



Spring 2007 UW Oshkosh Commencement Ceremony



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UNIVERSITY OF WISCONSIN OSHKOSH  
STRATEGIC PLAN UPDATE &

ANNUAL REPORT

## COMMITTING TO THE FUTURE

By supporting UW Oshkosh scholarship programs, alumni and friends give the University a vital competitive edge in attracting students with the highest levels of leadership and scholarly achievement. The enthusiasm, dedication and talent of these top students contribute significantly to the University's reputation, the educational experiences of fellow students and the strength of its graduates. No matter the size of gift, you'll be a lifetime investor in higher education and the entire New North region. To learn more, contact the UW Oshkosh Foundation at [www.uwosh.edu/foundation](http://www.uwosh.edu/foundation) or call (920) 424-2178.







# Engaging

I would like to briefly highlight a few of last year's accomplishments and preview some of the things we have to look forward to this year.

The campus received **unconditional reaccreditation** this past spring for the maximum of 10 years (2007-2017). Many people worked for several years on the reaccreditation project, and the self-study reflects sustained improvement and strength throughout the campus.

The strong endorsement by the **Higher Learning Commission (HLC)** of the North Central Association of Colleges and Schools (NCA) is important given the very difficult fiscal and economic times that UW Oshkosh and the other UW institutions have experienced recently. In its report, the site visit team found that:

"... during a period of significant financial reductions brought about by a reduced state appropriation, the University found a way to maintain the integrity of its teaching programs and the morale of its faculty and students through reallocations of resources, administrative alignments, and generation of new resources through some innovative 'cost recovery' programs. ... However, as a result of the adjustments made, the University was left with a very 'lean' administrative structure."

While the team found much evidence that the University fully meets all five criteria for accreditation, it

also found a couple of areas that still need attention:

- The team found that progress toward developing the **General Education** program has been slower than would be expected and that a considerable amount of work remains. They attributed this challenge, in part, to thinness in senior academic leadership areas and to structures for shared agreement that do not allow for enough needed change. To address this concern, the Provost and I, in consultation with our campus governance leaders and college deans, formed the **Liberal Education Reform Team (LERT)** and Resource Group last May and charged the team with developing a University-wide liberal education reform plan to ensure that students are prepared with the kinds of learning that matter for work, life and citizenship.

- The site evaluation team specifically recognized "the development and implementation of UW Oshkosh's first comprehensive strategic and operational plan (initiated in 2001), which has increased academic preparedness and retention of first-year students, strengthened the enrollment of students of color, increased the number of degrees conferred, and developed a distinctiveness for community and regional engagement as well as its 'green' and sustainabil-

ity initiatives." However, the team also expressed concern that not all of the **Key Operational Plans** have progressed at the same rate or are fully developed with strategies or an assessment process. To address this concern, I met with senior administrative leaders in August to review the parameters for updating the seven Key Operational Plans ([www.uwosh.edu/strategicplan/](http://www.uwosh.edu/strategicplan/)). The reworked and improved plans, to be filed on

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or before July 1, 2008, will address the data and goals emerging from our exhaustive self-study process, the funding of our **Wisconsin Growth Agenda** proposal, the UW System's Strategic Framework to Advantage Wisconsin and the recommendations of campus groups and teams.

We formed three new teams in addition to the Liberal Education Reform Team. The **External Grants Expansion Team** will draft a plan to secure enhanced extramural funding and support faculty scholarly endeavors. The **Campus Sustainability Team**, charged in October 2006, has released a draft Campus Sustainability Plan to guide the University toward increasingly responsible environmental stewardship, education, outreach

and research for review by the campus community. The **Integrated Marketing Team**, formed in February 2006, has created four committees to analyze the findings of the *UW Oshkosh Market Perception and Brand Identity Research Report* for the purpose of developing long-term strategic plans.

In April, the campus hosted the **Board of Regents** meeting. The theme was "Collaboration in Action: Building a Regional Model." We reiterated UW Oshkosh's role in northeastern Wisconsin's Growth Agenda to increase enrollment by approximately 1,000 students over the next six years in high-demand areas.

This growth requires state funding for additional faculty and capital funding for facility upgrades, such as the new \$48-million **Academic Building** and the \$8.5-million **Elmwood Student Support, Development**

and **Referral Center**. We are estimating the completion of more than \$200 million of capital improvements during 2000-2011. We successfully launched our first comprehensive fundraising campaign **pride. purpose. promise.**, as well as the second phase of the **Oshkosh Sports Complex** renovation.

