



UW OSHKOSH STRATEGIC PLAN UPDATE &

ANNUAL REPORT

2004
2005



Engaging

As students and instructors returned to the classroom in September, scientists reported that polar sea ice, which has helped to keep the climate stable for thousands of years, had shrunk to the least amount of ice cover for more than a century. They warned that the Arctic has entered an irreversible phase of warming and that the Northern Hemisphere may have crossed a critical threshold beyond which the climate may never recover.

Not unlike the Arctic ice cap, public higher education in America is undergoing a sea change marked by a shrinking of state and federal support. The UW System now receives 25.6 percent of its funding from the state, down from 33.7 percent a decade ago. While state support has decreased by 24 percent, the price for instruction paid by students and their families has increased by more than 50 percent in the same time period. In the five years that I have been Chancellor of UW Oshkosh, the annual tuition has increased 66 percent from \$2,998 to \$4,981. Since we cannot keep increasing the price of public higher education, if it is to remain accessible to the public, we must find innovative ways to control cost and convince elected state and federal officials to make public higher education a very high priority for major reinvestment of public funds. At the same time, we need to continue to creatively adapt to an uncertain and ever-changing social, economic and political environment.

Here at UW Oshkosh, we focus our strategic attention on our highest priority: delivering high-quality educational opportunities to our students. Despite the daunting challenges of these difficult times, the strength and talents of our faculty, academic and classified staff members and the accomplishments of our students are attracting notice statewide and nationally. Our broadly shared and transparent strategic and operational planning process, which helped us initially to shape a set of **Governing Ideas**, continues to serve our campus well. Evidence of our success is presented throughout the Annual Report with pages 4–5 devoted to key University-wide highlights. Please review pages 8–11 to learn how UW Oshkosh is engaging the community. Our strategic planning process provides a framework for ongoing assessment and a catalyst for innovation, within which we succeed in **engaging people and ideas for common good**.

We held a strategic planning retreat in January 2005 that was attended by more than 100 participants. At this retreat, we accomplished much.

- We assessed the status of our initial group of 23 high-priority, strategic action initiatives, and a clear consensus emerged for the following: 17 were determined to be successfully launched and accomplished; four were prioritized for continuing University-wide high priority strategic attention (Faculty Compact,

the General Education Program, the Student Compact and Environmental Studies); and two were recommended for retirement from the list of high-priority strategic action initiatives.

- We assessed the strategic action initiatives proposed for the next three to five years by the colleges and other administrative units in terms of our ability to help each other. Although authority and autonomy for identifying a new set of initiatives were assigned to the colleges and the Provost, continuing challenges with revenues may affect our ability to launch and move these initiatives forward aggressively. We are in a more

uncertain fiscal environment for pursuing new initiatives than we were five years ago, yet we need to establish priority initiatives to better fulfill our mission, achieve our vision and attract new resources.

- We initiated the next phase of our strategic and operational planning process by charging the University's administrative team to develop drafts of the seven Key Operational Plans, which will provide the framework for conducting the University's day-to-day operations over the next five years. Although the University's operations are complex and interrelated, they are covered under seven plans:

Relationships



1. Academic Program and Student Outcome Assessment Plan
2. Enrollment and Student Support Plan
3. Human Resources Support and Development Plan
4. Facilities Master Plan
5. Information Technology Plan
6. Finance and Budgeting Plan
7. Advancement and Relationship Development Plan

During the spring, we continued to develop our strategic plans and initiatives with the creation of two, new University-wide initiatives (the Cross-College Collaboration Initiative and the Key Operational Plans Initiative) and with the submission of initial drafts of the Key Operational Plans and their refinement at a series of three meetings held during the summer. Please see the diagram on page 3, which represents the **alignment** of the *Governing Ideas*, Strategic Action Initiatives of the four colleges and other units and the seven Key Operational Plans at the University of Wisconsin Oshkosh. Please also look over the Provost's letter on pages 6-7, which highlights specific initiatives and programs that represent major accomplishments in these difficult times.

Our stakeholders, both on and off campus, will be encouraged to review, debate and discuss the drafts of the **Key Operational Plans**, which are being posted on the University's homepage beginning in October 2005. There is a set of interactive questions posted with each draft plan to which we hope community members will respond freely and at length. The advice, insights and commentary received in response to the unveiling of the plans and to the questions will be analyzed for suggestions that may be incorporated into revisions. For full details, please visit Key Operational Plans at www.uwosh.edu/strategicplan/keyoperation/memoandtimeline.php

Due to the inclusive, interactive and transparent structure of our on-going strategic planning process, we are well-positioned to review and reflect upon our strengths, weaknesses and challenges as an institution of higher education. In the upcoming academic year, we will be undertaking preparations for the self-study report for the **North Central Association's Higher Learning Commission Accreditation** team, which will visit the campus early in 2007. For more information about the reaccreditation process, please visit www.uwosh.edu/nca_accreditation/

