



UNIVERSITY of
WISCONSIN
OSHKOSH



LEADERS
RESEARCHERS
CHAMPIONS



STRATEGIC PLAN UPDATE

2015 - 2016





The best, most effective strategic plans are dynamic, not prescriptive or static. They evolve. They anticipate. They offer a roadmap to help us achieve goals and recognize that the route may need to change course or adapt based on anticipated changes, trends and needs.

The University of Wisconsin Oshkosh strategic plan continues to evolve as the leaders, researchers and champions of this institution write new chapters in excellence and opportunity.

Real transformation is underway. This year, our campus leadership and the broader community have been methodical in establishing the institutional metrics that will hold us all accountable for shared goals. We challenge ourselves to build a robust and inclusive process that engages the campus community, moves us closer to realizing our strategic plan vision and better serves our students, our region, our state and the world.

We continue to maintain a strong focus on the essential teaching, research and service mission at UW Oshkosh while brightening the spotlight on research and distinguishing this institution as a research-enhanced comprehensive university. That pledge comes with a responsibility not to lose sight of our fundamental values and foundational elements: inclusive excellence, sustainability, liberal education and shared governance. These comprise the essence of what drives us, and they are infused in every goal and initiative this plan details.

Our Strategic Planning Steering Committee has done remarkable work, and I know there is more to come. We will reach out to our students, faculty and staff to harvest their ideas for action and operationalize this plan, advancing UW Oshkosh's reputation as a beacon for quality education, regional growth and lifelong prosperity for more people.

With gratitude,

A handwritten signature in black ink, appearing to read 'A. Leavitt'.

Andrew J. Leavitt, Chancellor

STRATEGIC PRIORITIES 2016-21

A ENHANCE STUDENT SUCCESS

- Goal 1:** Attract students, both nationally and internationally, who will select UW Oshkosh as their institution of choice.
- Goal 2:** Increase the retention, progression and graduation rates.
- Goal 3:** Prepare students for today's careers, future employment and high quality of life.

C EXPAND COMMUNITY ENGAGEMENT AND ECONOMIC DEVELOPMENT

- Goal 1:** Drive economic development and entrepreneurship.
- Goal 2:** Lead community engagement efforts in the Fox Valley.
- Goal 3:** Provide social, cultural and athletic programming, as well as mutually supportive educational outreach opportunities to the region.

B PROMOTE ACADEMIC EXCELLENCE

- Goal 1:** Offer challenging, globally-focused and inspiring undergraduate and graduate curricula.
- Goal 2:** Create a research-enhanced comprehensive university.
- Goal 3:** Transform the life of the faculty.

D BUILD AN INCLUSIVE AND SUPPORTIVE INSTITUTIONAL ENVIRONMENT

- Goal 1:** Increase equity, diversity and inclusion across every level of the University.
- Goal 2:** Promote and support workplace joy.
- Goal 3:** Transform the cultural, fiscal and structural nature of the University.

INSTITUTIONAL PERFORMANCE METRICS

2015-16 METRICS AND GOALS RELATED TO THE 2016-21 STRATEGIC PLAN

RETENTION RATES

GOAL By 2021 increase retention to first- to second-year students to 83%

ACTUAL 76% – Fall 2015 cohort



CREDITS TO DEGREE

GOAL By 2021 reduce the average number of credits attempted to graduate to 125–130.

ACTUAL In 2014–2015 students averaged 141 credits attempted to earn a degree from UWO.

ACCESS GAP

The difference between the identified student population compared to the full UW Oshkosh student population.

	GOAL Fall 2021–22	ACTUAL Fall 2015–16
URM*	83%	74%
All Others	83%	76%
Equity GAP	0%	2%
Low Income	83%	76%
All Others	83%	76%
Equity GAP	0%	0%
First generation	83%	72%
All Others	83%	76%
Equity Gap	0%	4%

GRADUATION RATES

Number of entering first-year students who graduate in 4 years or 6 years.

GOAL	ACTUAL fall cohorts
4 yr 27% by 2021	19% – 2011
6 yr 60% by 2023	51% – 2009
URM* 4 yr 20% by 2021	8% – 2011
URM* 6 yr 40% by 2023	25% – 2009



CAREER OUTCOMES

EMPLOYED FULL OR PARTTIME,
ENROLLED IN CONTINUING
EDUCATION, SERVING IN MILITARY,
VOLUNTEER SERVICE PARTICIPANT

GOAL 95% by 2021 **ACTUAL** 90%

FACULTY RESEARCH GRANTS

GOAL \$3,500,000 BY 2021





STUDENT SATISFACTION

STUDENTS SATISFIED
WITH THEIR OVERALL
EXPERIENCE AT UWO.

First-Year Students

ACTUAL 87% **GOAL** 94%

Seniors

ACTUAL 88% **GOAL** 94%

STUDENT DIVERSITY

ACTUAL 13%
GOAL 20% by 2021

EMPLOYEE DIVERSITY

ACTUAL 7%
GOAL 13% by 2021

ECONOMIC DEVELOPMENT

GOAL Partner with 400 businesses, non-profits, governmental agencies and 50 start-ups, by 2020.

