



UNIVERSITY OF WISCONSIN

O S H K O S H

HIGHLIGHTS

2000

2004

**STRATEGIC
PLAN UPDATE**



**ANNUAL
REPORT**

**ENGAGING
People & Ideas**

REPORT FROM THE CHANCELLOR

Dear Colleagues:

Our **Governing Ideas**—that is our mission, vision, core values and strategic directions— provide the context for assessment and decision-making in our planning process. As you may recall, we elected to pursue “horizontal distinctiveness” in developing our initial set of action priorities. “Horizontal” refers to university-wide programs and services. “Distinctiveness” refers to those attributes and characteristics for which we want our institution to be valued and respected in the academic marketplace. In other words, our current set of action priorities represents our efforts to embrace, emphasize and implement our campuswide commitment to engagement, partnership, collaboration and the principles of a “green” environment.

The cumulative progress report of our 23 action priorities from their inception in 2001 through the 2003-2004 academic year shows that we have made good progress in moving these initiatives forward.

Last year, I called on the campus community to begin identifying initiatives that would develop and implement “vertical” distinctiveness. “Vertical” refers here to college-based disciplinary and multidisciplinary programs, pedagogy, research and service.

In August, we held a planning retreat, attended by 185 members of our academic community, both on and off the campus, to identify and assess accomplishments and persistent challenges, sharpen our focus and enhance our understanding of the **Governing Ideas**, provide advice to our college colleagues regarding their “Pursuit of Distinctiveness” reports and better align the university’s and colleges’ strategic plans, priorities and actions.

A summary of the retreat outcomes and a report by the deans on what they learned will be presented this fall in open forums and discussed with our governance groups to solicit the full consideration, input and support of the campus community. At a midyear retreat tentatively scheduled for Jan. 18, 2005, we will start to develop a new set of strategic action priorities that emphasize college-based initiatives, which we will revise and refine during the spring 2005 semester.

The alignment of our **Governing Ideas**, strategic action initiatives and key operational plans constitutes the persistent challenge to continued success in our pursuit of

