard to student success resources
  o Develop an institution-wide scholarship strategy and execute it. The decentralized strategy provides no way to help student so some scholarships are left vacant.
  o Address the customer service needs – a bad interaction with one person rubs off. It is not okay for any of us to know that a student is not being successful. We need to change the way we perceive our students.
• Add input from employers as to what a good employee looks like
• Revamp general education. Consider rethinking general education or core curriculum and discourage major declaration in first-year. Integration of CGS to offer more choice and expand the footprint of UWM
• Create modules for graduate students so they can move at their own pace
• Do more to engage in the community (engagement with young kids, enhanced quality of partnerships)
• Pro rata seg fees for students
• Certification
• Quality
• Adding faculty/student touchpoints such as ZOOM

Problem areas:
• Increase metrics for graduation rate goals (Wayne State increased to 47% in 6 years)
• Support for nontraditional students including what can be offered, making every credit count toward a degree, the hours when services are available
• More detailed attention and nuanced implementation of the “increase opportunities for student connection with faculty, staff and peers”. (different types of timeframes and frameworks; culture change to be more inter-dependent a la Stephanie Fryberg)
• Incentivize interdisciplinary research (and teaching and service)
• Do we know if the education prepares graduates for careers?
• Need more support around HIPs specifically staffing required for someone to manage, administer and track experiential learning opportunities and participation.
• Be more specific on the experiential learning to include types and how to administer
• Need to get our best and brightest teaching introduction courses
• Off-campus athletic facilities – bring students back to campus
• Governance model slows us down
• Need to incorporate the student voice. Do we know how the students are experiencing the OLE?
• Additional fees by discipline create challenges to know the real costs
• Navigating campus needs to be easier/seamless for students
• Dual-enrollment students need to know more about UWM. Our enrollment system does not work.
• Course availability – classes filling, poor planning of the 4-year plan
• Limited access to services for working students because offices are open 9-5.
• Navigate not connecting to Canvas to track problems
• Adoption of Navigate by faculty
• Faculty engagement
• No structure to support cross-functional student case teams
• Limited infrastructure for online education
• Attention to the quality of student life and disparity between segregated fees
• Fees for international students are cost-prohibitive
• Need to address who coordinates learning partnerships at the graduate and undergraduate level.
• Need to change the mindset around metrics – specifically graduation rates (co-ops negatively impact) and starting salary
• Faculty engagement is needed
• Incoming student readiness for higher education; bridge programs
• Skill set training for our faculty and instructional staff
• Need to focus on 2 or 3 things
• Just Do It – less discussion/decision-making fatigue

DEI inclusion:
• Provide infrastructure for non-traditional students (OLE)
• Diversity – be the school of choice but give them 1st choice experience
• Increase student financial support
• Involvement from parents – specific first generation
• Create stackable credits and certificates
• Disaggregate the participants in HIPs and experiential learning to identify where we need to work harder to achieve greater equity
• Need to include student perspectives
• Prioritize courses that use open access materials
• Make student systems easier to navigate
• Create an open and caring environment
• Get nontraditional students to visit campus sooner
• Increase flexibility – support, hours, class schedule, electronic forms, online access
• Establish a multi-cultural mentoring program in each school
• Consider the insights from Stephanie Fryberg at the Teaching and Learning conference
• Implement an equity lens in all aspects of what we need
• Create wrap around services and continued support for students who need it
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<th>Issue Area</th>
<th>Suggestions</th>
<th>Response/Action Step</th>
<th>Responsible Units</th>
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| **Data**   | • Data availability and awareness  
• 3-6-10 year metrics  
• Data-informed interventions  

Create a dashboard with the data points and periodic campus updates on these  
Increase 3-6-10 year metrics  
Ensure we know the “why” behind our current situation so we aren’t solving a problem without understanding the reasons for it.  
| • Share data points in Student Success Best Practices (SSBP)  
• Ongoing review of OLE metrics and clearer explanation of how goals were set  
• Examine why students leave by external partner (Hanover)  

| AA/EM/SA/CEMAT |
| **Engagement** | • Increase engagement with the OLE plan  
• Improve the student (customer) service and remove barriers  
• Incorporate student voice within OLE  

Utilize a holistic approach to student advising vs. focus of competing for student majors  
Collaborate across academic fields for better curriculum and experience for students  
Conduct an in-depth assessment of administrative policy barriers to enrollment.  
Create balance between campuses/schools with regard to student success resources  
Address the customer service needs to eliminate “shuffle” and “no”  
| • SSBP weekly email/blog  
• Regularly scheduled success summits  
• Journey mapping of student experience to identify path and any gaps  
• Assessment of administrative policy barriers to enrollment  
• Examine why students leave  

| AA/EM/SA/CEMAT |
| **Inclusivity** | • Highlight data points to ensure the participation of URM students  
• Expand efforts to include CGS  
• Support for nontraditional students  

Disaggregate the participants in HIPs and experiential learning to identify where we need to work harder to achieve greater equity  
Create wrap around services and continued support for students who need it  
Increase flexibility – support, hours, class schedule, electronic forms, online access  
| • Incorporate disaggregated data into OLE metrics dashboard  
• Journey map to identify gaps for all students  
• Examine why students leave by external partner (Hanover) to design support model and flexibility opportunities  

| AA/EM/SA/CEMAT |