



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 of the proposed actions are underway. 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](#)

In these retreats, it became evident that our strategic directions of student success, research excellence, community engagement, brand, visibility and image, and culture and climate need to evolve to address campus, system and environmental changes (click [here](#) for background on our strategic directions).

Strategic Directions

Consistent with [UWM's mission, vision and guiding values](#), guided by campus discussions outlined above, and due to new opportunities, the changing needs of our students, and other factors, UWM's five strategic directions have evolved into this revised framework. Our strategic directions are:

- Diversity, Equity and Inclusion
- Outstanding Learning Environment
- Research Excellence
- Community Engagement and Talent Pipeline
- Sustainable Future for the Campus
 - Enrollment Management Actions
 - Fiscal Actions
 - Brand, Visibility and Image

Strategic direction groups already existed or have 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 and is linked to culture and climate. Thus, all strategic direction groups will incorporate diversity, equity, and inclusion components 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 Enrollment Management Co-Leads Dave Clark and Kay Eilers with support from Graduate School Dean Marija Gajdardziska-Josifovska and Chief Student Affairs Officer Kelly Haag)

- Advance Outstanding Learning Environment graduate and undergraduate plans
 - Improved retention and graduation rates
 - Develop and implement school and college Outstanding Learning Environment plans
 - 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
- Integration of the 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

- 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)
- Advance R1 Graduate Student Experience
 - Research 1 (R1) sustainability via research growth and awarded professional doctorates
 - Growing accelerated Master's programs for faster degree completion
 - Assessing and responding to results of R1 graduate student experiences survey
 - Big data affinity profiles to recruit adult learners

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

- Maintain and build upon Carnegie Research 1 (R1) status
- Develop and implement school and college research plans including opportunities for graduate students
- 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 all students' 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 Enrollment Management Co-Leads Dave Clark and Kay Eilers)

Lead development of UWM strategy to create a sustainable future through improvement of operations and maximizing resources, including the following administrative efforts:

- Outstanding Learning Environment plans
- Institutional Student Financial Aid
 - Management of scholarships
 - Need-based grants
 - Promise program
- New Budget Model implementation
- Integrated Capital Planning efforts
- Integrated Support Services implementation
- UW System Administrative Transformation Project
- Data Management Solutions

- Campus-wide Compliance Management
- Chancellor's Employee Learning & Development Advisory Committee
- Re-branding Campaign

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 individuals and campus groups (e.g., focus groups, open fora), 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 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 to accomplish our goals.