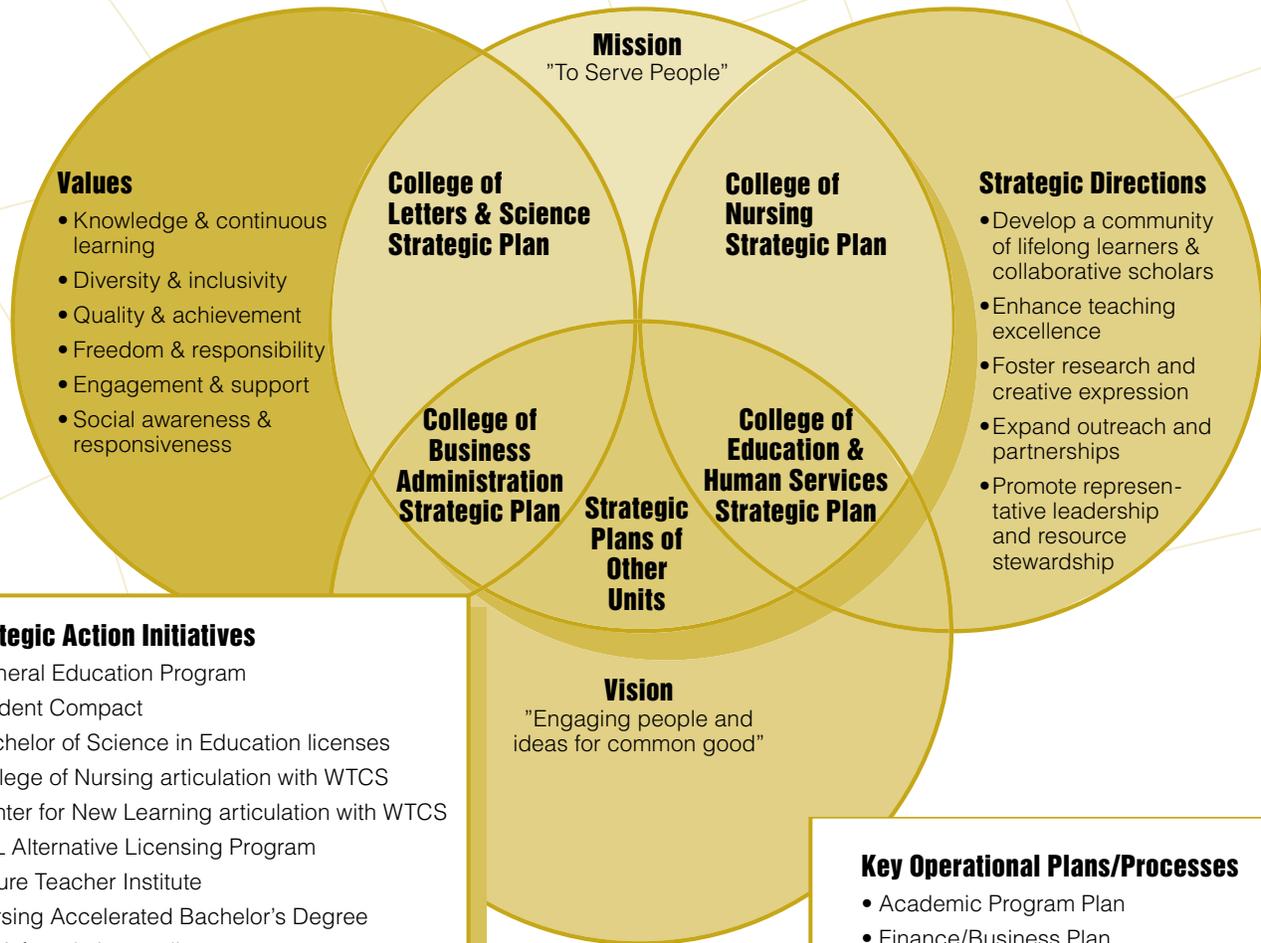


Chancellor Richard H. Wells, as the lion tamer, and Christie Charbonneau Wells, with the “Oshkosh Gothic” lion she created, took part in the *Lion’s Last Roar*, a family **Pride of Oshkosh** event held on Opera House Square.

distinctiveness. The diagram on the opposite page represents the ideal of alignment—the integration of horizontal with vertical distinctiveness—by showing the **Governing Ideas** as linking the strategic plans of the four colleges and other units. Total alignment is unobtainable and undesirable in a planning process that is dynamic and on-going; however, we have evidence that reasonable alignment among the parts maximizes the distinctiveness of the whole.

The scope of accomplishments noted in our 2000-2004 Strategic Plan Update—given the budget cuts, compensation decreases and tuition increases we are experiencing—is astounding and it suggests that alignment is a successful strategy. By focusing our resources on identified priorities, we have been able to accomplish many remarkable feats during the past four years (2000-2004).

Alignment of the **GOVERNING IDEAS**, Strategic Action Initiatives and Key Operational Plans at University of Wisconsin Oshkosh



- Strategic Action Initiatives**
- General Education Program
 - Student Compact
 - Bachelor of Science in Education licenses
 - College of Nursing articulation with WTCS
 - Center for New Learning articulation with WTCS
 - ESL Alternative Licensing Program
 - Future Teacher Institute
 - Nursing Accelerated Bachelor's Degree
 - MBA foundations online
 - Bachelor of Liberal Studies online learning/ leadership
 - Integration of technology in business curriculum
 - Technology-based student internships
 - Environmental studies
 - Arts management
 - Master's Degree in social work
 - Joint manufacturing project with UW-Stout
 - Collaborative Aviation Program
 - Northeast Wisconsin Educational Resource Alliance
 - Faculty Compact
 - Women's Center
 - Office of International Education
 - Living, Learning and Serving Community
 - Facilities Master Plan

- Key Operational Plans/Processes**
- Academic Program Plan
 - Finance/Business Plan
 - Master Facilities Plan
 - Plan 2008
 - Technology Plan
 - Human Resources Development Plan
 - Assessment Plan
 - Enrollment Management Plan
 - External Relations and Marketing Plan



REPORT FROM THE CHANCELLOR

We have larger enrollments and FTE and we have increased the number of students of color, degrees conferred and the retention rates for our first-year students:

- Headcount enrollment increased by 2.3 percent (246) to more than 11,000 students.
- FTE increased by 6.7 percent (598).
- Enrollment of students of color increased by 161, up 38.9 percent.
- Degrees conferred increased from 1,712 to 1,935, up 13 percent.
- Retention rates for first-year students improved from 70.8 to 76.7 percent.

