STRATEGIC GOALS

The University of Wisconsin-Milwaukee’s (UWM) historic mission of research and access continues to contribute to the state-wide need to foster regional economic growth in southeastern Wisconsin by increasing access to higher education and increasing research and educational activities that can generate new economic activity.

In March of 2012, a new vision for the campus was established. This vision recognizes UWM as 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. UWM is viewed as achieving this vision through a commitment to excellence, powerful ideas, community and global engagement, and collaborative partnerships. (This past February, UWM was elevated to the elite status of R-1 doctoral research university on the 2015 Carnegie Classification of Institutions of Higher Education list, placing it among 115 top-tier research institutions in the nation.)

In support of this new vision, UWM completed both academic and strategic planning initiatives in 2015, key planning initiatives that further our access and research mission, as we enter a new era in higher education, include the following: Student Learning Experience, Research Growth and Partnerships, Community Engagement, Student Life, and Operational Excellence.

Embedded densely throughout our academic and strategic planning initiatives is space. The campus completed a master plan in 2010, the first in over 40 years. In a rigorous and defensible manner, the master plan integrates academic, financial and physical planning. UWM space planning builds on and aligns with our 2010 master plan and the key planning initiatives that will implement the institution’s vision.

\[\text{An Integrated Master Plan}\]

**Student Learning Experience**

Over 27,000 students are currently enrolled at UWM across 184 degree programs in 14 schools and colleges. We have focused on student access and success in recent years to enhance the ability of our students to compete in today’s global economies. We are building on our experience to focus on the student learning experience and the importance of active and engaged learning environments.

UWM’s Access to Success program is a comprehensive blueprint to recruit an increasingly talented and diverse pool of students while improving the success of enrolled students, especially in their freshman year. These programs include components such as student learning communities, summer prep
programs, pedagogical innovations, enhanced advising, and other interventions for all of our students. Our goal is to increase the diversity of our undergraduates by being an inclusive and welcoming campus.

UWM’s instructional approach is rapidly evolving to include “Active Learning” environments across many disciplines. This pedagogical shift requires both new approaches to teaching but also new types of space. Active Learning Classrooms (ALCs) are designed to foster interactive, flexible, student-centered learning experiences. Major features of ALCs include: cooperative learning environments that encourage student collaboration and peer teaching; technology that allows students to easily present work for review by peers and instructors; furniture designed to facilitate group work; the ability for instructors to interactively coach students during activities.

UWM recently (2014) completed five ALC’s in the Northwest Quad facility and incorporated five new ALC’s in the Kenwood Interdisciplinary Research Complex project (2015) to fill this need and support modern, interactive learning pedagogies.

UWM aspires to graduate students who will be competitive in the new global environment across their careers. This aspiration ties together “Access to Success” and “Active Learning” themes to enhance our students’ long-term success. This requires UWM to provide students with active learning experiences that engages them in real-world experiences and applications.

Research Growth and Partnerships

UWM’s research growth over the last decade has included expanding existing research themes and the development of new cross-disciplinary themes in areas that link to regional economic strengths. As a result of research growth and other related factors, UWM was recently designated in Carnegie categories as both a Doctoral University - Highest Research Activity (R1) and a Community-Engaged University within the last year.

The growth of research and expansion of regional collaborators has been tightly linked to the continued development of facilities. Most notably, the opening of the Accelerator Building at Innovation Campus and the Global Water Center provided new opportunities for collaborations with regional corporate and academic partners. In both facilities, the combination of UWM faculty, critical research spaces (Prototyping Lab, Clean Room, etc.) attracted collaborators some of whom are co-located in the facilities. This has facilitated collaborations and translation of UWM research beyond the university. The new Kenwood Interdisciplinary Research Complex opened in 2015 and houses the Department of Physics, laboratory space for the Zilber School of Public Health, and the new Shimadzu Laboratory for Advanced and Applied Analytical Chemistry. All of these illustrate UWM’s role in providing innovation, leadership and a collaboration hub for research with regional, national and international partners.