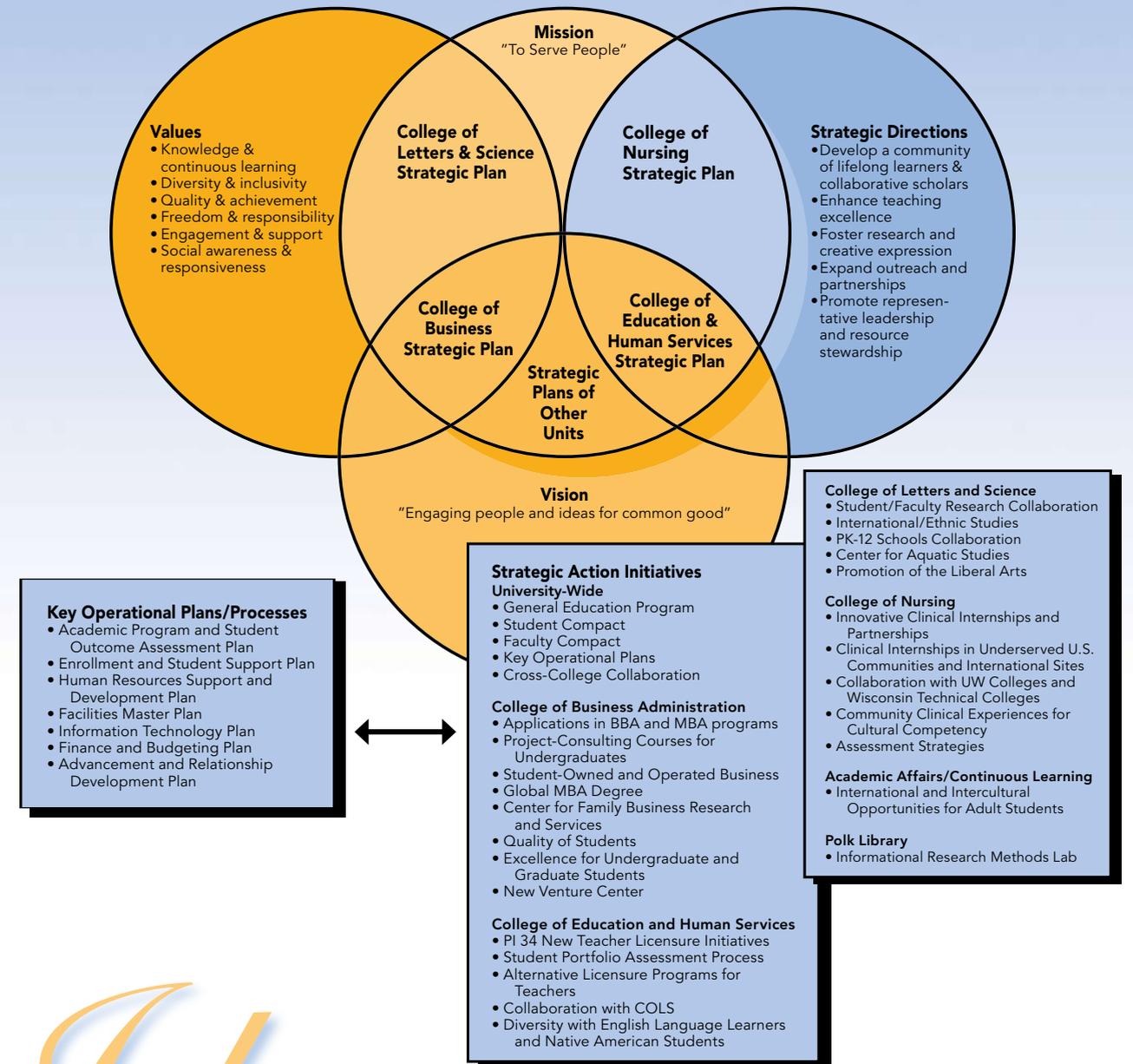
While, as I have stated elsewhere, I do believe the nature of our strategies and operational planning process is serving us well, it is not the major reason for the success of our academic community. In fact, compared with the core reason, it is a minor factor. The character, passion and commitment of 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 such 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

Governing Ideas



The scope of accomplishments noted in this report—given the budget cuts, compensation decreases and tuition increases we are experiencing—is astonishing, and it is a tribute to the oneness, vigor and dedication of our students, faculty, academic and classified staff members.

By focusing our resources on identified priorities, we have been able to accomplish many remarkable feats during the past five years; a few examples are listed below.

