This __DRAFT__ Strategic Plan is the result of the collaboration of 17 strategic planning teams, incorporating feedback in multiple phases over several months from faculty, staff, students, alumni and external stakeholders.

UW-Milwaukee Strategic Plan 2020

**Advancing UWM as a Top-Tier Research University:
A Plan for Student Success, Research Growth, and Community Impact**

November 2, 2014

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UWM Role

As an urban, public research university, UWM serves Milwaukee and Southeastern Wisconsin through innovative and engaged research and educational programs

UWM Vision

We will be a top-tier research university that is the best place to learn and work for students, faculty and staff, and that is a leading driver for sustainable prosperity. We will accomplish this through a commitment to excellence, powerful ideas, community and global engagement, and collaborative partnerships.

UWM Strategic Goals

- Successful Students
- Research Excellence
- Community Engagement
- Inclusive and Innovative Culture

University of Wisconsin-Milwaukee
Strategic Plan

Executive Summary

Since its founding in 1956, the University of Wisconsin-Milwaukee and its students, faculty, staff, and partners have had remarkable impact in terms of research progress, community partnerships, cultural enrichment and alumni contributions. Looking forward, the University faces extraordinary challenges, including enrollment and funding declines, changing demographics, student debt loads, and questions about the role, value, and future of higher education.

To enable a strong and vibrant future, UWM developed an ambitious and comprehensive strategic plan to transform into a powerful public research university that generates lasting change.

The plan identifies four major campus goals and a set of associated strategic initiatives. It also contains a framework for making choices as opportunities and needs arise, in the context of budgetary constraints and the University's long-term financial sustainability.

STRATEGIC GOALS

◉ **Successful Students: Graduate highly educated individuals at all degree levels, from undergraduate to doctoral**. UWM will make learning accessible and affordable at every age and stage of life. As a research university, UWM will provide students from their first year through post-doctoral studies opportunities to enhance their education through research, internship and international learning opportunities. The University will engage more students in these enriching activities, develop new programs, and improve the academic success of our students with the goal of graduating students who are highly engaged and invested in our communities.

◉ **Research Excellence: Generate discoveries and scholarly outcomes that are recognized within the global research community and that have an impact on society, locally to globally**. UWM's nationally and internationally recognized research programs produce discoveries and new

knowledge from UWM's research labs, students' real-world learning experiences, and collaborations from across the street to across the globe. The University will increase its partnerships to collaborate on the next generation of inventions; enhance undergraduate retention and completion rates by engaging them in research; and commercialize innovations via the UWM Research Foundation through collaborations and partnerships. Finally, by immersing UWM students at all levels in research activity, we will graduate better educated and highly-trained students who contribute to the prosperity of the community.

- **Community Engagement: Deepen our positive impact in the city and region through community and business partnerships**. UWM's 700-plus partnerships throughout the area led to its designation as one of the nation's Top 25 "Saviors of Our Cities" universities, a ranking that recognizes academic institutions actively engaged in promoting the overall quality of life, culture, and the economy of the city and region. The University will expand on this history to deepen its engagement through community-based research, service learning, entrepreneurial opportunities, alumni engagement, Panther Athletics and events.

- **Inclusive and Innovative Culture: Foster a culture that embraces innovation, creativity and diverse perspectives within an inclusive environment for all faculty, staff and students.** UWM needs a healthy climate that attracts and retains the talented faculty, staff and students required to achieve the three strategic goals outlined above. In alignment with our campus vision statement, UWM will be a best place to learn and work for all campus community members. We will support innovation and creativity in research and education; value diverse perspectives and intercultural knowledge; and provide an inclusive environment for all members of the campus community.

STRATEGIC INITIATIVES

- **UWM Experience: Create** a "UWM Experience" to make UWM a destination campus that engages students, supports their development, and deepens their pride in the University.
- **Top-Tier Research:** Develop a top-tier research environment that promotes research growth and impact, including focused research clusters.
- **Community Engagement:** Deepen connections with the community by enhancing pathways for partnerships and collaborations with the local community and businesses.
- **Academic Programs:** Develop and deliver relevant, innovative, engaging and distinctive academic programs.
- **Faculty and Staff:** Attract and retain high-quality faculty and staff (including academic staff, classified staff, and graduate assistants) to implement new research and academic programs.
- **Internationalization:** Strengthen UWM's academic profile and learning outcomes through internationalization of teaching, research, and the campus community.
- **Climate of Inclusion:** Enhance and infuse diversity (in all its forms) throughout UWM's environment, workforce, student body, programs and activities.
- **Support UWM:** Strengthen and expand UWM's support within the region and across the state.

Introduction

Institutional Mission and Context for Planning

Great cities need and deserve great public universities to support their continuing development. Urban universities play a profound role in cultural enrichment, workforce development and regional prosperity. Indeed, there are no thriving cities in the United States without a strong major university or cluster of higher education institutions at their core. With this in mind, the Wisconsin State Legislature created the University of Wisconsin-Milwaukee in 1956 as part of the UW-System's doctoral research university cluster. UWM's mission is to serve Milwaukee and Southeastern Wisconsin through innovative and engaged research and educational programs.

In the 58 years since its founding, UWM has made great strides in establishing a reputation for research excellence, graduating high-quality students, and working with the Milwaukee community. Internationally, UWM ranked 89th in the world in the Professional Ranking of World Universities conducted by the École des Mines de Paris, and ranked 537th in the world (and 168th in the US) by the Center for World University Rankings. The University is also in the top 500 world universities in the Academic Ranking of World Universities compiled by Shanghai Jiao Tong University.

The University's 188 academic programs produce more than 5,300 graduates annually, and it offers more doctoral programs (33) than any other institution in southeastern Wisconsin. Our alumni reside in over 90 countries and 75% of those living in the USA reside in Wisconsin. UWM alumni have served as corporate leaders, teachers, government leaders and architects, and nurses and health care providers. Distinguished alumni include CEOs of Fortune 500 companies, ambassadors and Oscar Award winners.

Most notably, UWM's 700-plus partnerships throughout the Milwaukee area led to its designation as one of the nation's Top 25 "Saviors of Our Cities" universities by the Coalition of Urban and Metropolitan Universities, a ranking that recognizes academic institutions actively engaged in promoting the economy, culture and overall quality of life in their home cities. This involvement is evident in the 46,000-plus hours of annual community service that engage our faculty, staff and students in partnerships that enrich the metropolitan area.

This relationship between UWM and Milwaukee has been a defining feature in the University's past success and in defining its future goals. The 1986 community-based report "UWM & the Future of Metropolitan Milwaukee" articulated and strongly endorsed the need for "a major, doctoral research university as a powerful and necessary resource" for the people of the region to take charge of their future. The report argued that only a commitment to excellence would inspire and support the University's high-impact research, its mission to provide access to high-quality education, and its deep engagement with Milwaukee's metropolitan communities.

UWM's ongoing commitment to excellence has guided its development as a research-intensive university that is "a leading driver for sustainable prosperity" the region. The combination of our urban location and research excellence allows us to build collaborations and partnerships that are unique in Wisconsin. Our engagement with Milwaukee attracts top faculty and students who

conduct research on social and organizational issues, environmental quality, K-12 education and health care/public health; make direct contributions to the cultural vitality and well-being of their communities through the arts; and share their expertise by working with community and governmental organizations. Our graduates provide the community with the talented workforce that will attract new innovative businesses and retain existing firms in the region and connect the city to global networks and perspectives. We prepare graduates for productive careers by incorporating the research and entrepreneurial activities made possible by our urban setting into academic programs. Our location positions us to provide opportunities and access to a broad spectrum of students, including historically underrepresented and first-generation students.

However, the region faces major challenges that provide an opportunity for UWM to play a key role in transforming the region. In a broad context, Wisconsin faces the imperative of making the transition to the 21st century global knowledge economy that requires a constantly evolving knowledge base, intellectual skills and expertise. This transition has been difficult for a state that has relied on the manufacturing sector, particularly in Milwaukee, which has been Wisconsin's manufacturing center. These needs position UWM, as the higher educational institution with the greatest number of Wisconsin students, as an economic driver for the region's sustainable prosperity. UWM's role is highlighted by workforce projections that indicate future jobs will increasingly require postsecondary education, with an estimated shortfall of 60,000 college-educated Wisconsin employees by the end of the next decade.

UWM is also challenged by a long-term pattern of declining state support for public higher education, changing demographics, and the seismic changes occurring in the higher education landscape with respect to technology, learning formats, financial capabilities and collegiate academic preparation in urban education. UWM has experience addressing some of these shifts because of its history of educating both traditional and non-traditional students and early adoption of alternatives (e.g., online instruction, flex credit options). In addition, the University's growing engagement with community and corporate partners has increased support from non-traditional sources.

In developing the Strategic Plan, the UWM community was required to deeply consider the necessary goals, directions, and commitments to position UWM for the future. The Strategic Plan provides the future pathway for the University that builds on its history, the needs of the region, and the institution's unique position as the major public university within Wisconsin's largest metropolitan region. The plan directs how the University will advance itself as a dynamic and creative university that can respond to the changing needs and demands of the community at all levels (city, region, nation and world). It is based on the University's Mission, which drives it to be highly engaged in Milwaukee; the Campus Vision, which challenges us to ands of the community at all levels (city, region, nation and world); and UWM's Guiding Values, which frame our core beliefs (Appendix A).

Development of the Strategic Plan

The UWM community embarked on a strategic planning process in November 2012 with the goal of charting the University's future. Then Chancellor Michael R. Lovell charged leadership to develop a strategic plan for 2014-20 to realize the Campus Vision and support the Mission.

The planning was to be inclusive with participation from both internal and external stakeholders, and was to cover all aspects of the University.