We have continued to improve our relations with the local media, as evidenced in the editorial published in August in *The Oshkosh Northwestern* that spoke very highly of our faculty and staff for continuing to serve the students and citizens of northeastern Wisconsin and beyond during difficult times. The editorial also praised the **Task Force on Student Engagement** that I chair for the **Voluntary System of Accountability (VSA)**, for "voluntarily creating a uniform, user-friendly, Internet-based system giving people searching for a university an apples-to-apples comparative tool to help them find the right fit."

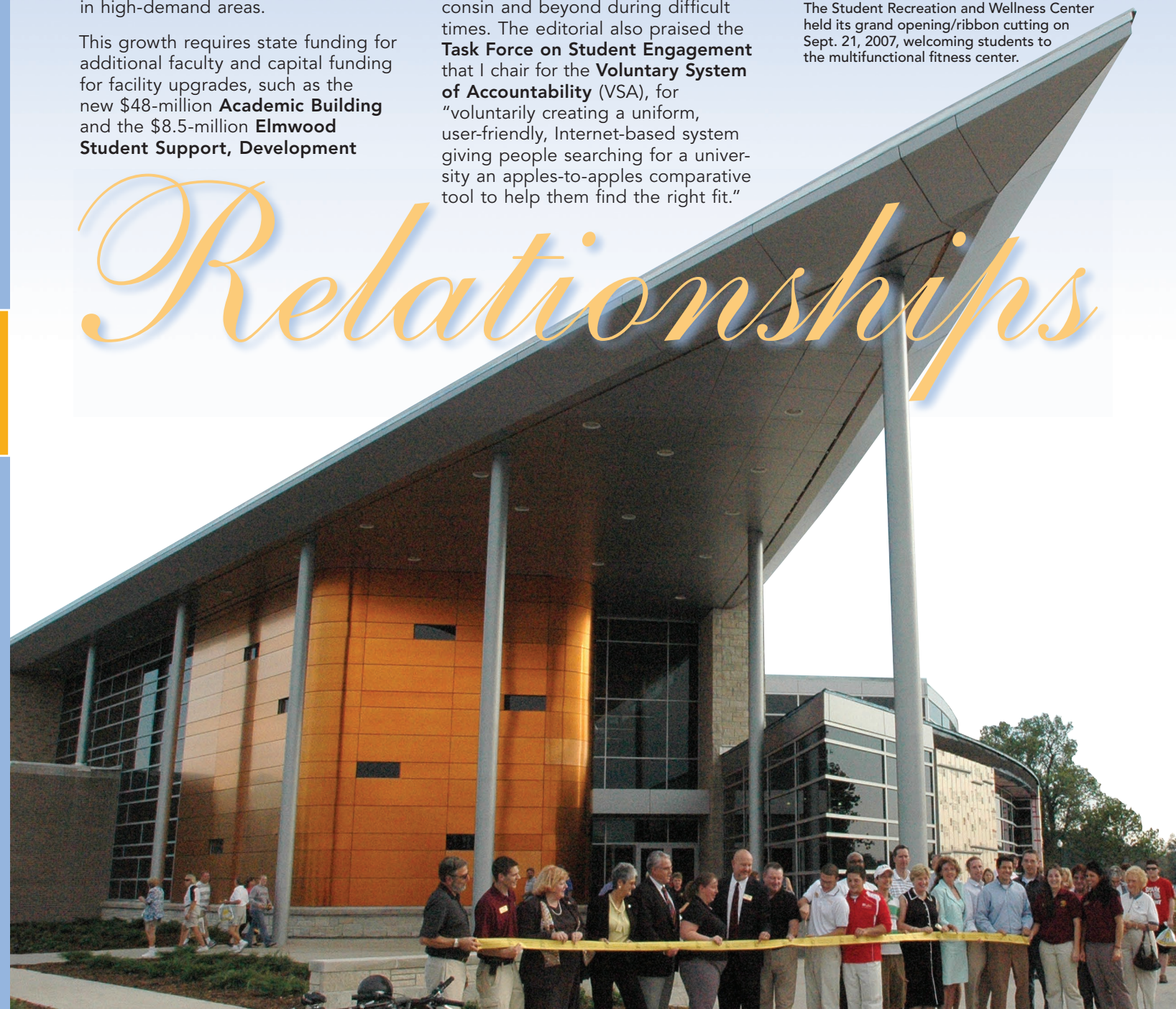
Our campus adopted the VSA's **College Portrait** this fall and is preparing to post our student and family information online in spring 2008.