2000-2005

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 (including off-campus and on-campus enrollment) increased by 6.2 percent (726) to more than 12,400 students;
- FTE increased by 9.4 percent (873);
- Enrollment of students of color increased by 240, up 58 percent;
- Degrees conferred increased from 1,712 to 1,856, up 8.4 percent; and
- Retention rates for first-year students improved from 70.8 to 76.8 percent.

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

- Grants increased from \$3.7 to \$11.7 million, up 216 percent; and
- Foundation gifts and pledges increased from \$1.7 to \$4.9 million.

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

- 3.4 percent more are from the top 10 percent of their high school class;
- 11.1 percent more are from the top 25 percent of their high school class; and
- Academic Excellence and National Merit scholars increased from 44 to 92, up 109 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 the Scholarship of Teaching and Learning program; and
- New leadership development programs for faculty and academic and classified staff members have been implemented.

We have added new academic majors, graduate certificate programs and baccalaureate degree completion programs:

- New undergraduate majors in theatre arts and environmental studies;
- 11 new graduate certificate programs;
- New collaborative master's degree in social work with UW-Green Bay;
- An accelerated bachelor's degree program for non-nursing graduates as well as an MBA foundations online program; and
- The state's only "2 plus 2" aeronautics bachelor's degree program.

We have enhanced our facilities by completing approximately \$75 million worth of capital building projects:

- \$17-million Halsey Science Center renovation;
- \$19.9-million Reeve Memorial Union renovation and addition;

- \$13-million renovation of Taylor Hall;
- First two phases of the \$5.7-million transformation of the Oshkosh Sports Complex;
- Purchase and renovation of the Newman Center and Credit Union buildings by UWO Foundation;
- \$925,000 new facility for the athletic training major;
- Campus beautification project—landscaping, lighting and signage; and
- \$850,000 improvements to 13 classrooms.

We have another \$100 million worth of capital projects on the near horizon:

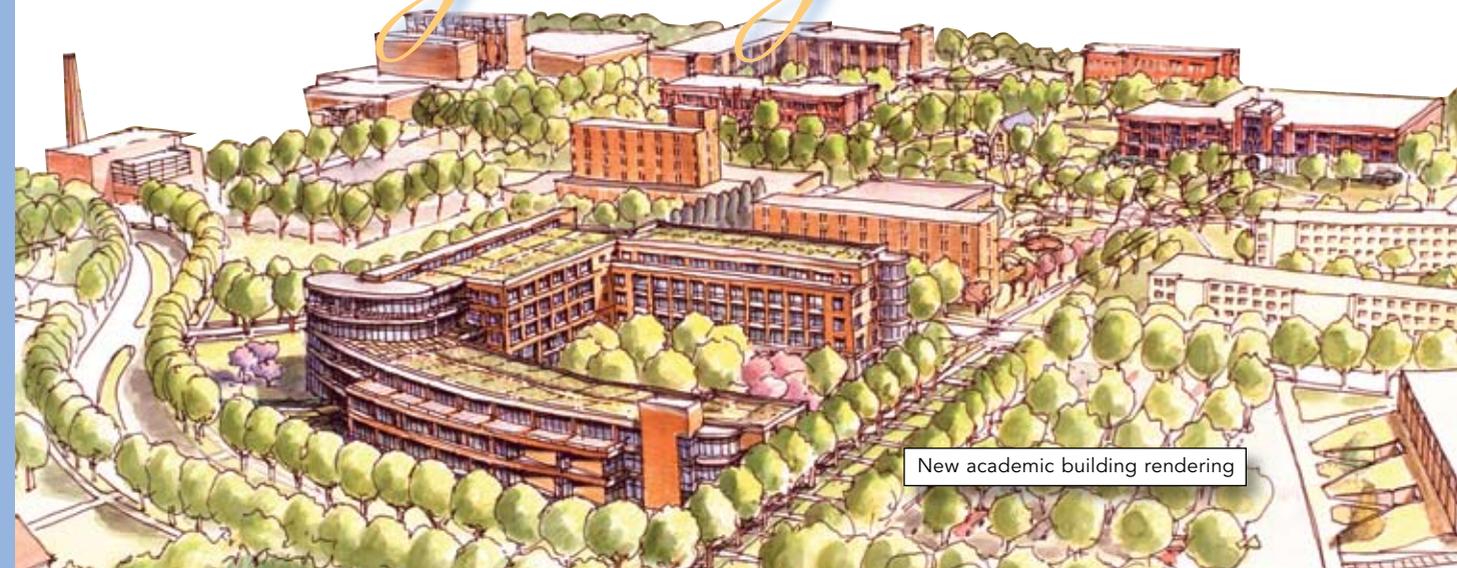
- \$1.2 million for preliminary planning and design of new \$48-million academic building;
- New \$21-million Student Health and Wellness center scheduled to be completed in fall 2007; and
- New \$7.7-million, 400-stall parking ramp to be completed in fall 2007.