The strategic planning process included substantial involvement from academic units, governance groups, faculty, staff, students, alumni and community groups. As part of the process, academic units developed detailed plans for the development of their academic programs, student enrollment and support activities, research profiles, and resources. Ten thematic planning teams used these detailed academic plans, their collective experiences, and input from faculty, staff, students and stakeholders in their analysis of needs and opportunities that cut across campus. The thematic teams worked for over a year to develop recommendations for incorporation into the final strategic plan. Thus, the Strategic Plan incorporates and synthesizes a wide variety of perspectives and recommendations.

Scope of the Strategic Plan

UWM's Strategic Plan integrates the intertwined strategic goals of research excellence, student success, and community engagement that provide a vision for UWM mission. Our goal of accelerating our development as a dynamic and creative university is critical to sustaining and expanding the university's local, national and global impact.

To reach these goals, the Strategic Plan presents a framework for making decisions. The plan presents eight initiatives that target specific areas for improvement. The initiatives provide a structure for developing more detailed implementation plans that target measurable outcomes. The underlying premise is that to reach its goals, UWM must adopt strategies that target investments toward specific outcomes, assess the results, and use resources in a flexible manner. Therefore the plan does not prioritize actions or initiatives but instead provides a framework for making choices in light of the needs of the University and its community, the opportunities available, and the financial implications. The plan does not include all the details or work of the thematic teams due to the limited length of this document, but includes significant contributions from all teams.

Most importantly, the Strategic Plan identifies the critical areas for UWM's future development, and challenges the university to align its resources with the strategic goals. This will require leadership to focus on the goals, and the development of decision processes that involve appropriate internal stakeholders.

UWM Strategic Goals, Outcomes and Initiatives

The Strategic Plan is built around **four strategic goals** that reflect the major components of developing UWM into a top research university in Milwaukee. The goals emerged from a process of distillation, alignment and integration of the work of the eleven thematic teams. Each goal is associated with **multiple outcomes** that identify specific areas targeted for improvements. **Eight initiatives** provide the framework for implementing the Strategic Plan.

Strategic Goals

- To graduate highly educated individuals at all levels, including research and practice-based doctoral degrees.
- To accelerate UWM's development as a top research university, generating discoveries and scholarly outcomes that are recognized within the research community and that have a strong positive impact on society.
- To drive sustainable prosperity and to enrich the quality of life in the region through community and business partnerships.
- To enhance a culture that embraces innovation, creativity and diverse perspectives within an inclusive environment for all faculty, staff, and students.

These four goals work together to make UWM an agent of creativity and innovation, an organization that is diverse, globally connected, locally engaged and technologically sophisticated.

Anticipated Outcomes

UWM's Strategic Plan identifies key outcomes related to each goal (Table 1). Our initiatives will generally contribute to multiple outcomes, including those aligned with more than one goal.

Table 1: Strategic Goals and Their Outcomes

Successful Students	Research Excellence	Community Engagement

• Engagement in high-quality programs • Diverse international perspectives • Expanded innovative/entrepreneurial/ research experiences • Enhanced retention and graduation • Post-graduation employment and career success	• Increased scholarly outputs • Increased student research • Enhanced National/International reputation • Effective community impact • Enhanced funding	• Pervasive community partnerships • Community-driven research • Educational and research collaborations • Contributions to economic development • Contributions to cultural and environmental quality-of-life

Inclusive and Innovative Culture
• Diversity of faculty, staff, and students • Interdisciplinary research and education • Support for innovation, creative and entrepreneurial activities • Supporting infrastructure, including technology, of a top research university • Faculty, staff, and student satisfaction and pride in the institution

These outcomes provide the focus of critical components of the strategic plan. The outcomes provide tangible measures of the institution's progress toward realizing our goals (see Appendix B for examples of metrics for each outcome). They also provide ready criteria for evaluating choices that the university faces in upcoming years.

Initiatives

Initiatives are the building blocks for implementing our Strategic Plan. They are actionable, focused in scope, and targeted on specific outcomes. They include several components: a programmatic objective, specific outcomes, critical actions, appropriate metrics, an assessment process, and a sustainability plan. The sequencing and timing of critical initiatives will need coordination as the Strategic Plan is implemented.

The planning process identified eight initiatives. The first three directly relate to specific strategic goals; the others support multiple strategic and transformational goals. These linkages among the initiatives reflect the interwoven nature of the goals. Student success and research excellence positively impact our external community; research excellence and community engagement provide students more options; enhanced student success and community engagement will attract more and better students. New degree programs arise out of new interdisciplinary research and integrate into the range of student experiences. Expansion of faculty and staff are needed to support new research and educational programs, and contribute to enhancing diversity and internationalization efforts. The net result is a more sustainable university with greater regional and global impact.

The initiatives, and selected goals, outcomes and actions are listed below (more details are presented in Appendix C). These provide the essential framework for implementing this Strategic Plan to develop the university into a powerful force and essential resource for the region's future.

UWM EXPERIENCE: Create a "UWM Experience" to make UWM a destination campus that engages students, supports their development and deepens their pride in the University.

Summary: This initiative will enliven students' involvement and bonds with UWM and its larger communities, resulting in a uniquely-engaged and highly-sought student experience. Students will develop their lifelong skills and knowledge while developing pride in the institution, and remain connected with the University after graduation.

Selected Actions
- Support teaching excellence across all our programs
- Expand undergraduate student research
- Expand the Honors College so it enrolls 5% of the undergraduate students, similar to other large public universities
- Develop entrepreneurial activities applicable to a wide array of programs
- Enhance developmental education instruction, structure, and policies
- Expand the scope and effectiveness of advising, particularly targeting at-risk students
- Promote student success through a holistic approach including student overall emotional and physical well-being
- Increase programming and activities that will enhance the engagement of students at all levels with the university
- Address affordability and develop avenues for students to attend UWM
- Utilize alumni networks to support students' transition to post-UWM careers

TOP-TIER RESEARCH: Develop a top-tier research environment that promotes growing research impact, including focused research clusters

Summary: This initiative will build a research environment to promote research growth across the disciplinary spectrum, including strong support for interdisciplinary research that leads to the establishment and growth of research centers of excellence. These will provide the focal points for new academic programs to help us attract and prepare outstanding students.

Selected Actions
- Develop and implement unit-level research plans
- Create cross-disciplinary research groups
- Invest in growing research centers and institutes
- Create an integrated IT infrastructure that provides support across various platforms and systems, with appropriate staffing
- Review and revise institutional operations and services to make them more effective,

user-friendly, and supportive of the full range of research activities (individual researchers, centers, multidisciplinary work, and multi-institutional collaborations)

COMMUNITY ENGAGEMENT: Deepen connections with community by enhancing pathways for partnerships and collaborations with the local community and businesses.

Summary: This initiative will foster community-based research, learning and entrepreneurial opportunities; increased student retention; a stronger workforce and strengthened connections with neighborhoods in campus locations.

Selected Actions
- Foster community-based learning activity across the curriculum/campus including service learning
- Facilitate community-engaged research that addresses urban, regional, and national needs
- Engage with businesses, educational partners, and other community members to develop a stronger workforce

ACADEMIC PROGRAMS: Deliver relevant, innovative, engaging, and distinctive academic programs

Summary: This initiative will draw from schools' and colleges' academic program plans to create an array of programs that align with new curricular areas as well as student demand and career opportunities, delivered in innovative formats that match the needs, preferences, and learning styles of students from a variety of backgrounds. See school and college academic plans for more details.

Selected Actions
- Develop novel degree and non-degree options at all levels, including programs that emerge from interdisciplinary research themes
- Develop combined BS/MS and MS/PhD programs and joint degrees within UWM and with other institutions
- Utilize emerging delivery modes (e.g. online/blended, Flexible Option, prior learning assessment, and simulation) to reach both traditional and non-traditional students
- Make course offerings more efficient by eliminating course duplication and developing new models to share instruction
- Market new programs

FACULTY AND STAFF: Attract and retain high-quality faculty and staff to implement focused research and academic programs

Summary: This initiative aims to grow the numbers and retention of faculty and staff to support new research and academic programs.

Selected Actions

- Increase the number of faculty and staff
- Align faculty and staff compensation with that of their peers
- Increase levels of graduate student stipends
- Provide explicit promotion/tenure expectations and support flexible workload
- Increase career and professional development for faculty and staff
- Make UWM a best place to work for faculty and staff

INTERNATIONALIZATION: Strengthen UWM's academic profile and learning outcomes through internationalization of teaching, research, and the campus community

Summary: This initiative addresses the implementation of a comprehensive internationalization plan that will strengthen UWM's reputation as a globally-engaged top research university by impacting key components of university life, including research collaboration, teaching, and campus climate. While this plan includes expanding international student enrollment, it also encompasses the internationalization of UWM's domestic student population and of the UWM curriculum, providing on- and off-campus experiences for international learning.

Selected Actions
- Expand and support internationally-focused teaching and research
- Provide every UWM student with a meaningful international experience
- Increase resources for international recruitment and support services, including the English as a Second Language program
- Strengthen infrastructure to support new international teaching and research collaborations, including visiting scholars

CLIMATE OF INCLUSION: Enhance and infuse diversity (in all its forms) throughout UWM's environment, workforce, study body, programs and activities.

Summary: This initiative will create an environment of inclusivity leading to increased openness, acceptance and appreciation for diversity in ideas, people, and cultures.

Selected Actions
- Incorporate diversity principles and values to expand conceptual frameworks of knowledge and scholarship in programs
- Build a vibrant climate by promoting a culture of respect and inclusion through diverse programming
- Engage diverse communities as learning and training resources for our students, faculty and staff
- Widely share accomplishments in diversity scholarship, and its innovative programs and experiences that foster diversity
- Increase the diversity of students, faculty and staff

- Increase retention and upward mobility for employees who are members of underrepresented groups/populations

SUPPORT UWM: Strengthen and expand UWM's support within the region and across the state

Summary: This initiative will increase the vibrancy and visibility of UWM and the institution's positive impacts throughout its communities, resulting in increased understanding of and support for UWM.

