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.

SUSTAINABLE FUTURE DIRECTION

Easel Notes:

- Non-traditional students have different needs; provide infrastructure to support this
- Employee development—upscale
- Diversity: Be the 'school of choice' BUT- <u>'Give them a 1st-choice experience'</u>
- <u>'Just Do It'</u>": Make decisions and proceed; less committee work and less "discussion fatigue"
- Toolbox for professional development for new employees
- Strengthen performance evaluation + professional development
- Better structures
- Hard budget choices—"just do it"
- Financial Aid for Students
    - $500 need to return (HELP)
    - Financial literacy
- Pro rata fee: Student
- IT infrastructure in support of online teaching
- Space utilization: Rethink how we use space (e.g., summer)
- Bring more students to campus over the summer
- Space aligned with realistic and future enrollments
- 'Quality Brand': attract students with better scholarships; most other states' 2nd most prominent universities make strategic financial aid package offers to high-achieving students that result in cost lower than student's flagship university cost
- 'Certification' becomes more important: employers demand, or still just a degree?
- Quality—are we really caring to students?

Written Comments:

- Most valuable elements:
    - Roads leading to enrollment (e.g. capital planning, financial aid, re-branding)
    - Branding to help build the profile of UWM for potential students
    - Removing obstacles to retention and enrollment
    - Accessing and improving scholarship management
    - Increased aid to address student retention for financial reasons
    - Comprehensive aid
    - UWM as first choice institution

- First goal in marketing section
- Facilities plan
- Centralization in a thoughtful way
- Plan seems realistic and without arbitrary goals
- Maintaining a safe environment
- Metrics thoroughly outlined
- Helpful to have all these plans in one document

- Additional elements:
  - Sustainability of culture and environment to identify more closely with region and world – glocalization
  - Communication plan for the goals that have maximum impact across campus
  - Partner with a program that teaches students how to plan financially for college, complete a FAFSA and navigate the educational system
  - Increase student/faculty contact with Zoom – low cost way of providing touchpoints
  - Add strategic allocation as an essential element around institutional aid
  - OK to be 2nd choice, but give 1st choice experience
  - Create a culture of customer service – perhaps HR to help with training and tie goal to offering enhanced professional development
  - Expand "1st choice" thinking around non-traditional learning such as distance learning, credentialing, badging
  - Building Pride for sustainable future

- Problem areas:
  - Don't refer to "campus" but rather extended university
  - Many goals – prioritization seems necessary
  - How to fund increased cost of student aid in a sustainable way
  - Expand definition of students and what that means, reflecting realities of demographics
  - Massive plan – suggest phasing
  - Where are funds needed?
  - Projects/initiatives are a collection of unrelated efforts. Organizing efforts requires thoughtfulness in the "responsible party" structure and connections between units.

- DEI inclusion:
  - Make cultural sustainability more visible – e.g. creating a multicultural environment recognizing the various groups that compose the heritage of the area and attention to historic landscapes (potentially with help from the Buildings-Landscapes-Cultures program)
  - Implement #20 (Increase the Enrollment, Retention, Quality and Diversity of Students at UWM with Marketing Messages that Celebrate UWM as First-Choice Institution Rather than Fallback School)
  - Many components difficult to tie DEI concepts to.

       o   Metrics on URM populations for student financial assistance would be helpful.

Suggestions By Topic Area:

See table below on next page.

In addition, the following items were suggested but may be better suited for other goal areas:

- Provide infrastructure for non-traditional students (OLE)
- Diversity – be the school of choice but give them 1st choice experience (OLE)
- Just Do It – less discussion/decision-making fatigue (all)
- Pro rata seg fees for students (OLE)
- Certification (OLE)
- Quality (OLE)
- Adding faculty/student touchpoints such as ZOOM (OLE)

Sustainable Future Goal – Feedback and Responses			
Issue Area	**Suggestions**	**Response/Action Step**	**Responsible Units**
Financial Impact of Outstanding Learning Environment Plans	• Provide funding to return from stepping out • Financial literacy • More and strategic scholarship funding • Improved scholarship management • Strategic aid allocation • Provide stats on URM populations	• Add goal relating to creation of Student Financial Services office • Campus workgroup to make recommendations around scholarship processes • Implement retention/graduation grant • Examine disaggregated data regarding impact of institutional aid	EM/AA/FAA
New Budget Model implementation and Financial Reporting & Analysis	• Hard budget choices – just do it	• Thanks for the encouragement – this concept is incorporated into NBM framework	FAA/AA
Integrated Capital Planning and Space Management	• Rethinking utilization, such as in summer • Space aligned with realistic enrollments • Work with Buildings/ Landscapes/ Cultures program to create multicultural landscapes/planning	• Will incorporate suggestions into existing goals	FAA/AA
Data Management Solutions and Digital Transformation	• Better infrastructure for online education	• Related to OLE, UWM is working to: (1) secure a partnership/ identifying resources to enable the expansion of the online program array and increase online enrollment of current online programs; (2) launch	AA/FAA

Sustainable Future Goal – Feedback and Responses			
Issue Area	**Suggestions**	**Response/Action Step**	**Responsible Units**
		TechEd Frontiers to innovate in online work-based learning, bridging non-credit to credit through prior learning assessment, exploring embedding certifications within programs and creating on-ramps to degree programs.	
UW System Administrative Transformation Project	• More communication about initiatives	• Add goal relating to P2P (Procure to Pay) umbrella project	FAA
Human Resources Management and Employee Learning & Development	• Upscale employee development • Toolbox for new employees' professional development • Strengthen performance evaluations & professional development • Provide PD in customer service	• One of the goals is pursuit of an e-performance management tool (through UWS, connected to HRS) which is also intended to help us better connect to performance to professional development • All new supervisors are required to complete HR leadership training modules • We will discuss with CELDAC adding a PD module around customer service (especially student facing)	FAA
Marketing, Branding and Advocacy	• "First-choice experience" as concept • Build pride	• In March, UWM will debut the new marketing/branding campaign. The theme is "UWM First Choice," featuring real UWM	URC

Sustainable Future Goal – Feedback and Responses			
Issue Area	**Suggestions**	**Response/Action Step**	**Responsible Units**
		students for whom UWM was their first choice. • The new marketing campaign will showcase highly ranked, unique academic programs that give UWM a competitive advantage. The second phase of the campaign will tell stories of alumni who have had career success because of their UWM education.	

Maintaining a Safe Environment	• Safe environment is important	• Add additional goals for:
		  • Outside classroom safety/behavior
		  • Active Shooter Preparedness
		(These are initiatives underway already.)
			FAA

Improve Sustainability and Energy Management	• More communication about initiatives	• Add goal describing project to add more renewable energy	FAA
Other/New Within Sustainable Future	• Don't refer to "campus" • Prioritize or phase massive plan	• Will examine references to "campus" • Many different groups are involved in the plan but, yes, staffing to carry these out remains a challenge	All