Beyond these new facilities, UWM’s collaborations permeate the University. Research centers such as the Clinical and Translational Science Institute and Center on Aging and Translational Research enrich and expand our ability to collaborate across the region. The Digital Humanities Laboratory (started in 2013) is building new collaborations between faculty, academic staff and students to explore and experiment in this new field. This shared space allows researchers to share technical skills and access appropriate equipment with the goal of discovering new interdisciplinary opportunities. The Design Research Institute (Peck School of the Arts) applies design thinking to creative research. The expertise and experience of artists and designers are used to collaborate, research, and build knowledge for the future. Creative thinking is transferred into practical contributions to industry, community, and cultural life.

In recent years, UWM developed five major cross-disciplinary research themes with strong links to regional development: climate, energy, health, food systems, and water. These have led to new and developing research collaborations with partners such as Johnson Controls, Growing Power, and the M7 Water Council. These exemplify UWM’s opportunities rooted in its location in the urban center of Wisconsin. These partnerships demonstrate UWM’s ability to capitalize on new cross-disciplinary opportunities.
Over the last decade, UWM has been successful in advancing its research mission by adding new doctoral programs, expanding external support in both research and public service/outreach areas, and graduating more doctoral students. Collaborative teams that bring together researchers with different backgrounds are increasingly conducting much of the innovative research. At the same time, this growth has challenged our ability to provide appropriate facilities to sustain these creative endeavors. We need to create spaces and facilities in which to grow new research activities over the coming decades.

These developments and successes have expanded UWM's research profile and importance to the region. The impact of our new programs and collaborations is reflected in the strong support we have received from the local community and businesses. UWM's undergraduate and graduate programs provide a highly trained workforce for the region. As we look to continuing to grow our programs, we want to continue to expand our scholarly productivity, increase our external funding, and to increase the number of undergraduate and graduate students.

**Community Engagement**

As defined by the Carnegie Foundation for the Advancement of Teaching, 'Community engagement describes collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good.

UWM has a core commitment to graduating students who are dedicated to community engagement and leadership, embedded in an academic curriculum and a learning environment that is focused on service, leadership development and multicultural competencies. UWM’s location in the major metropolitan area of Wisconsin provides a great opportunity and incentive for the campus to demonstrate this commitment.

As we increase our number of community partners regionally, nationally, and internationally, our community becomes borderless and expansive. Now, and in the future, our partnerships remain scholarly directed, reciprocal, and student focused. Examples of these community engaged connections include:

- **M3:** This Executive level partnership is the result of a community-engaged commitment between UWM, MATC (Milwaukee Area Technical College), and MPS (Milwaukee Public Schools). Through engaged faculty and staff, this partnership is working in sync to address educational attainment through an institutionalized pipeline approach. Student learning, parental involvement, student academic success, and teacher training comprise many of the campus-community strategies involved with this partnership program.

- **GIE:** The Division of Global Inclusion and Engagement houses several community-engaged initiatives for the campus and coordinated the successful campus collaboration that secured the institution’s Carnegie Classification for Community Engagement. The creation of Solutions Central, a social hub that houses the Social Compact Grants, provides campus-community partnership funding opportunities that match campus expertise with community identified issues.

- **Cultures and Communities certificate program:** This academically linked program offers an alternative to meeting the General Education Requirements for students through an engaged and research focused, teaching and learning certificate program. It also hosts the CUP (Community-University Partnership) grants. Learning to work across difference of cultural background and experience is a process essential to intellectual growth and lifelong learning, and ultimately to building a better world. This is the philosophy of the program and at the heart of what they do.

- **The Center for Community-Based Learning, Leadership, and Research (CCBLLR):** Created in 2012, the Center improves the student experience through a holistic and seamless approach to
community engagement. It ensures greater impact and success in UWM fulfilling its civic mission and providing well-developed leaders for the communities. Through service, students develop leadership skills, multicultural competencies, and an investment in civic life and social responsibility. The Center hosts student leadership development programs, student volunteer programs, and student academic service-learning programs.

- The Helen Bader Institute for Nonprofit Management works to enhance organizational efficiency and effectiveness in the Greater Milwaukee area through community initiatives and organizational capacity building projects. These projects provide technical assistance and other management support and information services to local nonprofit organizations, and increases public awareness of the importance of effective nonprofit management and leadership.