Selected Actions
- Implement a sustainable long-term comprehensive marketing, communication, promotional, and governmental relations plan
- Identify resource opportunities and obtain funding for existing and future facilities
- Implement and support the Comprehensive Campaign, Vision 20/20

Implementation of the Strategic Plan

Although UWM faces significant challenges, the University is well-positioned to implement this strategic plan and fulfill its vision of becoming a top-tier research university. The University has a clear mission and vision, a history of success, and a variety of assets it can draw upon to support its future development.

The Strategic Plan builds upon UWM's record of success across research, education and community engagement. The University's international reputation is largely based on our cutting-edge research programs that span the liberal arts and professional schools. We have also led academic innovation within the UW-System with the early development of online degree programs, innovative programs such as Freshwater Sciences, and (most recently) flex degree programs. The faculty and staff are engaged in over 700 partnerships in the region, including over 150 collaborations with regional businesses. These programs developed the strong connections between UWM and our community that provides major advantages for the University.

Among our strong assets are our location in the center of the state's economic activity, our community partners, our large and nearby alumni base, our diverse student population, and a dedicated faculty and staff. With more than a third of the economic activity and nearly 40% of the state's population, southeastern Wisconsin is vital to the overall health of the state and home to many of its leading corporations with particular strengths in water services, manufacturing, energy, food and health areas. The University can draw upon the wide range of partners for collaborations and partnerships in the Milwaukee area.

UWM's educational mission is a critical component of its impact on the region and state. For more than a decade UWM has enrolled more Wisconsin residents than any other university with nearly 87% of the spring 2014 students originating from the state. Nearly 90% of UWM's 150,000 graduates stay in Wisconsin. These graduates form the vibrant workforce that is the backbone of our economy, culture and community. Many of UWM's 27,000 students are "first generation" students, starting families, changing careers, or serving in the military. We serve as a stepping stone to prosperity for these students allowing them to transition to more prosperous careers.

The Strategic Plan expands on these connections by targeting the development of new research and degree programs in cutting edge interdisciplinary areas, increased collaboration with community and corporate partners, and enhancement of the student experience. These initiatives capitalize on the unique opportunities available in our urban Milwaukee community.

Implementation Process

Implementation of this Strategic Plan will be a campus-wide effort to focus the University on reaching the four strategic goals. The plan is built around eight initiatives that are the focal points for actions (Appendix B). Conceptually, implementation will require development of the initiatives, prioritization and coordination of recommended actions, and integration with campus

budget processes. These processes must be collaborative and transparent, and include regular communication and reporting to campus stakeholders.

A campus-level Implementation Team will coordinate and integrate the work of Initiative Implementation Teams. Each Initiative Implementation Team will assess their initiative's priorities, refine the cost estimates, and identify clear outcome-related metrics. The team will prioritize actions in light of different funding levels as the plan is integrated with a new campus budgeting model and process. The teams will recommend a sequence of actions/investments for prioritization and integration by the campus Implementation Team.

A critical step will be to link the strategic plan priorities to the budget process, because for this plan to succeed, new budget initiatives will need to be in place. This linkage must be incorporated into revisions of the current campus budget model and processes.

Implementation of the strategic plan will involve two reporting processes: annual progress reports submitted by Initiative Implementation Teams, and an annual summary report from the Chancellor's Strategic Planning Designee highlighting progress made toward the University's goals and celebrating successes. The latter will include a brief narrative, updated information on metrics or other performance measures used, and resources expended. Initiative Implementation Team reports will be more in-depth presentations of the teams' plans, their implementation and outcomes.

This plan is a living document, subject to modification as necessary, while acting as a guidepost to lead UWM to become an engaged research university. Over time, it is likely that the higher education landscape will change, and it is envisioned that through the implementation monitoring and reporting processes UWM will be better positioned to act quickly and adjust its course. Implementation details will be more fully developed after the teams begin their work. On a longer time scale, we anticipate that the initiative array will need reassessments every 5-6 years to allow for adjustments to changing conditions. The entire implementation process – including modifications – must encourage transparency and continue to include input from faculty, staff, and students.

Metrics and Other Performance Indicators

As the implementation process proceeds, it will require planned and regular assessment of progress at the level of individual actions and programs and at the campus level. The assessments will be needed to guide budgetary choices. To accomplish this, Initiative Implementation Teams' recommendations will need to submit the specific metrics and other performance indicators that they will use to measure the success of each action in advancing one or more strategic outcomes. Some examples of metrics are included in Appendix B. While the primacy of metrics and other indicators should not be understated, some of the actions included in this plan will be more complicated to assess than others, and may require a multi-pronged assessment approach. The emphasis will be upon gathering data that best evaluate each initiative and actions with an eye toward methodologies that are accessible and likely to remain comparable and consistent over time. To facilitate assessment and for reporting purposes, dashboards that critically assess the progress of the strategic plan and specific initiatives should be developed.

Risk and Benefit Management in Strategic Planning

For any organization, strategic planning is accompanied by an element of strategic risk, in particular financial risk. Universities face risks related to enrollment changes due to shifting demographics, and economic dips that challenge internal and external funders. Many of the new and existing initiatives in this plan require some level of funding, one-time or continuing, which is an ever-present challenge for a publicly-funded institution like UWM.

This strategic planning process has been undertaken with this risk in mind, and managing the inherent risk will be addressed by the responsible parties in initiative and campus implementation teams. In some cases, current resources may be reorganized to meet new priorities; in others, it will be necessary to garner new sources of funding through effective grant seeking, lobbying efforts or private support. Some activities will expand the resource base of the campus (e.g., stabilize student body, increase international student numbers, increase research funding, expanded development efforts). These considerations will impact the implementation timing and modify plans as opportunities arise.

UWM also faces risks other than financial that may impact the implementation of its strategic plan as documented in UWM's Enterprise Risk Management (ERM) analysis (Appendix C). The ERM analysis highlighted risks that were both financial and non-financial, including faculty and staff morale. All of these may influence the implementation of this plan. At the same time, this plan will directly address many of the concerns of faculty, staff and students by advancing UWM's development as a creative and innovative university.

Resource Plan

Principles of Financial Sustainability

Strategic thinking requires UWM to invest in an array of programs that are financially sustainable. While the production of revenue must not be the sole measure of a program's worth, the reality is that the campus cannot be sustained without sufficient numbers of financially productive units. Therefore, UWM's investments must balance alignment with our strategic goals and financial sustainability.

The need for financial sustainability leads to the following budgetary principles:

- The mechanisms for developing a campus budget must be transparent and consultative, while simultaneously permitting agility in allocations of scarce resources.

- In making decisions about investment of scarce resources, the university must examine the value and alignment of a program to UWM's strategic goals, its ability to sustain itself financially, and its ability to generate additional financial return to support investment in other programs.

- The campus culture must encourage productive relationships internally between campus units, and externally between campus units and our alumni, individuals, corporations, foundations, government funding agencies, and other educational institutions.

- The university must vigorously strive to steward all of its resources with great care. We must continue to search for cost-savings and efficiencies. We must routinely examine credible data in making decisions that affect campus resources. We must assess the ongoing impact of budget choices on a regular basis and make adjustments as necessary.

Overview of Resources Needed to Implement Strategic Plan

Table 2 summarizes estimates of new resources needed to fully implement each of the eight initiatives (details are in Appendix D). The total costs are substantial and indicate the necessity of adopting a phased implementation plan that is integrated with available resources. The estimates provided include the direct costs necessary to achieve each initiative; they may not include the infrastructure and administrative support costs for each initiative.

Table 2: Estimated costs of the initiatives

INITIATIVE	BASE FUNDING	SETUP FUNDING
Develop top-tier research environment	$13,950,000	$80,000

Develop the "UWM Experience"	$12,224,000	$4,235,000
Improve community partnerships and collaborations	$6,000,000	$3,000,000
Innovative and distinctive academic programs	$288,000	$47,000
Attract and retain the best faculty and staff	$32,200,000	$0
Internationalization	$1,735,000	$65,000
Enhance and diffuse diversity throughout UWM	$400,000	$0
Strengthen UWM's support within the region and state	$3,700,000	$2,900,000
TOTAL ESTIMATED COSTS	**$70,497,000**	**$10,327,000**

The largest cost item is the expansion of UWM's faculty, staff and graduate assistants to support new research and educational programs, essential components of the Strategic Plan. The next three initiatives (in terms of cost) align with the University's strategic goals for growing research, improving student success and their experience, and community engagement. These initiatives are complemented by the internationalization and diversity investments that provide additional support and focus on these critical areas.

Revenue Streams: Threats and Opportunities

UWM's revenue streams consist of the following general categories: base budget allocations from the State of Wisconsin; tuition and student fee revenue; federal student loans; external grants and contracts; and private philanthropy. In addition, cost-savings through increased efficiencies and reallocations can contribute to the available funds. At present, several of these revenue streams are under significant stress.

Undergraduate enrollment has declined at UWM, due in part to demographic trends that affect almost every institution of higher education, and that are projected to continue for many years. The nation's recovery from the Great Recession continues at a slow pace, making the cost of higher education a substantial challenge for many. This provides UWM with an opportunity since it provides a relatively low-cost and high-quality education. Competition for high-achieving and diverse undergraduate and graduate students can only increase, and this can be addressed by offering distinctive programs and by expanding educational experiences such as Honors, Study Abroad, and undergraduate research that will increase UWM's attractiveness to all students, and which align with UWM's goal of becoming a top research university.