We have won national recognition for our commitment to "green" principles by decreasing negative environmental impacts through conservation of water and energy, reducing pollution and recycling:

- 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;
- Renovation rather than demolition of existing buildings to minimize contributions to landfills;
- Reuse of light poles resulting in more energy efficiency and less light pollution, a \$300,000 savings; and
- Recipient of 2003 EPA Leadership Award—one of only 11 ever presented to a university by the EPA.

These and many other examples of our accomplishments are detailed in the full **Annual Report** found online at www.uwosh.edu/strategicplan/

Highlights



New academic building rendering

LETTER FROM THE PROVOST



Academic

Dear Colleagues,

While there is no denying that these continue to be difficult budgetary times, we have been able to move forward with our academic mission. This year, we have a variety of programs and projects that I believe will help us focus our energies on our core values of teaching students to think critically and become socially responsible citizens of the world.

The most important project in the upcoming year involves working toward University accreditation. Tied to this and to our ongoing strategic planning process will be the development of our seven **Key Operational Plans**. The centerpiece of these plans will be the Academic Program and Student Outcomes Assessment Plan, which will help shape the direction of academic programs over the next five years. It was posted online in early October.

As part of our efforts to champion the value of a liberal education for all of our students, we have become part of the Wisconsin initiative to rethink liberal education in the state. This initiative has, in turn, partnered with a national effort launched by the Association of American Colleges and Universities (AAC&U) called Liberal Education and America's Promise (LEAP).

While continuing to support traditional scholarship and the values of a liberal education, we

also have strengthened the University's ties with our outside constituencies through a variety of outstanding collaborative programs developed by all four colleges. The College of Nursing has established joint programs in Wausau, the Sheboygan/Manitowoc area and Appleton; the College of Business is involved with UW-Eau Claire, UW-La Crosse and UW-Parkside in the MBA Consortium; the College of Letters and Science has undertaken a collaborative venture with the Wind River Tribal College of Wyoming; and the College of Education and Human Services has programs with the College of Menominee Nation and UW-Fox Valley. We also have submitted proposals for UW System funding to support initiatives surrounding the **Graduation Project** and a bachelor of applied studies degree.

Recent campus ventures that continue to prosper include the **Scholarship of Teaching and Learning Program** (which was part of the Provost's Teaching and Learning Summit); the **Office of International Education** (which now has a new office on the first floor of Dempsey); the **National Student Exchange Program** (which, in its first year of operation, placed 22 of our students at other U.S. campuses); the **American Democracy Project** (which conducted a campuswide survey and directed Constitution Day activities); and **Shakespeare on the Fox** (which will continue our collaborative efforts with the Fox Cities Performing Arts Center and the Grand Opera House).

A new activity this year will be the development of an undergraduate research journal. The journal, established through funding from **Student Differential Tuition**, will be edited by a University faculty member. In addition, we will continue to support vital academic programs, such as those operated by the Faculty Development Board, the University Honors Program, the Women's Center and the Grants Office.

The campus also will be involved in two survey projects this year: one is a UW System effort called the **Equity Scorecard**, which will examine issues of race and ethnicity on seven pilot campuses; and the other is a national undertaking known as the **National Survey of Student Engagement** (NSSE), which, as its name implies, examines student attitudes toward engagement, both on and off campus. You will receive more information about these projects soon.

Furthermore, we are well on our way to laying the groundwork for the new **Academic Building** and the related capital campaign, which includes fundraising efforts to support student scholarships and faculty development.

Due to financial considerations, the searches for two important positions—the assistant vice chancellor for Lifelong Learning and Community Engagement and the chief information officer—

had to be postponed. But both positions have been filled by extremely competent interim administrators who have maintained the quality work of their units. As part of further reorganization efforts, the directors of **Graduate Studies** and **Polk Library** now report directly to me. And, at least on a temporary basis, the directors of **Admissions and Advising**, as well as the **Registrar**, now report to the assistant vice chancellor for **Academic Affairs** in my office.

The reports from the divisions and colleges found online at www.uwosh.edu/strategicplan/ will provide more details about the accomplishments in **Academic Affairs** over the past year. We take pride in these contributions and view them as reflections of our ongoing commitment to make the University of Wisconsin Oshkosh both a center of intellectual activity and an engaged partner with the broader community.