We have secured more grants and more private dollars than ever before:

- Grants increased from \$4.6 million to \$10.6 million, up 130 percent.
- Foundation gifts and pledges increased from \$1.7 to \$3.9 million.
- Number of donors increased from 6,933 to 7,353.

We have raised the level of academic preparedness of our first-year students:

- 10.7 percent more are from the top 10 percent of their high school class.
- 19.1 percent more are from the top 25 percent of their high school class.
- Academic Excellence and National Merit scholars increased from 44 to 80, up 82 percent.

We have expanded support programs for student, faculty and staff development:

- New Student Compact provides \$1 million annually through differential tuition to enhance and integrate student academic support services.
- Faculty Compact launched a new teaching and learning program.
- New leadership development programs for faculty and academic and classified staff have been implemented.

We have added new academic majors and significantly increased baccalaureate degree completion programs:

- New undergraduate majors in theatre arts and environmental studies.
- New collaborative master's degree in social work with UW-Green Bay.
- New accelerated bachelor's degree program for non-nursing graduates, as well as a master's of business administration foundations online program.
- The state's only "2-plus-2" aeronautics bachelor's degree program.



Chancellor Richard H. Wells serves up a healthy Midnight Breakfast at Blackhawk Commons.

We have enhanced our facilities under the Facilities Master Plan:

- \$850,000 allocated to improve 13 classrooms.
- Campus beautification project, including landscaping, lighting and signage.
- Identified funding for the new \$21 million Student Health and Wellness Center.
- Purchase and renovation of the Newman Center and Credit Union buildings by UWO Foundation.
- Unveiled new parking plan.
- Completed first phase of the planned \$5.7 million transformation of the Oshkosh Sports Complex.
- \$13 million renovation of Taylor Hall.
- \$925,000 to design new facility for the Athletic Training major.
- New \$50 million academic building placed on the high-priority, new construction list by UW Board of Regents.

We have won national recognition for our commitment to “green” principles and decreasing negative environmental impacts by recycling, reducing energy and conserving water and energy:

- Reduced water consumption by 24.5 million gallons per year, a savings of \$130,986.
- Reduced energy consumption by 563,017 kilowatt hours, a savings of \$27,600 per year.
- Reduced emissions of coal/natural gas boilers by constructing a \$2.8 million heat plant stack.
- Renovated rather than demolished existing buildings to minimize contributions to landfills.
- Reused light poles, resulting in more energy efficiency and less light pollution, a \$300,000 savings.
- Won the 2003 Environmental Protection Agency Leadership Award—one of only 11 ever presented to a university by the EPA.

These and many other examples of accomplishments are detailed elsewhere throughout this report, providing evidence that alignment is a successful strategy

If there is one place we have not been successful, it is in securing the appropriate level of public investment, especially as it relates to student financial aid, instructional support and employee compensation. We must redouble our effort as we make the case for the next biennial budget request.

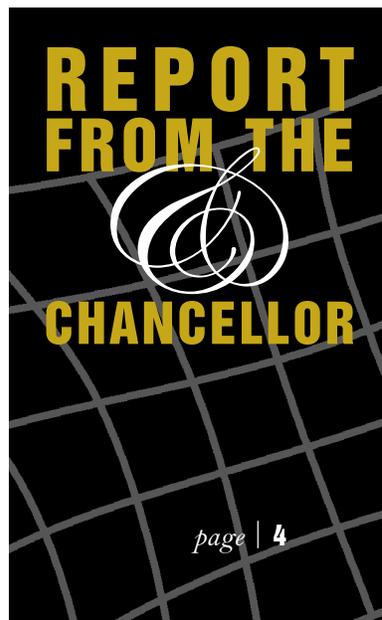
While I do believe that the nature of our strategies and operational planning process is serving us well, it is not the major reason for the success of our academic community. In fact, compared with the core reason, it is a minor factor.

The character, passion and commitment of the University of Wisconsin Oshkosh **people** and the quality of the everyday **relationships** between students, faculty, academic and classified staff are the core reasons for our success in such difficult times. Strategic plans, like course syllabi, are only as good as the people who develop and use them. A plan is one of many necessary conditions for success, but it is clearly not a sufficient condition. So, I hope you take some time to review the report and take pride in the many individual and collective accomplishments of your colleagues.

Sincerely,



Richard H. Wells, Chancellor



REPORT FROM THE CHANCELLOR

ENGAGING THE COMMUNITY in 2003-2004

Some new events, as well as some improved and expanded events, were showcased on the UW Oshkosh campus in 2003-2004.