The state government has frozen tuition for the 2014-15 academic year and this trend is expected to continue into the next biennium. Many state leaders and some taxpayers view increasing public investments in public higher education with skepticism as evident from the decline of state support from 34% of UWM's operating budget in 2002-03 to 18% in 2013-14. The combination of frozen tuition and continuously declining base budget support poses the most significant challenge to implementing the initiatives in this strategic plan. One critical strategy in stabilizing this revenue stream is to increase our visibility and to publicize our impact in the state. This may attract additional assistance from the state and UW System for targeted programs that increase our student successes and align our research activities with the local and regional needs.

Historically, UWM's research revenue has doubled every decade, but this growth has stagnated in the last two years due to recent declines in federal and state research support. Given the quality of our faculty and a focused approach to research, UWM has great potential for increasing both external grant and contract income and philanthropic support if we succeed in increasing our research profile and level of community engagement. This will require UWM to make strategic investments in the faculty, staff, and infrastructure needed to be even more successful in these highly competitive arenas.

Finally, UWM must also take advantage of those budget matters within our own control – such as areas in which we can identify and reduce redundancies and enhance efficiencies. As UWM has become increasingly "lean" it is essential to reclaim and redirect monies to new targeted purposes. Such reallocations to align resources with strategic goals will require careful consideration of the impacts and outcomes of current activities and programs.

Implications for Future Planning and Campus Budget Models

The UWM campus is developing a new budget model that provides flexibility in using campus revenues, allowing realignment of budgets with strategic initiatives. It is beyond the scope of this report to predict the precise budget model, the prioritization of initiatives, or the impact on current activities. Instead the strategic plan provides a framework for making resource decisions to support strategic goals. Implementation flexibility will be critical to allow alignment of actions with current opportunities and financial sustainability.

Implementation of the strategic plan will require prioritization of activities since the estimated revenue needs are about $70M. With the University's financial limitations, this prioritization must consider the financial impacts of initiatives such as costs and income streams, short-term versus long-term sustainability, and the relationship to larger budget issues. Some current campus activities will need to be curtailed or phased out if they no longer support campus goals in a sustainable way.

Stabilization and expansion of UWM's future resources must be a priority. Several major factors are critical: stabilization of enrollments (with targets for undergraduate and graduate students); growing research income through infrastructure investments; and increasing our operational efficiency. Since tuition is the University's largest source of revenue, enrollment stabilization and growth is a primary goal. The "Panther Experience" initiative targets the student experience and is a critical component of this effort. Targeted programs and activities may attract external (state and/or donor) support if we can demonstrate their effectiveness in boosting our student success rates. In a similar way, the research and community initiatives will expand our resources by attracting new funding while also providing our students with new opportunities.

These examples demonstrate how the investments articulated in the initiatives align with multiple aspects of the strategic plan. To cite some other examples, the hiring of research clusters will substantially increase grants income (with associated indirect cost returns), and some clusters may leverage their research with resources from local corporate or community partners to produce additional benefits. Investments in Development and Alumni Relations staff can be made to maximize the effectiveness of the upcoming comprehensive campaign, the goals of

which support and complement those of this strategic plan. Additional resources targeted to engage our alumni, friends, and corporate funders will generate private philanthropic funding, both to increase enrollments through strategic scholarship aid, and to attract and retain talented faculty.

The strategic plan includes a set of strategic initiatives, with specific costs and measurable outcomes, and outlines a process for making choices within this array. When combined with a new budget model, UWM can begin the challenging process of implementation.

Concluding Remarks

Higher education today faces unprecedented challenges, as noted throughout this plan. To succeed and thrive, UWM must continue to evolve from a well-regarded commuter school to a world-class research institution. To do so, we must build on our great strengths—the quality of our faculty and staff, the work ethic and dedication of our students, the remarkable accomplishments of our alumni, the relationships with our community partners—and identify new approaches and initiatives to address the future. Setting the stage for this, building on our schools' and colleges' academic program plans, we have worked since November 2012 to carefully construct this plan with 4 strategically targeted goals and 8 initiatives that will help us reach them to transform UWM into a top-tier research university. It is the clarity and focus of these goals and initiatives, developed through the work of 17 teams and hundreds of participants, that will make a difference for our students, faculty, staff, and communities.

The successful campus of the future will evolve substantially to meet the changing demands facing higher education. For us to truly develop our aspiration of becoming a top-tier research university, doing only the things we have done historically will not move us forward. Indeed, to break out of the pack, to excel in the future, we must now strategically allocate our resources and dedicate our efforts in ways and areas much different than what we have done historically. Beyond this, we must develop new resource streams with existing and new programs to support the needs outlined in this plan. The most compelling aspect of this plan is how willingly and in such a committed fashion the faculty, staff, students, alumni and community members worked collaboratively to develop this plan. As we proceed with the plan's implementation, it is this energy and resolve that will propel our future success.

The results of effective implementation of this plan will contribute to greater student retention, learning, and graduation rates, along with more successful contributions in their chosen fields. Organizations employing our students, the community, and research fields will all be enhanced by the strengthening of UWM through these plans. And, our faculty and staff will be strengthened, with a culture and productive environment enabling research, teaching and service outcomes to achieve greater levels of excellence. The city, region and state will benefit from more graduates who can make greater contributions in their chosen occupations and professions, and from a University which contributes as an economic engine to our community through our research and engagement.

Appendix A: UWM Mission Statement, Vision and Guiding Values

University of Wisconsin System Mission Statement

The mission of this system is to develop human resources, to discover and disseminate knowledge, to extend knowledge and its application beyond the boundaries of its campuses, and to serve and stimulate society by developing in students heightened intellectual, cultural, and humane sensitivities; scientific, professional, and technological expertise; and a sense of purpose. Inherent in this mission are methods of instruction, research, extended education, and public service designed to educate people and improve the human condition. Basic to every purpose of the system is the search for truth.

UW System Doctoral Cluster Mission Statement

As institutions in the Doctoral Cluster, the University of Wisconsin–Madison and the University of Wisconsin–Milwaukee share the following core mission. Within the approved differentiation stated in their select missions, each university shall:
   • Offer degree programs at the baccalaureate, master's and doctoral levels.
   • Offer programs leading to professional degrees at the baccalaureate and post-baccalaureate levels.
   • Conduct organized programs of research.
   • Promote the integration of the extension function, assist the University of Wisconsin–Extension in meeting its responsibility for statewide coordination, and encourage faculty and staff participation in outreach activity.
   • Encourage others in the University of Wisconsin System and in other state and national agencies to seek the benefit of the unique educational and research resources of the doctoral institutions.
   • Serve the needs of women, minority, disadvantaged, disabled and nontraditional students and seek racial and ethnic diversification of the student body and the professional faculty and staff.
   • Support activities designed to promote the economic development of the state.

UWM Select Mission Statement

To fulfill its mission as a major urban doctoral university and to meet the diverse needs of Wisconsin's largest metropolitan area, the University of Wisconsin–Milwaukee must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service. Fulfilling this mission requires the pursuit of these mutually reinforcing academic goals:
   • To develop and maintain high quality undergraduate, graduate and continuing education programs appropriate to a major urban doctoral university.
   • To engage in a sustained research effort which will enhance and fulfill the University's

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role as a doctoral institution of academic and professional excellence.

- To continue development of a balanced array of high quality doctoral programs in basic disciplines and professional areas.
- To attract highly qualified students who demonstrate the potential for intellectual development, innovation, and leadership for their communities.
- To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.
- To establish and maintain productive relationships with appropriate public and private organizations at the local, regional, state, national, and international levels.
- To promote public service and research efforts directed toward meeting the social, economic and cultural needs of the state of Wisconsin and its metropolitan areas.
- To encourage others from institutions in the University of Wisconsin System and from other educational institutions and agencies to seek benefit from the University's research and educational resources such as libraries, special collections, archives, museums, research facilities, and academic programs.
- To provide educational leadership in meeting future social, cultural, and technological challenges.

UWM Vision

We will be a top-tier research university that is the best place to learn and work for students, faculty and staff, and that is a leading driver for sustainable prosperity. We will accomplish this through a commitment to excellence, powerful ideas, community and global engagement, and collaborative partnerships.

UWM Guiding Values

We value:
- 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.

Appendix B: Metrics/Performance Indicators Related to Outcomes

The various actions within each initiative target specific outcomes. This list presents possible metrics for each outcome as starting points for the development of initiative implementation plans. The metrics used to measure the impact of specific actions will need to be selected and customized. For example, the evaluation of the funding or publication related to investing in research centers and institutes will need to target these outcomes for the centers, not just campus overall. In a similar way, increasing undergraduate advising will need to articulate the targeted goals.