And now for the best news in many years: the state budget fully funds UW Oshkosh's role in the Wisconsin Growth Agenda, which includes up to 24 new faculty members and \$97 million of facilities construction funding authorization. We have to cover some "carry forward" costs to continue, and the biennial pay plan request has yet to be determined.

*Continued ...*

The Student Recreation and Wellness Center held its grand opening/ribbon cutting on Sept. 21, 2007, welcoming students to the multifunctional fitness center.

# Relationships





... continued from page 1.

Our enrollment figures for this fall are in good shape. We currently have a total enrollment of 12,693 (11,500 on campus), which is roughly a 1.5-percent increase over last year and an 8.6-percent increase (more than 1,000 students) since fall 2000. Our enrollment is projected to grow another 1,000 students over the next six years. We have a more diverse and better-prepared incoming class. The 2007 freshman class comes to us with a slightly stronger academic profile, which has increased over the past five years, with 21 percent more of our students ranking in the top quartile of their high school classes. Graduate student enrollments also are on the rise from 1,528 to 1,602.

Our student body has grown by more than 869 FTE students in the past six years, and we had our second consecutive record graduating class size with 2,053 degrees awarded in 2007. The May 2007 commencement also put UW Oshkosh on the map nationally and internationally in terms of media coverage for awarding honorary doctorates to the **Mercury 13 women**. And due to our outstanding faculty and staff, our graduates continue to excel on national tests and licensure exams and are highly recruited by employers and graduate schools throughout the nation.

The main forces behind our success, as always, remain the character, passion and commitment of the

UW Oshkosh people and the quality of the everyday relationships between students, faculty and academic and classified staff. Please take some time to review the report, the letter from the Provost and the section on engaging the community, and take pride in the many individual and collective accomplishments of your colleagues. Please visit our complete online Strategic Plan Update and Annual Report at [www.uwosh.edu/strategicplan/](http://www.uwosh.edu/strategicplan/).

Sincerely,



Richard H. Wells, Chancellor

The Alignment Chart

The alignment chart on the next page represents our ideal strategic and operational planning process for UW Oshkosh through the synergy of the **Governing Ideas** — the mission, vision, values and strategic directions — with University-wide and college-based strategic plans, priorities and actions and the key operational plans/processes. While total alignment is considered unobtainable and undesirable in a planning process that is dynamic and ongoing, the institution's macro indicators provide evidence that reasonable alignment among the parts maximizes the distinctiveness of the whole (see pages 4–5).

The first three University-wide Strategic Action Initiatives — Liberal Education Initiative, Student Compact/Differential Tuition and Faculty Development — represent the University's commitment to the centrality of the student-faculty relationship and the importance of a liberally educated student. The new Cross-College Collaboration initiative represents a shared focus on the themes of engaged learning, globalization, community engagement and student excellence as reflected in

the college-based and other unit strategic action initiatives.

The **Key Operational Plans** provide the means to fulfill our mission and vision by identifying the University's human, physical and financial resources to be aligned with the **Governing Ideas**. The organization of the University's complex and interrelated resources and operations is conceptualized as falling under the purview of seven plans. The first three plans address programs in support of student education provided by faculty and staff:

- 1. **Academic Program and Student Outcome Assessment Plan**
- 2. **Enrollment Management and Student Support Plan**
- 3. **Human Resources Support and Development Plan**