- College of Nursing: Through its highly acclaimed Institute for Urban Health Partnerships (House of Peace and Silver Spring Neighborhood Community Nursing Centers), and other actively funded community-campus partnerships has been a leader in these types of reciprocal relationships for decades. Faculty, students, and teaching staff are actively housed in the community, and represent a hallmark anchor for the neighborhood, and a learning environment for students.

- Zilber School of Public Health: The mission of the Joseph J. Zilber School of Public Health is to advance population health, health equity, and social and environmental justice among diverse communities in Milwaukee, the state of Wisconsin, and beyond through education, research, community engagement, and advocacy for health-promoting policies and strategies. Students and faculty are actively engaged in community-based research and learning.

These are representative samples of the types of community engaged programs and partnerships that our faculty, staff, and students are involved with. Into the future, UWM will see more of these types of partnerships institutionalized outside of our physical footprint, as the requests for co-location in the community setting are ever increasing.

**Student Life**

UWM’s goal is to provide its students a multi-dimensional community in which they can learn and grow. A key component will be space designed to support social and community programs, to promote social interactions, and to accommodate student learning at the junction of instruction and research. The overarching vision is to facilitate collaboration, creativity and innovation within a technology-enriched environment. Collaborative learning and research activities will continue to expand beyond the formal classroom setting as students and faculty adapt to the evolving digital environment. UWM also recognizes the need for social spaces that provide students with a rich and diverse environment in which to grow on a personal and community level.

Student life space covers numerous aspects of the student experience (dining areas, study spaces, informal learning spaces, athletics, etc.). This space must be distributed throughout the campus to reach as many students as possible in their varied roles. To these ends, UWM has begun the design process for a new student union to replace the existing student union. A preliminary study showed that the existing facility does not meet the needs of the students in terms of function and available space. Further, the mechanical, electrical and plumbing infrastructure in this building, aged 41 to nearly 50 years, is at the end of its useful life. It is inefficient and suffers from too frequent breakdowns in service.

Athletics plays a crucial role in student life. UWM consistently fields strong championship teams in NCAA Division 1 sports including basketball, baseball, swimming, volleyball, and others. UWM’s success in athletics comes despite the fact that its facilities do not compare well to other campuses in the Horizon League and the UW System. An example includes UWM’s championship baseball team, which plays its home games at a Milwaukee County ball field rather than a University affiliated facility. In addition to the
baseball team, UWM’s men’s basketball team currently plays at the UWM Panther Arena (previously named the US Cellular Arena), rather than at a University-owned facility.

UWM has made some strides in its athletic facilities including upgrades to the Klotsche Center and preliminary plans for a basketball practice facility but more needs to be done.

The development of these spaces will enhance the student experience and provide a better social and learning environment. This will improve UWM’s ability to attract and retain students, and to graduate well-prepared students.

**Operational Excellence**

UWM’s operations continue to evolve to meet the demands of the major aspects of our campus vision. UWM is continually examining and changing its business processes to accommodate change; being more flexible, nimble, and efficient in operations. This initiative requires careful planning of how operations are distributed around campus, what kinds of space promote more efficient operations, the impact of technology, etc.

**Challenges and Opportunities in the New Era of Higher Education**

An effective capital development plan must address the physical conditions and changing enrollment and research needs plus the challenges and opportunities facing higher education in general and UWM in particular (Such as the dramatic budget cuts that are beginning to take place throughout the Wisconsin educational system). These items cut across all the campus goals and challenge us to find innovative solutions that will work for our students, faculty, and institution. They also provide the context for the program proposals and projects outlined in the following sections.

The general challenges and opportunities that must be incorporated into our development plans:

- **UWM initiated its “Digital Futures” project in 2010 to examine for the impact of digital technology on teaching and learning, research, and operations. The opportunity for expanding our instructional effectiveness, collaborative research, and operational efficiencies are clear. The challenge is to develop the digital environment in terms of the physical environment to support current and future digital evolutions, as well as in how we conduct our various activities.**

- Faculty and students participate in a wide range of **collaborations built upon the idea of learning from each other**, whether in an instructional or research context. These collaborations can be within the university, across town or across the world. They require a physical infrastructure that can support this work, which is tightly linked to the digital environment. The opportunity is to strengthen and expand instructional and research connections that will make our faculty and students more productive.