Strategic Goal	Outcome	Possible Metrics/Performance Indicators
Successful Students	Engaged in high-quality programs	Ranking of programs; career placement of graduates
	International perspectives	Number/percentage of students studying, interning, or completing service learning abroad; students in internationally-focused Living Learning Communities; courses with international content; international co-curricular programs
	Innovation/entrepreneurial experiences	Number/percentage of students involved in research (credit and non-credit) or entrepreneurial ventures sponsored by UWM
	Enhanced graduation and retention	Domestic and international student first-to-second year retention rate and graduation rates
	Post-graduation employment and career success	Number of quality job employments for graduates
Research Excellence	Scholarly outputs	Number of articles, book chapters, books, conference publications, exhibits, live performances, recorded work, and original creative works; their citation and referencing.
	Student research	Number of PhD's granted, thesis masters; employment of PhD graduates; percentage of undergraduates involved in research; percentage of undergraduates who graduate and who enter doctoral programs; student diversity
	National/International reputation	Number of members of national academies and statutory committees; editors of prestigious reference works; achievement awards and presidents of national and international societies; prestigious honors

	Community impact	Number of patents, registered designs, licenses, startup companies, authors of international/national/state guidelines, alumni in leadership positions; percentage or number of alumni employed by regional firms; funding from industry or commercial partners
	Stable funding	Expenditures from federal sources and total external sources for both research and service/outreach activities; state research funding
Community Engagement	Community partnerships	Number of community partnerships, public service grants and contracts
	Community-driven research	Number of research projects with community partnerships; dissemination and number of community-based research reports; amount of university-sponsored grant funding for community partners
	Education and research collaborations	Number of collaborative projects with MPS and other K-12 schools, student service-learning and internship employments, classes using service-learning
	Economic impact	Percentage of alumni employed by firms in the SE Wisconsin region; number of partnerships supporting local business start-ups, patents licensed by regional businesses, and local firms hired for university projects; dollar value of goods and services purchased locally by UWM, purchased by faculty, staff and students
	Direct contributions to quality-of-life	Percentage of campus users who walk, bike or use transit; number of continuing education offerings, community health initiatives, and clubs/activities that benefit the community; range and number of cultural programs
Inclusive and Innovative Culture	Diverse faculty, staff and students	Percentage of underrepresented individuals enrolled at UWM and employed by UWM; cross-cultural co-curricular programs
	Interdisciplinary research and education	Number of degrees awarded in interdisciplinary programs; number of projects, publications and funding level for interdisciplinary research
	Support for innovation and entrepreneurial activities	Number and type of successful start-ups by faculty and staff, patents
	Supporting infrastructure, including technology, of a top research university	Funding for high-performance computing, library acquisitions and major equipment purchasing/upgrades; annual survey of researchers on campus business functions (travel, HR, purchasing)
	Faculty, staff and student satisfaction and pride in the institution	Number of faculty, post-docs and research staff; retention of faculty and research staff; faculty and staff diversity

Appendix C: Detailed Information on Initiatives

This appendix summarizes the eight strategic initiatives for developing UWM into an engaged research university. They are the basic components for implementing this plan. The following features of each initiative are presented:

- Summary Statement
- Strategic Goals and Targeted Outcomes
- Action Steps
- Team Initiator

Cost estimates of the initiatives are presented in Appendix D. Once the strategic plan is adopted, Implementation Teams for each initiative will develop detailed initiative plans. The Teams will need to consider aspects such as prioritizing action steps, costs versus funding levels, appropriate metrics and performance outcomes, implementation timelines, and assessment processes.

UWM EXPERIENCE: Create a "UWM Experience" to make UWM a destination campus that engages students, supports their development and deepens their pride in the University

Summary: This initiative will enliven students' involvement and bonds with UWM and its larger communities, resulting in a uniquely-engaged and highly-sought student experience, and remain connected with the University after graduation.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
    - Outcomes
        - Student research
        - Community impact
- Goal: Successful Students
    - Outcomes
        - Engaged in high-quality programs
        - International perspectives
        - Innovation/entrepreneurial experiences
        - Enhanced graduation and retention
        - Post-graduation employment and career success
- Goal: Community Engagement
    - Outcomes
        - Education and research collaborations
- Goal: Inclusive and Innovative Culture
    - Outcomes
        - Support for innovation and entrepreneurial activities
        - Supporting infrastructure of a top research university
        - Faculty, staff and student satisfaction

Actions
- Continue and enhance learning communities, first-year courses, and other high impact practices
- Promote student success through a holistic approach including student overall emotional and physical well-being
- Support teaching excellence across all our programs
- Expand undergraduate student research
- Expand the Honors College so it enrolls 5% of the undergraduate students, similar to other large public universities
- Develop entrepreneurial activities applicable to a wide array of programs
- Enhance developmental education instruction, structure, and policies
- Expand the scope and effectiveness of advising, particularly targeting at risk students
- Make operational enhancements to provide timely, seamless, well-coordinated communication and services

- Promote student success through a holistic approach including student overall emotional and physical well-being
- Increase programming and activities that will enhance the engagement of students at all levels with the university.
- Address affordability and develop avenues for students to attend UWM
- Utilize alumni networks to support students transition to post-UWM careers

Team Initiator: Provost and Vice Chancellor for Academic Affairs; Vice Chancellor for Student Affairs

TOP-TIER RESEARCH: Develop a top-tier research environment that promotes growing research impact, including focused research clusters

Summary: This initiative will build a research environment to promote research growth across the disciplinary spectrum, including strong support for interdisciplinary research that lead to the establishment and growth of research centers of excellence. These will provide the focal points for new academic programs to help us attract and prepare outstanding students.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
  - Outcomes
    - Scholarly outputs
    - National/International reputation
    - Community impact
    - Stable funding
- Goal: Successful Students
  - Outcomes
    - Post-graduation employment and career success
- Goal: Community Engagement
  - Outcomes
    - Community partnerships
    - Education and research collaborations
- Goal: Inclusive and Innovative Culture
  - Outcomes
    - Interdisciplinary research and education
    - Support for innovation
    - Supporting infrastructure of a top-tier university
    - Faculty, staff and student satisfaction and institutional pride

Actions
- Develop and implement unit-level research plans

- Create cross-disciplinary research groups
- Invest in growing research centers and institutes
- Create an integrated IT infrastructure that provides support across various platforms and systems, with appropriately staffing
- Invest in Library services
- Increase funding for the University's internal research support/growth programs
- Review and revise institutional operations and services to make them more effective, user-friendly, and supportive of the full range of research activities (individual researchers, centers, multidisciplinary work, and multi-institutional collaborations)
- Adopt an integrated space planning and allocation process addressing comprehensive space needs

Team Initiator: Vice Provost for Research

○ **COMMUNTY ENGAGEMENT: Deepen connections with community by enhancing pathways for partnerships and collaborations with the local community and businesses.**

Summary: This initiative will foster community-based research, learning and entrepreneurial opportunities; increased student retention; a stronger workforce and strengthened connections with neighborhoods in campus locations.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
    o Outcomes
        - Scholarly outputs
        - Community impact
        - Stable funding
- Goal: Successful Students
    o Outcomes
        - Innovation/entrepreneurial experiences
        - Post-graduation employment and career success
- Goal: Community Engagement
    o Outcomes
        - Community partnerships
        - Community-driven research
        - Education and research collaborations
        - Economic impact
        - Direct contributions to quality-of-life
- Goal: Inclusive and Innovative Culture

- o Outcomes
    - ▪ Support for innovation and entrepreneurial activities
    - ▪ Faculty, staff and student satisfaction and institutional pride

Actions
- Foster community-based learning activity across the curriculum and campus including service learning
- Facilitate community-engaged research that addresses urban, regional, and national needs
- Engage with businesses, educational partners, and other community members to develop a stronger workforce

Team Initiator: Provost and Vice Chancellor for Academic Affairs; Vice Chancellor for Global Inclusion & Engagement

ACADEMIC PROGRAMS: Deliver relevant, innovative, engaging, and distinctive academic programs

Summary: This initiative will draw from schools' and colleges' academic program plans to create an array of programs that align with student and current employment trends, delivered in innovative formats that match the needs, preferences, and learning styles of students from a variety of backgrounds.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
    - o Outcomes
        - ▪ Student research
- Goal: Successful Students
    - o Outcomes
        - ▪ Engagement in high-quality programs
        - ▪ Innovation/entrepreneurial experiences
- Goal: Inclusive and Innovative Culture
    - o Outcomes
        - ▪ Supporting infrastructure of a top research university
        - ▪ Support for innovation and entrepreneurial activities

Actions
- Develop novel degree and non-degree options at all levels, including programs that emerge from interdisciplinary research themes
- Develop combined BS/MS and MS/PhD programs and joint degrees within UWM and with other institutions
- Utilize emerging delivery modes (e.g. online/blended, flexible option, prior learning assessment, and simulation) to reach both traditional and non-traditional students

- Make course offerings more efficient by eliminating course duplication and developing new models to share instruction
- Market new programs

Team Initiators: Provost and Vice Chancellor for Academic Affairs

FACULTY AND STAFF: Attract and retain high-quality faculty and staff to implement focused research and academic programs

Summary: This initiative aims to grow the numbers and retention of faculty and staff to support new research and academic programs.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
  - Outcomes
    - Scholarly outputs
    - National/International reputation
    - Community impact
- Goal: Successful Students
  - Outcomes
    - Engagement in high-quality programs
- Goal: Community Engagement
  - Outcomes
    - Community partnerships
    - Community-driven research
    - Education and research collaborations
- Goal: Inclusive and Innovative Culture
  - Outcomes
    - Diverse faculty, staff and students
    - Interdisciplinary research and education
    - Support for innovation and entrepreneurial activities
    - Faculty, staff and student satisfaction and institutional pride

Actions
- Increase the number of faculty and staff
  - Hire additional faculty and researchers
  - Hire additional staff
  - Adopt more flexible "visiting" researcher policies, Research Professors
- Align faculty and staff compensation with that of their peers
- Increase levels of graduate student stipends

- Provide explicit promotion/tenure expectations and support flexible workload
- Increase career and professional development for faculty and staff
- Make UWM a best place to work for faculty and staff

Team Initiator: Chancellor

INTERNATIONALIZATION: Strengthen UWM's academic profile and learning outcomes through internationalization of teaching, research, and the campus community

Summary: This initiative addresses the implementation of a comprehensive internationalization plan that will strengthen UWM's reputation as a globally-engaged top research university by impacting key components of university life, including research collaboration, teaching, and campus climate. While this plan includes expanding international student enrollment, it also encompasses the internationalization of UWM's domestic student population and of the UWM curriculum, providing on- and off-campus experiences for international learning.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
    - Outcomes
        - Scholarly outputs
        - National/International reputation
- Goal: Successful Students
    - Outcomes
        - International perspectives
        - Enhanced graduation and retention
        - Post-graduation employment and career success
- Goal: Inclusive and Innovative Culture
    - Outcomes
        - Diverse faculty, staff, and students

Actions
- Expand and support internationally-focused teaching and research
    - Travel funding for faculty and graduate students
    - International research support programs
- Provide every UWM student with a meaningful international experience
    - Study abroad scholarship support
    - Faculty/staff curricular internationalization awards
- Increase resources for international recruitment and support services, including ESL
    - Dedicated recruiter and budget for recruitment (travel and marketing)
    - International student scholarships
    - ESL program support

- New position/resources to support social/cultural needs of int'l students
- Cross-cultural programming for all students, faculty, and staff, to support a welcoming climate for international students

- Strengthen infrastructure to support new international teaching and research collaborations, including visiting scholars
    - Central campus funding to support faculty, staff, and student exchanges with partner institutions

Team Initiator: Vice Provost for International Education

CLIMATE OF INCLUSION: Enhance and infuse diversity (in all its forms) throughout UWM's environment, workforce, study body, programs and activities.