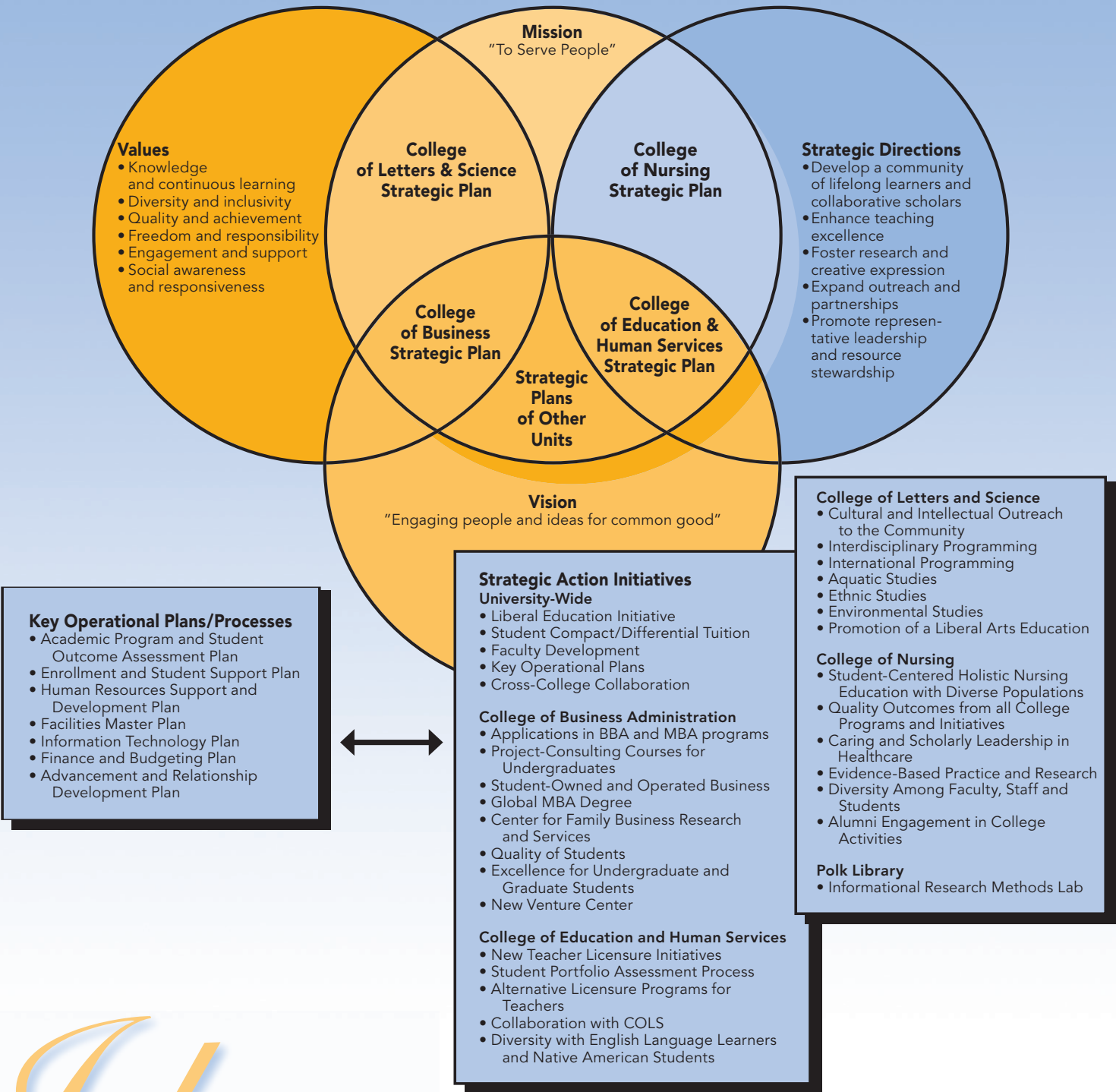
**Plans 4–6** speak to concrete types of physical and fiscal resources that support the human resources in plans 1–3:

- 4. **Facilities Master Plan**
- 5. **Information Technology Plan**
- 6. **Finance and Budgeting Plan**

**Plan 7** articulates how to promote and connect the University to the public, elected officials, alumni, community members and others. It is:

- 7. **Advancement and Relationship Development Plan**

The executive summaries and full reports about the seven key operational plans and the annual reports about the action initiatives of the colleges and other units may be viewed at <http://www.uwosh.edu/strategicplan/keyoperation/memoandtimeline.php>.



Governing Ideas



REPORT FROM THE CHANCELLOR

The scope of accomplishments at the University of Wisconsin Oshkosh — given the budget cuts and tuition increases since 2000 — is astonishing, and it is a tribute to the oneness, vigor and dedication of our students, faculty and academic and classified staff members.

2000-2007

The governor and state legislature recently recognized these efforts by approving support for the University's Growth Agenda and a number of crucial construction projects as well as increased compensation for faculty and staff. These highlights present a few examples of the University's success that has engendered their confidence.

UW Oshkosh recently opened the first-ever parking structure at a UW System comprehensive university, located on the corner of High Avenue and Osceola Street.