- Our students and faculty have a high level of **Social Connectivity** across a variety of media formats. These connections go beyond mere social functions, and are basic tools for our faculty and students in how they collect information, construct knowledge, and collaborate with each other. One advantage will be the increased engagement of our faculty and students with the university community, which should improve our student recruitment and retention.

- The university needs to improve **operations support** for our varied academic, research and administrative activities. We need to develop support operations that can respond to the rapidly changing demands of our digital world. This will increase the efficiency and effectiveness of our processes, and our ability to develop and innovate creative solutions.

- Finally, **UWM is internationalizing its perspective** in multiple dimensions. We have expanded our educational opportunities, increased our research collaborations, and diversified our faculty. We seek to both provide our students a more inclusive education and to be a destination for international students. Another goal is to create new research collaborations and joint programs with international partners.
These opportunities cut across the campus goals, and provide an extra dimension for making decisions on capital projects and campus development decisions.

**Goal-Based Growth**

UWM's 2010 Master Plan articulated guiding principles for growing the institution’s physical spaces. These principles align closely with the key areas discussed above (student learning experience, research growth and partnerships, community engagement and student life). New spaces need to promote the larger issues of scholarship in a digital world, shared learning in instruction and research, social connectivity, and internationalization. This will require new design approaches that reflect the new ways of educating students, conducting collaborative research with a wide variety of partners, and the importance of technological connectivity.

These projects address specific needs related to the initiation of new schools and the expansion of new research areas. Our campus goals highlight additional needs, many of which grow out of UWM’s historical development, and which were well documented in our 2010 campus master plan. That plan demonstrated severe shortfalls in space for instruction, research, offices and student life. Some specific issues related to our capital budget plans/request worth noting:

- Many buildings are aging, and are past due for significant infrastructure upgrades. Other than the Kenwood IRC, the newest buildings in the main science/engineering area (Southwest Quad) are 20 years old – the rest are 40-50 years old. The laboratory facilities in the SW Quad are inadequate for our current needs.
- The recent acquisition of the Columbia-St. Mary’s Hospital (Northwest Quad) provided approximately 850,000 GSF of space, all needing renovation and infrastructure updates. This facility is a major asset with real opportunities to allow programs to grow and expand their impact, but will take years to fully implement and use.
- Due to UWM’s origin as a commuter campus, social spaces for our students are underdeveloped. These kinds of facilities are needed for student life, and a lack of both quantity and quality on campus hurts our recruitment and retention efforts.
- In a similar way, UWM lacks spaces for our community work. Most of this occurs in offsite locations, such as the School of Nursing programs at the UWM Silver Spring Community Nursing Center. The new facility for Zilber School of Public Health will help address this shortfall, but most community efforts struggle to find appropriate facilities on campus.
- The goal of growing cross-disciplinary research highlights the need for new spaces designed for collaborations that include flexible laboratory and project spaces. UWM lacks such facilities because of the long-term gap in development or major renovation of science buildings The University began to address this with the Kenwood IRC, School of Freshwater Sciences, Accelerator Building (Wauwatosa) and by participating in the Global Water Center (Pittsburg Street in the Third Ward), but these will only accommodate a small part of the need. On campus facilities must be improved and expanded or replaced to meet research needs in terms of existing support systems and recruitment efforts.
- There is a critical need for instructional space that accommodates evolving pedagogy to provide active learning environments. This includes projects to renovate existing spaces (NW Quad, Chemistry, etc.).

At a broader level, UWM is by far the most compressed campus in the UW-System. As informed by the 2010 master plan, UWM’s proposed capital projects promote the effective and efficient utilization of existing spaces, and develop new opportunity sites that promote collaborations with regional partners. These will provide the quality facilities needed to support the research growth and access mission of the university.