Summary: This initiative will create an environment of inclusivity leading to increased openness, acceptance and appreciation for diversity in ideas, people, and cultures.

Strategic Goals and Targeted Outcomes
- Goal: Research Excellence
    - Outcomes
        - Community impact
- Goal: Successful Students
    - Outcomes
        - Engaged in high-quality programs
        - International perspectives
        - Enhanced graduation and retention
        - Post-graduation employment and career success
- Goal: Community Engagement
    - Outcomes
        - Community partnerships
- Goal: Inclusive and Innovative Culture
    - Outcomes
        - Diverse faculty, staff and students
        - Faculty, staff and student satisfaction and institutional pride

Actions
- Incorporate diversity principles and values to expand conceptual frameworks of knowledge and scholarship in programs
- Build a vibrant climate by promoting a culture of respect and inclusion through diverse programming
- Engage diverse communities as learning and training resources for our students, faculty and staff

- Widely share accomplishments in diversity scholarship, and its innovative programs and experiences that foster diversity
- Increase the diversity of students, faculty and staff
- Increase retention and upward mobility for employees who are members of underrepresented groups/populations

Team Initiator: Vice Chancellor for Global Inclusion and Engagement

SUPPORT UWM: Strengthen and expand UWM's support within the region and across the state

Summary: This initiative will increase the vibrancy and visibility of UWM and the institution's positive impacts throughout its communities, resulting in increased understanding of and support for UWM.

Strategic Goals and Targeted Outcomes
- Goal: Successful Students
    - o Outcomes
        - ▪ Innovation/entrepreneurial experiences
        - ▪ Post-graduation employment and career success
- Goal: Community Engagement
    - o Outcomes
        - ▪ Community partnerships
        - ▪ Community-driven research
        - ▪ Education and research collaborations
        - ▪ Economic impact
- Goal: Inclusive and Innovative Culture
    - o Outcomes
        - ▪ Faculty, staff and student satisfaction and institutional pride

Actions
- Implement a sustainable long-term comprehensive marketing, communication, promotional, and governmental relations plan
- Identify resource opportunities and obtain funding for existing and future facilities
- Implement and support the Comprehensive Campaign, Vision 20/20

Team Initiator: Vice Chancellor for Development and Alumni Relations and Vice Chancellor for University Relations and Communication

Appendix D: UWM's Enterprise Risk Management Analysis

UWM underwent an Enterprise Risk Management (ERM) exercise in Fall 2012 to identify the top risks and opportunities that might impact UWM's operations. This study was based on prior studies at three other UW-System campuses (Platteville, River Falls and Superior).

The study identified 45 real and perceived risks that were prioritized based on their potential impact, likelihood of occurrence, and financial cost. They were then sorted into a high-cost and low-cost groups using on a $25,000 threshold.

High-Cost Risks
1. Faculty/Staff Morale issues
2. IT/Systems and Resources
3. UWM's Brand and Identity
4. Compliance challenges associated with federal, state and local requirements
5. Lack of funding for operating new assets
6. Student enrollments and recruitment process
7. UWM's role in the future of high education
8. Limited fundraising resources and opportunities
9. Limited ability to provide administrative infrastructure that will support campus' plans
10. Continuity of Operations: need for backup data center
11. Development and establishment of a culture which incentivizes growth and excellence
12. Engage Fortune 500/1000 companies for internships, research collaborations
13. Lack of understanding and agreement on inclusion versus access
14. Student advising

Low-cost risks
1. Prioritization of resources/project management
2. Financial planning and controls
3. Proper documentation of international students and tracking of all admitted students
4. Burnout due to multiple initiatives, conflicting requirements and demands
5. Crisis/complaint/concern/incident management
6. Relationship between University and community
7. HR system
8. Lack of process for expedited decision making
9. Limited collaborations across schools and colleges
10. Need to make student opportunities more visible: Honors College, Study Abroad, Office of Undergraduate Research, Living-learning communities
11. Student participation in shared governance

The results of the study were shared with the strategic planning teams, and many of the ERM risks were addressed in the thematic team reports. The full report is available on the UWM website at:
http://www4.uwm.edu/assets/ux/planningportal/v1/docs/ERM_report_Steering_exec_summ_v3.doc

Appendix E: Estimated Resource Needs for Initiatives and Associated Critical Actions

This appendix presents rough estimates of the resources needed to implement the initiatives. These include both the financial costs and areas that will require significant changes in policies or practice. In some cases, capital costs were provided by thematic teams – in which case, there are included in the "one-time" cost column. Most estimates do not include capital costs for new building projects or upkeep of expanded facilities.

The first table presents the resource needs for each of the initiatives. The following pages break down the needs for each of the initiatives.

	COST ESTIMATES		
SUMMARY OF RESOURCE NEEDS			
INITIATIVE	**ANNUAL (BASE)**	**SETUP**	**CHANGES IN POLICY/ PRACTICE**
1. Develop a "UWM Experience" to make UWM a destination campus that engages students, supports their development and deepens their Panther Pride	$12,224,000	$4,235,000	X
2. Develop top-tier research environment that promotes growing research impact, including focused research clusters	$13,950,000	$80,000	X
3. Improve community partnership and collaborations with the local community and businesses	$6,000,000	$3,000,000	X
4. Deliver relevant, innovative, engaging, and distinctive academic programs	$288,000	$47,000	X
5. Assemble the best faculty and staff to implement focused research and academic programs	$32,200,000	$0	X
6. Internationalization	$1,735,000	$65,000	X
7. Enhance and infuse diversity (in all its forms) throughout UWM	$400,000	$0	X
8. Strengthen and expand UWM's support within the region and across the state	$3,700,000	$2,900,000	X

TOTAL	**$70,497,000**	**$10,327,000**

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INITIATIVE: Develop a "UWM Experience" to make UWM a destination campus that engages students, supports their development and deepens their Panther Pride

	COST ESTIMATES			
CRITICAL ACTIONS	**ANNUAL (BASE)**	**SETUP**	**CAPITAL**	**CHANGE IN POLICY/ PRACTICE**
a. Continue and enhance learning communities, first-year courses, and other high impact practices	$430,000	$0	$0	
b. Enhance remedial/developmental education instruction, structure, and policies	$69,000	$265,000	$0	
c. Promote student success through a holistic approach including student overall emotional and physical well-being	$723,000	$0	$0	
d. Address affordability and develop avenues for students to attend UWM	$7,880,000	$1,970,000	$0	
e. Expand undergraduate student research	$550,000	$0	$0	
f. Expand the Honors College so that it enrolls 5% of the undergraduate students, similar to other large public universities	$1,300,000	0	0	
g. Develop entrepreneurial activities applicable to a wide array of programs	$0	$0	$0	X
h. Support teaching excellence	$112,000	$0	$0	
i. Make operational enhancements to provide timely, seamless, well-coordinated communication and services	$354,000	$0	$2,000,000	
j. Expand the scope and effectiveness of advising, particularly targeting students at risk	$806,000	$0	$0	
TOTAL	**$12,224,000**	**$2,235,000**	**$2,000,000**	

INITIATIVE: Develop top-tier research environment that promotes growing research impact, including focused research clusters

<div align="center">COST ESTIMATES</div>

CRITICAL ACTIONS	ANNUAL (BASE)	SETUP	CAPITAL	CHANGE IN POLICY/ PRACTICE
a. Develop and implement unit-level research plans	$0	$0	$0	X
b. Create cross-disciplinary research groups	$75,000	$0	$0	X
c. Invest in growing research centers and institutes	$4,000,000	$0	$0	
d. Create an integrated IT infrastructure that provides support across various platforms and systems, with appropriate staffing	$3,675,000	$0	$0	
e. Invest in Library services	$3,100,000	$80,000	$0	
f. Increase funding for the University's internal research support/growth programs	$3,100,000	$0	$0	
g. Review and revise institutional operations and services to make them more effective and user-friendly	$0	$0	$0	X
h. Adopt an integrated space planning and allocation process addressing comprehensive space needs	$0	$0	$0	X

	TOTAL	$13,950,000	$80,000	$0

INITIATIVE: Deepen connections with community by enhancing pathways for partnerships and collaborations with the local community and businesses

	COST ESTIMATES			
CRITICAL ACTIONS	**ANNUAL (BASE)**	**SETUP**	**CAPITAL**	**CHANGE IN POLICY/ PRACTICE**
a. Foster community-based learning activity across the curriculum/campus, including service learning	$1,000,000	$0	Center for Community Solutions $3,000,000	Increase activities across the System around curriculum
b. Facilitate community-based research that addresses societal (OR, urban, regional, and national) needs	$2,000,000	$0	$0	Increase activities across the System to encourage intra-institutional research
c. Expand collaborations with regional businesses, academic institutions, and other organizations through partnerships, internships and workforce development.	$2,000,000	$0	$0	
d. Draw connections between locally-placed research and regional, national, and global impacts	$1,000,000	$0	$0	
TOTAL	**$6,000,000**	**$0**	**$3,000,000**	

INITIATIVE: Deliver relevant, innovative, engaging, and distinctive academic programs