Weeks of Welcome

For the first time, students were **WOW**'ed at the start of the fall semester not only by UW Oshkosh faculty and staff but also by the entire Oshkosh community. Events included Fall Fest on the Fox, a Taste of UW Oshkosh, concerts and more.

Homecoming

The theme— *A Nightmare on Algoma*—sure didn't scare people away. In fact, 2004 proved to be the biggest UW Oshkosh Homecoming event ever. Former Green Bay Packer LeRoy Butler and James J. Keller, author and co-publisher of the book *The LeRoy Butler Story ... From Wheelchair to the Lambeau Leap*, served as grand marshals at the parade.

UW System Board of Regents

UW Oshkosh hosted the Board of Regents' two-day meeting in October. Presentations were made about collaborative research, the campus master plan, campus greening and a recent market study. The Regents also participated in the dedication of the *Spark* sculpture, located near the newly renovated Halsey Science Center.

Fishing Has No Boundaries

People with mental and physical disabilities enjoyed a day of fishing in May. UW Oshkosh was the first university in the nation to team up with Fishing Has No Boundaries Inc., which provided specialized gear and helped organize the event.

Wisconsin Solar Olympics

A record-setting, 17 high school teams participated in the eighth annual event in May. Each team designed and constructed several solar-powered projects. The students also took part in a "solar jeopardy" quiz.



Gov. Doyle Signs Bills

UW Oshkosh efforts to reduce student tobacco use and a model residence hall project drew Gov. Jim Doyle to campus in April. He signed seven pieces of legislation, including a bill that bans smoking in and around University residence halls and another that authorized renovation of Taylor Hall.

Pride of Oshkosh

UW Oshkosh roared to life to present the **Pride of Oshkosh** community art project. Beginning in February, 2004, sponsors selected 33 proposals out of 120 submissions for lion transformations by local artists. Over two-thirds of the selected artists turned out to be university affiliated—as students, faculty, staff or alumni. As the fundraising phase of the project continues, individuals and organizations have given well over \$300,000 in support of the project. Proceeds from the *Pride of Oshkosh* will support a broad range of community based arts initiatives including over \$50,000 in scholarships for UW Oshkosh students.

UNIVERSITY OF WISCONSIN OSHKOSH

GOVERNING IDEAS

ASSESSMENT at the University of Wisconsin Oshkosh

A comprehensive, multiphase assessment program is essential to the success of our strategic plan. As we implement our **Governing Ideas** and address the ongoing mission of serving people, we continuously measure our effectiveness. Are we doing what we said we were going to do and, more importantly, is what we are doing making a positive difference on the overall quality of our University and the public we shape and serve?

To be effective, we revisit and reflect upon assessment that involves the strategic plan, our student outcome-based assessment plan, the UW System Achieving Excellence goals and measures, the new accreditation standards of the North Central Association of Colleges and Schools, as well as the assessment criteria of the various accrediting agencies for our accredited degree programs.

Student Outcome-Based Assessment Plan

Our participation in a series of internal and external programs of national stature to identify expected learning outcomes to make the assessment of learning possible is ongoing. The following programs provide well-rounded information about student learning and satisfaction: spring 2001 National Survey of Student Exchange (NSSE), (first year and senior), fall 2001 Graduating Senior Survey, spring 2002 Student Survey (first year and senior), spring 2002 Graduating Senior Survey, fall 2002 Graduating Senior Survey, spring 2003 Student Survey (first year), spring 2003 Graduating Senior Survey, spring 2004 NSSE (first year and seniors), spring 2004 Graduating Senior Survey and the spring 2004 Penn State Center for the Study of Higher Education (CSHE)—an assessment program in which we participated as part of the John Gardner Achieving Excellence in the First Year of College Program.

Achieving Excellence

The UW System requires that each campus submit evidence of progress in achieving four sets of systemwide goals. Data from the campuses is compiled at the system level and published under the title *Achieving Excellence*.

Academic Program Assessment

The University conducts periodic assessment of academic programs under the direction of the assistant vice chancellor for Academic Affairs, with oversight by the Faculty Senate Committee on Assessment of Student Learning. The following seven programs were reviewed in 2002-2003: economics, mathematics (including mathematics education), finance, international studies, accounting and the MBA degree program.