Sincerely,

Provost Lane Earns

Mission





Collaboration between UW Oshkosh and the local community is essential for both to reach their potential and thrive. Since 1871, UW Oshkosh has served as an economic engine and anchor to the community, presently contributing more than \$410 million to the region annually. But that's not all—the University also brings value in terms of community-building, human capital and brainpower, markets and market opportunity, knowledge and expertise and regional quality of life. Here is just a sampling of how UW Oshkosh is bringing value to the community:

- During summer 2005, UW Oshkosh's **beach monitoring project** involved more than 100 beaches on lakes Michigan and Superior and along lakes in Vilas and Oneida counties. The monitoring is done with the state **Department of Natural Resources** (DNR) and local governments and agencies. Student and faculty researchers also studied what impact a major return of green algae is having on Lake Michigan waters and whether the algae could be making *E. coli* a poor "indicator" of beach contamination.

- **Black History Month** at UW Oshkosh, sponsored by the Division of Academic Support, included many events for the general public in February. Photographer Ernest Withers, who documented the civil rights movement, spoke on campus. His photos were exhibited at Reeve Memorial Union.

- UW Oshkosh has become a place of learning for area youth through a multitude of **camp and workshop offerings**. During 2004-2005, UWO offered everything from sports camps of all kinds to camps for singers, string musicians and future firefighters.

- The **Center for Career Development and Employability Training** (CCDET) continues to expand outreach and partnerships by securing successful contracts with the **Wisconsin Department of Health and Family Services** for the Income Maintenance Training and Technical Assistance and Caregiver Background Check and Abuse Prevention Training Federal Pilot projects; with the **Wisconsin Department of Workforce Development** for the Workforce Development Training project; with

the **Fox Valley Workforce Development System** for the Workforce Investment Act Younger and Older Youth Employment Training projects; with **Winnebago County Department of Human Services** for the Truancy Intervention Program; with the **Oshkosh Area School District** for the Restorative Justice Family Advocate project; with the **Wisconsin National and Community Service Board** for the AmeriCorps Connects national service project; and collaborating with **UW Oshkosh Head Start** on the Youth Mentoring Project. Through the quality work of the staff members who fulfill the work of these contracts, UW Oshkosh reaches communities throughout the state of Wisconsin. CCDET staff work in and Eau Claire, Madison, Milwaukee and Oshkosh.

- Longtime Kimberly-Clark Corp. executive Linda Bartelt was named director of the UW Oshkosh **Center for Community Partnerships**. Created in 1998, the CCP is a one-stop access point for university and community expertise—"part of the Wisconsin Idea of a university without walls." It was the first of its kind in the nation.

- In October 2004, UW Oshkosh hosted the fourth annual **Earth Charter Community Summit**, which included the first "Earth Charter Community Teach-In," with entertainment, free food, presentations and a performance of original Earth Charter-based songs by the fourth- and fifth-grade choirs of Webster Stanley Elementary School. The summit's theme was Making Waves in Oshkosh and included presentations and events related to water quality and the use of Wisconsin waters.

- Sessions on the potential for using biodiesel fuel and fresh food from local farmers, a Fox River clean-up, a tree-planting and a presentation by activists on political reform in Wisconsin were just a few of the events held at UW Oshkosh for the **third annual Earth Week** in April.

- Fox Valley Technical College and UW Oshkosh have formed the **Venture Center**. The center, to be located in downtown Oshkosh at UW Oshkosh's **Center for Community Partnerships**, will provide innovative tools to those thinking about starting new businesses.

Partnerships

- Each year, UW Oshkosh hosts **Fall Fest on the Fox**, a university-community celebration, which began the year of **Richard H. Wells'** inauguration as UW Oshkosh chancellor. Events include a variety of fun activities for the entire family, such as hayrides and a fish fry.
- UW Oshkosh joined with the **Fox Cities Performing Arts Center** of Appleton and the **Grand Opera House** of Oshkosh to present four works by William Shakespeare in a series called **Shakespeare on the Fox**.
- UW Oshkosh's \$4.4-million, federal **Head Start** program received a \$13,432-supplement grant from the U.S. Department of Health and Human Services for the institutionalization of father-involvement activities and to allow two staff members to participate in the National Hispanic Institute.
- In October, speakers, movies and a variety of ethnic cooking demonstrations took place as part of **Hispanic Heritage Month** at UW Oshkosh. The activities were sponsored by the student organization Hispanic Cultures United and the UW Oshkosh Division of Academic Support.