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

Headcount enrollment increased by 8.6 percent (1,009) to 12,700 students;  
FTE increased by 9.4 percent (869);  
Enrollment of students of color increased by 365, up 95.8 percent;  
Enrollment of adult students age 25-plus increased by 21.0 percent (291);  
Degrees conferred increased from 1,712 to 2,053, up 19.9 percent; and  
Retention rates for first-year students improved from 70.8 to 73.2 percent.

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

Grants increased from \$8.8 to \$9 million, up 2.3 percent;  
Foundation gifts and pledges increased from \$1.7 to \$4.4 million;  
Foundation total assets tripled from \$7 to \$22 million; and  
Acquired funding for 91 Academic Excellence and National Merit Scholarships up from 44, an increase of 106.8 percent.

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

21.2 percent more are from the top 25 percent of their high school class; and  
11 are new Academic Excellence Scholars and three are new National Merit scholars.

■ **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;  
New Scholarship of Teaching and Learning program is available; and  
New leadership development programs for faculty, academic staff and classified staff have been implemented.

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

Undergraduate majors in theatre arts and environmental studies;  
Accelerated Math and Science Teacher Education Program in collaboration with five UW colleges;  
11 new graduate certificate programs;  
Global MBA program;  
Collaborative master's degree in social work with UW-Green Bay;  
Accelerated bachelor's degree program for non-nursing graduates;  
MBA Foundations Online Program; and  
Wisconsin's first bachelor of applied studies degree.

■ **We have enhanced our facilities by completing approximately \$100 million worth of building projects, characterized by:**

\$1.8 million of classroom and lab upgrades;  
\$17-million Halsey Science Center renovation;

\$19.9-million Reeve Memorial Union renovation and addition;  
\$13-million renovation of Taylor Hall;  
\$5.5 million of the \$9.4-million planned transformation of the Oshkosh Sports Complex;  
Purchase and renovation of a 30,000-square-foot building for the Academic Support and Diversity Program and a new Women's Center;  
Campus beautification project — landscaping, lighting and signage;  
\$21-million Student Recreation and Wellness Center; and  
\$7.7-million, 400-stall parking ramp.

■ **We have another \$100 million worth of capital projects on the near horizon, characterized by:**

New \$48-million academic building;  
New \$8.5-million Elmwood Student Support, Development and Referral Center;  
New \$34-million Residence Hall; and  
New \$6.3-million Facilities Maintenance Center.

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

Reduced water consumption by 24.5 million gallons/year, a savings of \$130,986;  
Reduced energy consumption by 563,017 kilowatt-hours, a savings of \$27,600/year;  
Reduced emissions of coal/natural gas boilers by constructing a \$2.8-million heat plant stack;

Reused light poles, resulting in more energy efficiency and less light pollution, a \$300,000 savings;  
Ranked 23rd among all U.S. colleges and universities using renewable energy;  
Received the 2003 EPA Leadership Award – the 11th U.S. university to receive the EPA's highest leadership award; and  
Received the 2004 National Wildlife Federation Award, the 2005 Energy Star Award and the 2006 Wisconsin Clean Air Award.

■ **We have been recognized as a national model for developing and highlighting exemplary campus-wide liberal education programs:**

Featured online by the American Council on Education's *Solutions for Our Future*;  
Lauded by the Association of American Colleges and Universities for linking their initiative entitled Liberal Education and America's Promise (LEAP) to ACE's *Solutions for Our Future*; and  
Devoted three issues (spring 2006, fall 2006 and spring 2007) of the *University of Wisconsin Oshkosh Magazine* to a series about the value and importance of a liberal education.

■ **We are establishing an emerging national reputation for the way we engage and partner with all types of individuals and organization to better serve our region:**

Founding member of NEW ERA (Northeastern Wisconsin Educational Resource Alliance), a consortium of executive leaders of northeastern Wisconsin's 13 public universities serving 1.2 million Wisconsin residents. The vision is to be a valued leader in collaborating to serve the region with quality, seamless education.  
NEW ERA also is a founding member of NEW NORTH, a consortium involving northeastern Wisconsin's chambers of commerce, workforce development boards, economic development professionals and CEOs of major corporations. The vision is to be nationally and globally competitive for advancing job growth while maintaining a superior quality of life for the region's citizens.