	COST ESTIMATES			CHANGE IN POLICY/ PRACTICE
CRITICAL ACTIONS	**ANNUAL (BASE)**	**SETUP**	**CAPITAL**	**PRACTICE**
a. Develop novel degree options at all levels, including programs that emerge from interdisciplinary research themes	$0	$0	$0	X
b. Develop combined BS/MS and MS/PhD programs and joint degrees within UWM and with other institutions	$0	$0	$0	X
c. Utilize emerging delivery modes (e.g. online/blended, flexible option, prior learning assessment, and simulation)	$217,000	$47,000	$0	
d. Capitalize on opportunities to collaborate and share resources among units/departments/schools & colleges	$21,000	$0	$0	
e. Market new programs	$50,000			

TOTAL	**$288,000**	**$47,000**	**$0**

INITIATIVE: Attract and retain the best faculty and staff to implement focused research and academic programs

| | COST ESTIMATES | | | |
CRITICAL ACTIONS	ANNUAL (BASE)	SETUP	CAPITAL	CHANGE IN POLICY/ PRACTICE
a. Increase number of faculty and staff (includes various actions)	$17,000,000	$0	$0	
b. Align faculty and staff compensation with that of their peers	$12,000,000	$0	$0	
c. Increase levels of graduate student stipends	$3,000,000	$0	$0	
d. Provide explicit promotion/tenure expectations and support flexible workload	$0	$0	$0	X
e. Increase career and professional development for faculty and staff	$200,000	$0	$0	
f. Make UWM a Best Place to Work	$0	$0	$0	X

	TOTAL	$32,200,000	$0	$0

INITIATIVE: Internationalization: Strengthen UWM's academic profile and learning outcomes through internationalization of teaching, research, and the campus community

	COST ESTIMATES			
CRITICAL ACTIONS	ANNUAL (BASE)	SETUP	CAPITAL	CHANGE IN POLICY/ PRACTICE
a. Dedicated recruiter and budget for recruitment (travel and marketing)	$377,000			
b. Scholarships, on par with Milwaukee Advantage Scholarship	$735,000			
c. New position/resources to support social/cultural needs of int'l students and new program models, e.g. Study Abroad @ UWM	$83,000			
d. Study abroad scholarship support	$100,000			
e. Faculty/staff curricular internationalization awards	$20,000			
f. Travel funding for faculty and graduate students	$50,000			
g. International research support programs	$50,000			
h. Upgrade English as a Second Language program	$285,000	$65,000		
i. Central campus funding to support faculty, staff, and student exchanges with partner institutions	$25,000			
j. Programming support (partnering with Global Inclusion & Engagement)	$10,000			
TOTAL	**$1,735,000**	**$65,000**		

INITIATIVE: Enhance and infuse diversity (in all its forms) throughout UWM's environment, workforce, study body, programs and activities

CRITICAL ACTIONS	COST ESTIMATES			CHANGE IN POLICY/ PRACTICE
	ANNUAL (BASE)	SETUP	CAPITAL	
a. Incorporate diversity principles and values to expand conceptual frameworks of knowledge and scholarship in programs	$50,000	$0	$0	X
b. Build a vibrant climate by promoting a culture of respect and inclusion through diverse programming	$75,000	$0	$0	X
c. Engage diverse communities as learning and training resources for students, faculty and staff	$50,000	$0	$0	X
d. Widely share accomplishments in diversity scholarship, and its innovative programs and experiences that foster diversity	$50,000	$0	$0	X
e. Increase compositional representation of diversity of students, faculty, and staff	$125,000	$0	$0	X
f. Increase retention and upward mobility for employees who are members of underrepresented groups/populations	$50,000	$0	$0	X
TOTAL	**$400,000**	**$0**	**$0**	

INITIATIVE: Strengthen and expand UWM's support within the region and across the state

COST ESTIMATES

CRITICAL ACTIONS	ANNUAL (BASE)	SETUP	CAPITAL	CHANGE IN POLICY/ PRACTICE
a. Implement a comprehensive marketing, communication, promotional, and governmental relations campaign	$2,000,000	$0	$0	
b. Identify resource opportunities and obtain funding for existing and future facilities	$0	$0	$0	X
c. Implement and support the Comprehensive Campaign, Vision 20/20	$1,700,000	$2,900,000	$0	
	$3,700,000	**$2,900,000**	**$0**	

Appendix F: Strategic Planning Teams Members

Strategic Planning Core Team

Swarnjit Arora, Professor, Economics
John Boyland, Professor, College of Engineering & Applied Science
Michelle Bria, Chief Executive Officer, Journey House
Michael Brondino, Associate Professor, Helen Bader School of Social Welfare
Richard Cox, Executive Director, Neighborhood House
Jackie Fredrick, CEO, Blood Center of Wisconsin
Mark Harris, Interim Vice Provost, Academic Affairs
Helaine Hickson, Program Manager, University Relations & Communications
Michael Laliberte, Vice Chancellor, Student Affairs
Mark Mone, Interim Chancellor, Chancellor's Office
Nick Rettinger, Student, Student Association
Jean Salzer, Director, Career Development Center; Immediate Past Chair, Academic Staff
     Committee
Mark Schwartz, Distinguished Professor, Geography; Chair, University Committee
Stan Stojkovic, Dean, Helen Bader School of Social Welfare
LeRoy Stoner, Associate Professor, Theatre
Julia Taylor, President, Greater Milwaukee Committee
Stan Yasaitis, University Services Associate, Admissions & Recruitment

Functional Teams

Communication Team

Deanna Ding, Assistant Dean, Letters & Science
Laura Glawe (Co-Chair), Assistant Vice Chancellor, University Relations & Communications
Helaine Hickson (Co-Chair), Program Manager, University Relations & Communications
Michael Hostad*, Director of Web Mobile Strategy, University Relations & Communications
Brad Stratton, Senior Editor, University Relations & Communications
Erik Timmerman, Professor, Communication
Tina Wagner, Tina, Communication Specialist, University Relations & Communications

Stakeholder Engagement Team

Adrienne Bass, Adrienne, Associate Vice Chancellor, Alumni Relations
Michelle Bria, Chief Executive Officer, Journey House
Jacques Du Plessis, Associate Professor, School of Information Studies
Claudia, Guzman, Sociocultural Program Manager, Union-Student Involvement
Helaine Hickson, Program Manager, University Relations & Communications
Kowalski, Rebekah, Principal Consultant, Strategic Workforce Consulting for Right
     Management
Tom Luljak, Vice Chancellor, University Relations & Communications
Scott Peak (Co-Chair), Director, Auxiliary Services
Ericca Pollack, Director, Student Success Center
Larry Schnuck, Senior Principal, Kahler Slater
Stan Stojkovic, Dean, Helen Bader School of Social Welfare

Trudy Turner (Co-Chair), Secretary of the University

Data Gathering & Benchmarking Team

Linda Barajas, University Service Program Associate, School of Information Studies
Terry Batson, Director, Center for Urban Initiatives & Research
Gesele Durham, Director, Assessment & Institutional Research; Assistant Provost for
    Institutional Effectiveness, Academic Affairs
Connie Jo, Assistant Dean, Letters and Science
Janet Padway, Assistant Director, Golda Meir Library
Paul Rediske (Co-Chair), Director, Internal Audit
Sam White (Co-Chair), Associate Dean, School of Continuing Education
Chad Zahrt, Assistant Dean, School of Information Studies

Writing & Synthesizing Team

Swarnjit Arora, Professor, Economics
Michelle Bria, Chief Executive Officer, Journey House
Michael Brondino, Associate Professor, Helen Bader School of Social Welfare
Tracy Buss, Assistant Director of Academic and Research Programs, Center for International
    Education
Richard Cox, Executive Director, Neighborhood House
Jackie Fredrick, CEO, Blood Center of Wisconsin
Mark Harris (Co-Chair), Interim Vice Provost, Academic Affairs
Helaine Hickson, Program Manager, University Relations & Communications
Michael Laliberte, Vice Chancellor, Student Affairs
Marc Levine (Co-Chair), Professor, History
Gretchen Miller, Development Program Manager, Office of Development
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs
Marjorie Piechowski, Emerita Director of Research Support, College of Engineering & Applied
    Science
Nick Rettinger, Student, Student Association
Jean Salzer, Director, Career Development Center; Immediate Past Chair, Academic Staff
    Committee
Peter Sands, Associate Professor, Letters & Science, Academic Planning and Governance
    Committee
Mark Schwartz, Distinguished Professor, Geography; Chair, University Committee
Stan Stojkovic, Dean, Helen Bader School of Social Welfare
Kristene Surerus, Associate Professor, Letters & Science, Academic Planning and Governance
    Committee
Julia Taylor, President, Greater Milwaukee Committee
Brian Thompson (Co-Chair), President, UWM Research Foundation
Joely Urdan, Interim Director, Legal Affairs
Stan Yasaitis, University Services Associate, Admissions & Recruitment

Administrative & Technical Support Team

Michael Hostad*, Director of Web Mobile Strategy, University Relations & Communications
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs

Sue Podgorski, Sr. Administrative Specialist, Academic Affairs
Lynn Wilk, Sr. University Relations Specialist, University Relations & Communications

Thematic Teams

Top-tier Research University

Ewa Barczyk, Director, UWM Libraries
David Crass, Director, Research Cyber Infrastructure
Jackie Fredrick, CEO, Blood Center of Wisconsin
Marija Gajdardziska-Josifovska, Dean, Graduate School
David Garman, (Co-Chair), Dean, School of Freshwater Science
Prasenjit Guptasarma, Professor, Physics
Mark Harris (Co-Chair), Interim Vice Provost, Academic Affairs
Hemant Jain, Professor, Lubar School of Business
Heidi Janzen, Administrative Program Manager, Helen Bader School of Social Welfare
Katherine Kober, Sr. Grants & Contracts Specialist, Graduate School
Michael Liston, Associate Dean, Graduate School/Philosophy
David Petering, Distinguished Professor, Chemistry
Nigel Rothfels, Director, Office of Undergraduate Research
Mark Schwartz, Distinguished Professor, Geography; (Chair) University Committee
Brian Thompson, President, UWM Research Foundation
Luc Vanier, Associate Professor, Dance
Cindy Walker, Associate Dean, Education
Merry Weisner-Hanks, Distinguished Professor, History
Mary Ann Wright, VP, Global Technology and Innovation, Johnson Controls