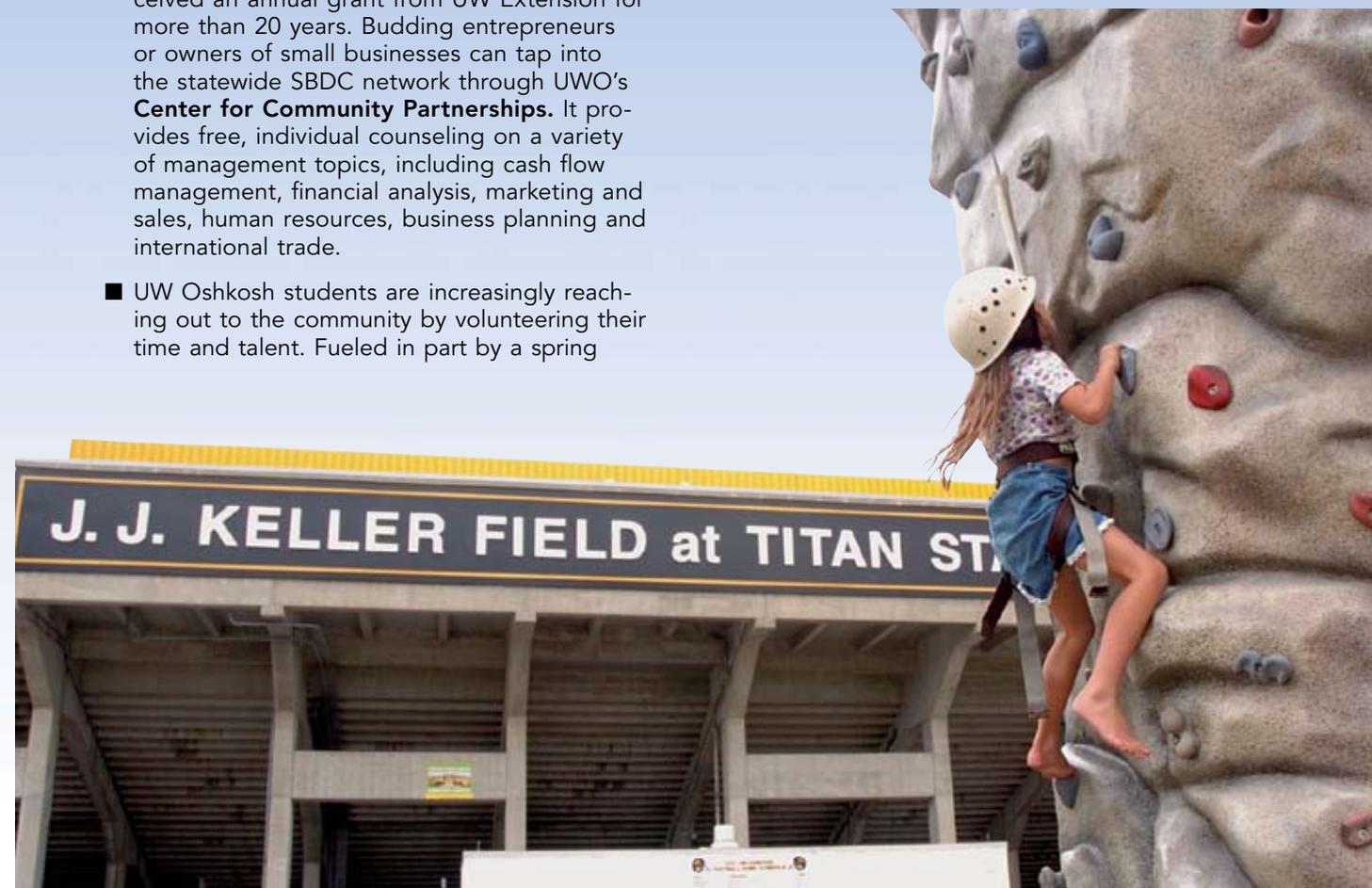
- Speakers, fairs, a variety show and a party were all part of the **2004 International Education Week** in November. The event highlighted the rapid growth of international education at UW Oshkosh.
- The **Living Healthy Community Clinic**, which has served the uninsured of Winnebago County for 10 years, celebrated the grand opening of its new location at 510 Doctor's Court in June. UW Oshkosh led the collaborative effort, which included hundreds of thousands of dollars in support from **Mercy Health Foundation, Aurora Health Care, ThedaCare** and others. The new facility has seven, fully equipped exam rooms, a lab room and teaching space. There are at least 16,000 uninsured in Winnebago County—most from working families.
- The **Middle School Science Olympiad**, hosted by the UW Oshkosh **Office of Science Outreach**, brought more than 500 students from 43 Wisconsin middle schools to campus. The events included Naked Egg Drop, Road Scholar, Robo Billiards and Science Crime Busters. UW Oshkosh faculty and students have hosted the annual event since 1988.
- **NEW ERA**, a consortium of the leaders of the 13 public colleges and universities in northeast Wisconsin, fosters regional partnerships to serve better the educational needs of the 1.2 million people in the region. NEW ERA is a founding member of **NEW NORTH**, a consortium of collaborative organizations of northeastern Wisconsin chambers of com-

merce, workforce development boards, economic development professionals and CEOs of major corporations. The vision for NEW NORTH is to be a nationally admired leader for advancing job growth while maintaining a superior quality of life.