■ **We are especially proud of the accomplishments of our faculty and students:**

UW Oshkosh has won more Regents' Teaching Excellence Awards than any other UW institution. Four individual faculty members and three departments have received this very prestigious award;

UW Oshkosh has had the most successful Model United Nations Program in the country for two decades;  
Since 1999, the College of Nursing graduate students' pass rate on the American Nurses Credentialing Center-Family Nurse Practitioner Exam has been 100 percent;  
Senior business majors at UW Oshkosh taking the ETS business knowledge assessment test ranked in the top 16 percent nationwide, while MBA graduates ranked in the top 5 percent of the national MBA student assessment exam;

UW Oshkosh students who took the CPA exam placed the University in the top 10 of schools nationally;  
The *Advance-Titan* has won the top national award for student newspapers five times;  
Since 1990, 65 UW Oshkosh graduates have gone on to be awarded the Herb Kohl Teacher of the Year Award;

The best graduate programs in the nation covet our College of Letters and Science graduates;  
UW Oshkosh has won 40 national championships, including 25 NCAA Division III competitions; and

The 2005-2006 graduating class with 2,035 graduates was the second-largest graduating class in the history of UW Oshkosh, and the 2006-2007 class was the largest with 2,053 graduates.

Highlights





# Academic

Dear Colleagues,

In my letter last year, I spoke of the cycles of faculty hiring, and I am delighted to say this year we have one of the largest classes of new faculty hires in recent memory, and, with the funding of our Growth Agenda, next year's class should be even larger.

I also spoke of the word **quality** and how it would drive our efforts during the course of the academic year. I am proud to say we lived up to this promise, and our work was validated by a **10-year reaccreditation endorsement** from the Higher Learning Commission. While the HLC team noted areas that still need our attention, our campus was one of few in the **University of Wisconsin System** that was not required to follow up with two-year progress reports. I thank all those, both on and off campus, who contributed their time and effort to help make the reaccreditation process a success.

As we look forward to the year ahead, a number of new and continuing academic initiatives promise to make it a busy, yet rewarding time. The most important program undoubtedly will be the **Liberal Education Initiative**, which is being moved forward by the **Liberal Education Reform Team (LERT)**. In light of the recommendations of the HLC, it will focus on general education reform and the development of a campuswide assessment plan. The

team also will examine the broader issue of liberal education in the new global environment.

Related to these developments will be a discussion of the campus's involvement in the new **Voluntary System of Accountability (VSA)** program to assess student learning outcomes.

The HLC recommendations, the Liberal Education Initiative, the VSA program and our campus Growth Agenda will all affect the priorities of our long-range Academic Program Plan and, thus, lead us to revisit our goals and timetables for this plan.

During the course of the upcoming year, the results of the **Equity Scorecard Project** will be disseminated and discussed, and a **Diversity Workshop**, conducted

by the firm Critical Measures, will be held. Preparation for the **Campus Climate Survey** is now underway, with the actual administration of the survey in the spring semester. Also in the spring, we will participate in the **National Survey of Student Engagement (NSSE)**.

Ongoing projects include implementing the college initiatives funded last year and developing high school-to-college transition and first-year experience programs. The **Sustainability Team** and **Academic Building Committee** will continue its important work, and a new **LGBTQ Center** will be established on campus.

We also are at work developing a plan to reward productive full professors with pay raises after eight years in rank and modifying

both Salary Equity and Program Review based upon faculty recommendations.

In addition, a number of academic events helped launch the fall semester. The annual 9/11 commemorative event, featuring the photographic artist Jonathan Hyman, was followed the next day by the grand opening ceremony of the **Center for Scholarly Teaching** in the Pollock Alumni House. In September, outdoor performances of Shakespeare's *The Tempest* by London's AandBC Theatre Company took place along the river next to the Aquatic Research Laboratory, adding a fascinating twist to our annual **Shakespeare on the Fox** festivities. During the week of Oct. 8, the **Provost's Summit on the Scholarship of Teaching and Learning** was held, with Debra Humphreys, the AAC&U vice president for communications and public affairs, giving the keynote address on the **Liberal Education Initiative**.

In closing, I would like to speak to the importance of the performances of *The Tempest*. Nothing better represents liberal education than a live performance of Shakespeare made possible by campus and community collaboration (The Fox Cities Performing Arts Center

and the Grand Opera House of Oshkosh deserve special recognition). A 125-year old Shakespearean textbook from the Oshkosh Normal School Library contains a passage in its introduction that is just as relevant today as it was then:

*[Every student] should have a thorough knowledge of at least one play of Shakespeare before leaving school. It would be one of [life's] best lessons....Shakespeare used the English language with more power than any other writer that ever lived...; he made it speak in a more original way; and his combinations*

*of words are perpetual provocations and invitations to originality and to newness of insight.*

(J.M.D. Meiklejohn, "General Notice," Shakespeare's *Julius Caesar*, 1882)

While the University constantly strives to adapt to and better serve an ever-changing world, "perpetual provocations," "invitations to originality" and "newness of insight" still remain central to our campus mission.