Academic Program Accreditation

Accreditation of our academic programs is an ongoing process that is cyclical in nature, tended to by the process of shared governance. New programs, as well as programs in place, are accredited by an outside professional accrediting organization. Our new athletic training program received initial accreditation from the Commission on Accreditation of Allied Health Education Programs in 2002-2003.

University Accreditation

The accrediting body for the University is the Higher Learning Commission of the North Central Association of Colleges and Schools (HLC/NCA). This accreditation occurs every 10 years. In anticipation of the next review in 2007, the provost appointed the Higher Learning Commission Accreditation Preparation Committee. The HLC/NCA has issued new guidelines that align with the ongoing strategic and operational planning process and focus on assessment and strategic planning—two elements of which the University has already made significant progress. In 2002, we formed the HLC/NCA Ad Hoc Committee. In 2003, we developed a plan for the self-study and consulted with the HLC/NCA regional representation in a daylong workshop.

**PROGRESS
REPORT**

ASSESSMENT

UNIVERSITY OF WISCONSIN OSHKOSH

OSHKOSH FACTS

	Fall 2000	Fall 2004*	% Change
ENROLLED STUDENTS	10,777	11,023	2.3%
FTE	8,934	9,532	6.7%
Undergraduates	9,136	9,817	7.5%
First Year Students	2,589	2,641	2%
Sophomores	1,900	2,064	8.6%
Juniors	1,835	2,052	11.8%
Seniors	2,524	2,940	16.5%
Transfer Students	719	987	37.3%
Special Students	288	120	-58.3%
Graduate Students	1,641	1,206	-26.5%

STUDENT PROFILE	Fall 2000	Fall 2004*	% Change
Men	4,301	4,386	2%
Women	6,476	6,637	2.5%
Ethnic/Minority Students	414	575	38.9%
African American	103	101	-1.9%
Asian	146	256	75.3%
Native American	52	93	78.8%
Hispanic	113	125	10.6%
From Wisconsin	10,419	10,735	3%
From Other States	270	288	6.7%
International Students	88	112	27.3%
Average Composite ACT Score	22.1	22.5	1.8%
First to Second Year Retention	70.8%	76.7%	8.3%
Degrees Conferred	1,712	1,935	13%
Average High School Rank	67.1%	70.5%	5.1%
Top 10%	149	165	10.7%
First Quartile (top 25%)	508	605	19.1%
Second Quartile	750	810	8%
Third Quartile	218	125	-42.7%
Fourth Quartile	0	0	0%

ADVANCEMENT	FY 2000-2001	FY 2003-2004	% Change
Alumni	61,847	66,158	6.9%
Foundation Gifts and Pledges	\$1.7 million	\$3.9 million	129%

FACULTY/STAFF RESOURCES	Fall 2000	Fall 2004*	% Change
Faculty	344	339	-1.5%
Instructional Academic Staff	224	233	4%
Instructional FTE	496	500	.8%
Grant Awards	\$4.6 million	\$10.6 million	130%

ACADEMIC RESOURCES	Fall 2000	Fall 2004*	% Change
Undergraduate Majors	55	55	0%
Master Degree Programs	15	15	0%
Courses in Catalog	1,138	1,171	2.9%
Sections Offered	2,507	2,390	-4.70%
Volumes in Library	543,183	605,574	11.50%
Student/Faculty Ratio	19:1	19:1	0%

FACILITIES	Fall 2000	Fall 2004*	% Change
Classroom Space	100,158	100,158	0%
Laboratory Space	198,977	198,977	0%
Number of Buildings	48	50	4.2%
Campus Size (acres)	163	164	.6%
Gen. Access Computers	454	466	2.6%
Computer Labs	24	25	4.2%

EXTRACURRICULAR	Fall 2000	Fall 2004*	% Change
Student Organizations	121	137	13%
VARSITY TEAMS			
Men	10	10	0%
Women	11	11	0%
Coed	1	1	0%

AVERAGE STUDENT COSTS (ANNUAL)	Fall 2000	Fall 2004*	% Change
Resident Fees & Tuition	\$3,024	\$4,616	53%
Nonresident Fees/Tuition	\$10,551	\$14,662	39%
Room & Board	\$3,234	\$4,420	37%
Books & Supplies	\$600	\$800	33%
TOTAL			
Resident	\$6,858	\$9,836	43%
Nonresident	\$14,385	\$19,882	38%

*Fall 2004 figures are preliminary.