ACTUAL Positively impacting the local and regional economy by providing consulting services to 319 businesses, non-profits, governmental agencies and 38 start-up companies.

319
BUSINESSES

THESE FOUNDATIONAL ELEMENTS ARE INFUSED IN ALL WE DO.

Inclusive Excellence

At its core inclusive excellence insists that universities guarantee that every graduate achieves their fullest potential and is prepared for global leadership. And, at UWO, every member of our community will embrace diversity and inclusion in all the work they do.

Liberal Education

Liberal education empowers and prepares students to deal with complexity, diversity and change. It provides students with broad knowledge of the wider world as well as in-depth study in a specific area of interest.

Shared Governance

The governance groups at UW Oshkosh are proud of the strong tradition of shared governance, and we believe that we should collectively advance a future-oriented, active, engaged and inspired process of shared decision making.

Sustainability

UW Oshkosh is committed to progressively reducing its ecological footprint and fashioning a durable and better world through its academic mission. Sustainability means integrating three dimensions—social justice, economic security and ecological integrity—into all we do.

UW OSHKOSH STUDENTS

TOP 5 PLACES OUR STUDENTS COME FROM



AVERAGE
ACT
SCORE



RANK IN
TOP QUARTER
OF THEIR HIGH
SCHOOL CLASS



FIRST-
GENERATION
COLLEGE
STUDENTS



DIVERSITY
ON
CAMPUS

TOP MAJORS

- 1 NURSING
- 2 BUSINESS
- 3 ELEMENTARY EDUCATION
- 4 BIOLOGY
- 5 PSYCHOLOGY



86% OF STUDENTS PARTICIPATE

in undergraduate research, study abroad and/or service learning opportunities (*UWO is ranked 18th in the country for number of students participating in study abroad, by the Institute for International Education)

GRANTS & CONTRACTS



UW OSHKOSH
RECEIVES

\$12 TO
\$14

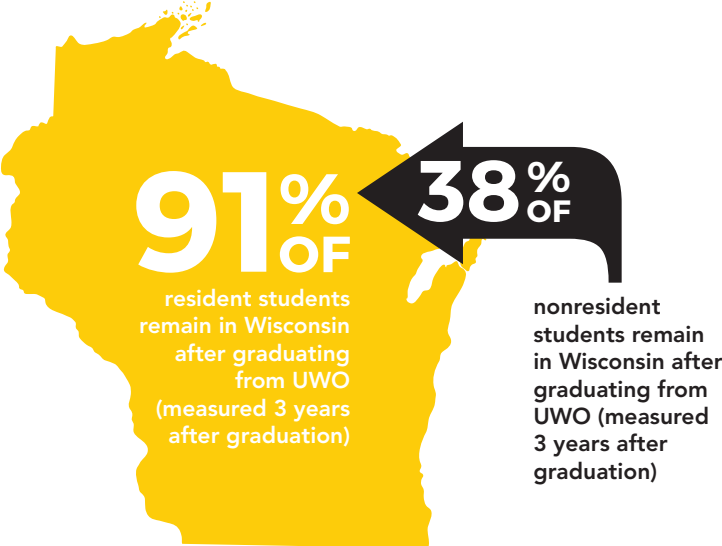
MILLION ANNUALLY
FOR RESEARCH

55 TO
65%



OF GRANT REQUESTS
ARE AWARDED

IMPACT: OUR STUDENT STORY



\$28,000
AVERAGE
STUDENT DEBT

4% STUDENT LOAN
DEFAULT RATE



MISSION The University of Wisconsin Oshkosh provides a high-quality liberal education to all of its students in order to prepare them to become successful leaders in an increasingly diverse and global society. Our dedicated faculty and staff are committed to innovative teaching, research, economic development, entrepreneurship and community engagement to create a more sustainable future for Wisconsin and beyond.

High-quality academic programs in nursing, education, business, social sciences, natural sciences, humanities, fine and performing arts, engineering technology, information technology, health sciences and applied and liberal studies—all delivered in an innovative and inclusive learning environment—lead to degrees at the associate, baccalaureate, master’s and professional doctorate levels.

VISION The University of Wisconsin Oshkosh will be a research-enhanced comprehensive university built upon the ideals of a liberal education, inclusive excellence and shared governance that reinforces a nationally recognized emphasis on sustainability.

VALUES	
■ Student Success	■ Community Partnerships
■ Inclusive Environment	■ Creativity
■ Sustainability	■ Workplace Joy
■ Shared Governance	



Notice of Nondiscrimination

UW Oshkosh is committed to a policy of educational equity and conducts all educational programs, activities and employment practices without regard to race, gender, disability, sexual orientation, veteran status, political affiliation, arrest or conviction record. For more information, visit uwosh.edu/non