Academic Planning

Swarnjit Arora, Professor, Economics
Michael Brondino, Associate Professor, Helen Bader School of Social Welfare
Karen Brucks, Associate Dean, Letters & Science
Gesele Durham, Director, Assessment & Institutional Research; Assistant Provost for
        Institutional Effectiveness, Academic Affairs
Lee Ann Garrison* (Co-Chair), Interim Associate Dean, Lubar School of Business, Zilber
        School of Public Health
Mark Harris, Interim Vice Provost, Academic Affairs
Phyllis King, Associate Vice Chancellor, Academic Affairs
Sally Lundeen, Dean, Nursing
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs
Mark Schwartz, Distinguished Professor, Geography; (Chair) University Committee
Susan Stalewski, Assistant Dean, Health Sciences
Rodney Swain (Co-Chair), Dean, Letters & Science
Dev Venugopalan, Associate Vice Chancellor, Academic Affairs
Joey Zafra, Administrative Officer, Academic Affairs

Successful Students: Recruitment, Retention, and Remediation

Cheryl Ajirotutu, Associate Vice Chancellor, Global Inclusion & Engagement

Julie Bonner, University Physician, Norris Health Center
Angela Broderick, University Business Specialist, Trio/Pre College
Deanna Ding, Assistant Dean, Letters & Science
Kelly Diener, Assistant Athletics Director, Athletics
Gesele Durham, Director, Assessment & Institutional Research; Assistant Provost for
       Institutional Effectiveness, Academic Affairs
Johanna Dvorak, Director, Panther Academic Support Services
Nadya Fouad, Professor, School of Education
Erin Fox, Director, Graduate Programs & Student Services
Kristin George, Student Services Coordinator, Career Development Center
Tim Gordon, Dean, Office of Student Life
Tim Gritten, Assistant Director, Libraries
Jane Hojan - Clark, Director, Financial Aid
Sandy Humes, Assistant Registrar, Enrollment Services
Eric Jessup-Anger, Director, Center for Student Involvement
Eric Key, Professor, Mathematical Sciences
Phyllis King (Co-Chair), Associate Vice Chancellor, Academic Affairs
Jeff Meece, Jeff (Co-Chair), Associate Vice Chancellor, Student Affairs
Diane Reddy, Professor, Psychology
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs
Ericca Pollack, Director, Student Success Center
Pam Schoessling, Advisor, Academic Opportunity Center
Chuck Schuster, Director, Honors College
Kyle Swanson, Professor, Mathematical Sciences
Brian Troyer, Director, Admissions & Recruitment
Seth Zlotocha, Registrar, Enrollment Services

Access, Diversity and Inclusion

Margie Anunson, Assistant Dean, Helen Bader School of Social Welfare; Education
Cheryl Ajirotutu, Associate Vice Chancellor, Global Inclusion & Engagement
Christopher Caldwell, Student
Liz Drame, Professor, Education
Enrique Figueroa, Director, UWM Roberto Hernandez Center
Susan Fields, Student Services Program Manager, African American Student Academic Services
Kirstin Goetz, Legal Counsel, Legal Affairs
Kirandeep Hans, Student
Gwat-Yong Lie (Co-Chair), Associate Dean, Helen Bader School of Social Welfare
James Peoples, Professor, Economics
Laurie Petersen, Director, Accessibility Resource Center
Warren Scherer (Co-Chair), Student Service Coordinator, UWM Inclusive Excellence, LGBT
       Resource Center
Jean Stapleton, Jean (Co-Chair), Human Resource Assistant, College of Engineering & Applied
       Science
Kyle Swanson, Professor, Mathematical Sciences
Dao Vang, Coordinator, Asian Student Services
William Velez, Professor, Sociology
Pat Villarreal, Senior Administrative Program Specialist, Equity & Diversity Services
Gary Williams, Co-Director, Black Cultural Center

Resources: Joan Prince, Vice Chancellor, Global Inclusion & Engagement

Financially Sustained University

Joan Aguado, Purchasing Manager, Business & Financial Services
Swarnjit Arora (Co-Chair), Professor, Economics
Stephen Kennedy, Academic Department Manager, Physics
Rebecca Klaper, Associate Professor, Freshwater Science
Kathleen Koch, Senior Administrative Program Specialist, Graduate School; Chair, Academic
        Staff Committee
Magda Peck, Dean, Zilber School of Public Health
Tim Smunt, Dean, Lubar School of Business
Jerry Tarrer, (Co-Chair), Associate Vice Chancellor, Business & Financial Services
Don Weill, Director, Budget & Planning
Joey Zafra, Administrative Officer, Academic Affairs

Technology (Digitization and other elements)

Bob Beck, Associate Vice Chancellor & CIO, University Information Technology Services
Sandra Braman (Co-Chair), Professor, Communication
David Crass, Director, Research Cyber Infrastructure
Jacques Du Plessis, Associate Professor, School of Information Studies
Mark Jacobson, IS Supervisor, University Relations & Communications
Kevin Jahnke, Administrative Program Manager, Learning Technology Support: Classroom
        Support
Tanya Joosten,Instrument Innovator, Learning Technology Center
Ethan Munson, Professor, Computer Science
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs
Jude Rathburn, Professor, Lubar School of Business
David Rice, Interim Controller, Business & Financial Services
John Schneider, Student
David Stack (Co-Chair), Deputy CIO, University Information Technology Services

Physical Aspects: Green campus, Master Plan, etc.

Greg Adams, Director, Facility Services
Karen Brucks (Co-Chair), Associate Dean, Letters & Science
Marylou Gelfer, Associate Professor, Communication Science & Disorders
Dave Gilbert, President, UWM Real Estate Foundation
Bob Greenstreet, Dean, Architecture & Urban Planning
Greg Habeck, Assistant Police Chief, UWM Police Department
Geoff Hurtado, Associate Vice Chancellor, Facilities Planning & Management
Mark Jensen, Student, Student Association
Kate Nelson, Environmental Coordinator, Facility Services
Katie Rose, Paint Supervisor, University Housing
Dennis Stecker, Program Manager, Space Management & Design
LeRoy Stoner (Co-Chair), Associate Professor, Theatre
Lora Strigens, Assistant Director, Campus Planning & Transportation

Rick Thomas, Director, UWM Student Union

Internationalization

Jennifer Gruenewald, Director, Center for International Education
Kelly Haag, Director, University Housing
Dorothy Kidwell, Program Associate, Nursing
Celita Kouzes, Accountant, Athletics
Sally Lundeen, Dean, Nursing
Donna McGee, Sr. University Legal Counsel, Legal Affairs
Patrice Petro (Chair), Vice Provost/Director, Center for International Education, and Chair,
        International Council
Kanti Prasad, Professor, Lubar School of Business
Manu Sobti, Associate Professor, Architecture
Sara Tully, Executive Director, Center for International Education
Jenny Watson*, Associate Dean, Humanities
Jennifer Wentzell, University Services Associate, Office of Student Life

Human Capital: Faculty and Staff Attraction, Development and Retention

Brenda Cullin, Department Associate, Economics
Barb Fitzgerald, Assistant Dean, Lubar School of Business
Sue Weslow*, Associate Vice Chancellor, Human Resources
Kathy Heath, Interim Administrative Services Director, Finance & Administrative Affairs
Pam Kissinger, Program & Policy Analyst, Business & Financial Services
Laura Pedrick, Special Assistant to the Provost for Strategic Initiatives, Academic Affairs
Sue Podgorski, Sr. Administrative Specialist, Academic Affairs
Jean Salzer, Director, Career Development Center; Immediate Past Chair, Academic Staff
        Committee
Romila Singh, Associate Professor, Lubar School of Business
Dev Venugopalan, Associate Vice Chancellor, Academic Affairs
Gary Williams, Co-Director, Black Cultural Center
Stan Yasaitis, University Services Associate, Admissions & Recruitment

Community Engagement & Sustainable Prosperity

Cheryl Ajirotutu, Associate Vice Chancellor, Global Inclusion & Engagement
Griselda Aldrete, Hispanic Professionals of Greater Milwaukee
Ilya Avdeev, Assistant Professor, Mechanical Engineering
Terry Batson, Director, Urban Initiatives & Research
Jessica Bizub, Researcher, Urban Initiatives & Research
Joan Blakey, Assistant Professor, Social Work
Michael Bonds, Associate Professor, Educational Policy
Dolores Brown, University Service Program Associate, School of Continuing Education
Julie Brown, Director, MCWPPD
Shirley Bufford, Program Director, Continuing Education-Governmental Affairs
Richard Cox, Executive Director, Neighborhood House
Scott Emmons, (Co-Chair), Dean, Peck School of the Arts
John Gardner, Student

Greg Habeck, Assistant Police Chief, UWM Police Department
Heather Harbach*, Neighborhood Relations Liaison, University Relations & Communications
Michael Hostad*, Director of Web Mobile Strategy, University Relations & Communications
Gregory Jay, Professor, English
Laurie Marks, Director, UWM Center for Community-Based Learning, Leadership, and
        Research
Sue McCarthy, Assistant Director, Women's Resource Center
Nathaniel Stern, Associate Professor, Art & Design
Julia Taylor, President, Greater Milwaukee Committee
Resources: Phyllis King, Associate Vice Chancellor, Academic Affairs

*Up to 2013-2014