- Eleven students and five faculty members from UW Oshkosh were among those showcasing their research at a special event in the Wisconsin State Capitol Rotunda. **Posters in the Rotunda: A Celebration of Undergraduate Research** was held in conjunction with the April meeting of the UW System Board of Regents.
- UW Extension awarded UW Oshkosh \$84,556 in July for its **Small Business Development Center** (SBDC) program. The SBDC has received an annual grant from UW Extension for more than 20 years. Budding entrepreneurs or owners of small businesses can tap into the statewide SBDC network through UWO's **Center for Community Partnerships**. It provides free, individual counseling on a variety of management topics, including cash flow management, financial analysis, marketing and sales, human resources, business planning and international trade.
- UW Oshkosh students are increasingly reaching out to the community by volunteering their time and talent. Fueled in part by a spring

2005 student survey that said UW Oshkosh students want to volunteer even more, University officials expect record levels of **civic engagement** to continue throughout the school year. That's partly because the campus received a second-year **AmeriCorps VISTA** (Volunteers in Service to America) grant to hire two, full-time staff members who will work out of Reeve Memorial Union to promote and implement student volunteer and civic engagement efforts. UW Oshkosh students already give a lot to the community. A conservative estimate by the University's **Student Affairs Office** found that more than 2,000 students volunteered more than 28,000 hours last year. The students also raised more than \$32,000 for charities.

Community





ENROLLED STUDENTS	Fall 2000	Fall 2005	% Change
Total Headcount	11,683	12,409	6.2%
FTE	9,284	10,157	9.4%
Off-Campus Enrollment			
FTE	347	584	68.3%
Headcount	906	1,415	56.2%
On-Campus Enrollment			
FTE	8,937	9,573	7.1%
Headcount	10,777	10,997	2.0%
Undergraduates	9,136	9,740	6.6%
Freshmen	2,583	2,462	-4.7%
Sophomores	1,908	2,050	7.4%
Juniors	1,830	2,104	15.0%
Seniors	2,528	2,976	17.7%
Special Students	287	148	-48.4%
Graduate Students	1,641	1,257	-23.4%
Transfer Students	720	844	17.2%

STUDENT PROFILE	Fall 2000	Fall 2005	% Change
Men	4,300	4,347	1.1%
Women	6,477	6,650	2.7%
Ethnic/Minority Students	414	654	58.0%
African American	103	110	6.8%
Asian	146	294	101.4%
Native American	52	117	125.0%
Hispanic	113	133	17.7%
From Wisconsin	10,419	10,694	2.6%
From Other States	270	208	-23.0%
International Students	88	95	8.0%
Avg. Composite ACT Score	22.1	22.4	1.4%
First- to Second-Year Retention	70.8%	76.8%	8.5%
Degrees Conferred	1,712	1,856	8.4%
Avg. High School Rank	Fall 2000	Fall 2005	% Change
Average	67	70	3.9%
Top 10%	149	154	3.4%
First Quartile (top 25%)	505	561	11.1%
Second Quartile	749	755	0.8%
Third Quartile	218	163	-25.2%
Fourth Quartile	0	1	

ADVANCEMENT	Fall 2000	Fall 2005	% Change
Alumni	61,847	67,760	9.6%
Foundation Gifts and Pledges (millions)	1.7	4.9	188.2%

FACULTY/STAFF RESOURCES	Fall 2000	Fall 2005	% Change
Faculty	344	314	-8.7%
Instructional Academic Staff	224	248	10.7%
Student/Faculty Ratio	19:1	20:1	5.0%
Students Taught per FTE	115.9	119.3*	2.9%
Grant Awards (million)	3.7	11.7	216.2%

*119.3 reflects fall 2004

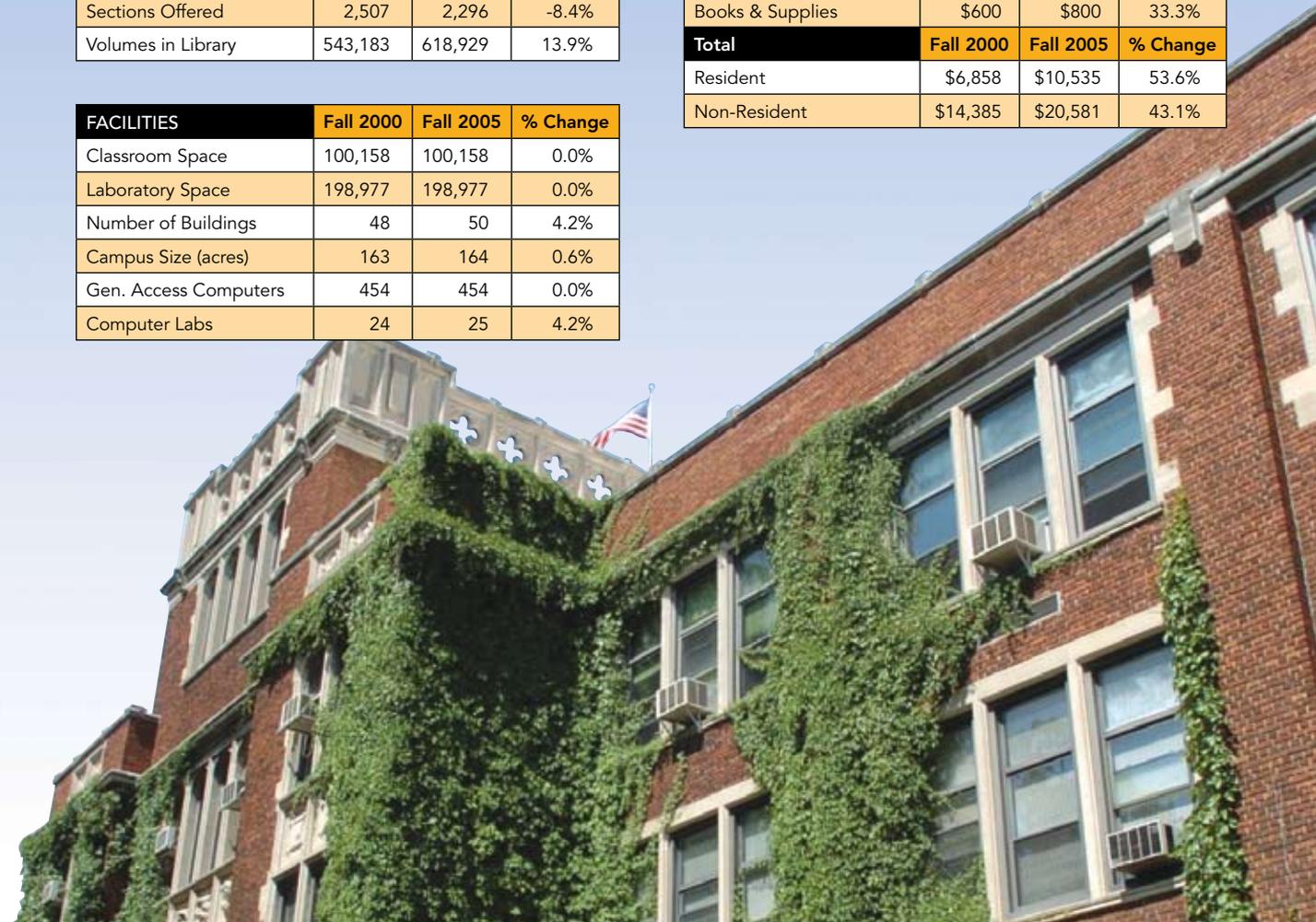
ACADEMIC RESOURCES	Fall 2000	Fall 2005	% Change
Undergraduate Majors	55	54	-1.8%
Master's Degree Programs	15	15	0.0%
Courses in Catalog	1,138	1,146	0.7%
Sections Offered	2,507	2,296	-8.4%
Volumes in Library	543,183	618,929	13.9%

FACILITIES	Fall 2000	Fall 2005	% Change
Classroom Space	100,158	100,158	0.0%
Laboratory Space	198,977	198,977	0.0%
Number of Buildings	48	50	4.2%
Campus Size (acres)	163	164	0.6%
Gen. Access Computers	454	454	0.0%
Computer Labs	24	25	4.2%

EXTRACURRICULAR	Fall 2000	Fall 2005	% Change
Student Organizations	121	129	6.6%
Varsity Teams	22	22	0.0%
Men	10	10	0.0%
Women	11	11	0.0%
Coed	1	1	0.0%

ANNUAL AVERAGE STUDENT COSTS	Fall 2000	Fall 2005	% Change
Resident Fees & Tuition	\$3,024	\$4,981	64.7%
Non-Resident Fees/Tuition	\$10,551	\$15,027	42.4%
Room & Board	\$3,234	\$4,754	47.0%
Books & Supplies	\$600	\$800	33.3%
Total	Fall 2000	Fall 2005	% Change
Resident	\$6,858	\$10,535	53.6%
Non-Resident	\$14,385	\$20,581	43.1%

Our Statistics



VISIT OUR WEBSITE AT

www.uwosh.edu/strategicplan/