*Lane Earnings*

Lane Earnings,  
Provost and Vice Chancellor



Rosemary Smith, left, College of Nursing dean, and Beth Heuer, Human Resources director, speak with Wesley Tschetter, South Dakota State University, a Higher Learning Commission member.



Senior theatre students portray a Shakespearean moment.

# Mission





Partnerships between UW Oshkosh and the local community help north-eastern Wisconsin thrive. Since 1871, the University has served as a cultural and economic anchor to the region, currently contributing more than \$500 million annually to the economy. UW Oshkosh also brings a wealth of knowledge and expertise to elevate the community's quality of life. Here is just a sampling of UW Oshkosh's *Collaboration in Action* impact:

- UW Oshkosh was one of 80 campuses nationwide that participated in a nonpartisan project to register and turn out young voters in the 2006 fall election. The University was part of the American Association of State Colleges and Universities' 30-state **Young Voter Strategies** project that registered 40,000 students to vote nationwide in the midterm election.

- Funding and support increased for UW Oshkosh's **Living Healthy Community Clinic**, 510 Doctors Court. In August, U.S. Sen. Herb Kohl awarded \$150,000 in federal funding for equipment, such as defibrillators, microscopes, an EKG machine, and computers and other technology. Other support included the donation of design and printing services for a new brochure by **Castle-Pierce Printing**. Also, UW Oshkosh's information technology office donated hundreds of hours to rebuild the clinic's database, which saves staff time. **Affinity Health System, Aurora Health Care, Radiology Associates** and **ThedaCare** provided diagnostic and lab services free of charge to clients. In addition, the clinic received financial support from **Appleton Cardiology, Aurora Health Care** and **Mercy Health Foundation**,

**Oshkosh Area United Way, Oshkosh Community Foundation** and **ThedaCare**.

- The sixth-annual **Fall Fest on the Fox** in September included a fish fry and a fun-packed **Reeve Memorial Union** open house. A highlight was the first-ever **Oshkosh Community Dragon Boat Race and Festival**. Boats raced along the Fox River off Riverside Park. Throughout the day, there was a variety of entertainment food and fun for the whole family. Funds raised at the event benefited UW Oshkosh, the Grand Opera House and the Oshkosh YMCA.

- Drum groups, dancers and hundreds from Wisconsin tribes and the community participated in the **UW Oshkosh Pow Wow: Honoring Diversity, Education and the Future** in October. The powwow was a social event that allowed local residents the chance to

build relationships with tribal neighbors, diminish stereotypes and appreciate the indigenous people.

- Noted author Jim Mason spoke in October about making better food choices and other steps individuals can take to reduce environmental damage at the sixth-annual UW Oshkosh **Earth Charter Community Summit**, the largest such summit in the world. The event also included a free showing of Al Gore's movie *An Inconvenient Truth* and talks by longtime civil rights leader Minnijean Brown Trickey and author and economist David Korten.

- The **Oscar Mayer Wienermobile** made its UW Oshkosh debut in the **2006 Homecoming Parade** in October. Alumnus Ed Roland, Oscar Mayer's mobile marketing manager in Madison, served as parade marshal. Following the parade, student and alumni teams took part in **Titan Factor**, a gross-out competition based on the popular TV show *Fear Factor*, which two UW Oshkosh alumni helped produce.

- UW Oshkosh appointed a 23-member **Campus Sustainability Team** to devise a plan to make the University sustainable in its operations and effective in advancing a sense of environmental and social citizenship among its students and throughout the region. In addition to ensuring UW Oshkosh does all it can to conserve energy and resources, the team will develop ways to empower students with a deep sense of environmental and social citizenship and share knowledge about sustainability in north-eastern Wisconsin and beyond.

- Seventy-two girls in grades 3–6 took part in the annual girl's **Science Safari** in October. The girls participated in three hands-on presentations on topics, such as fingerprint science, dissecting quail embryos, "bubble gum mania," pancake chemistry and making hand lotion. Participants came from surrounding school districts, including **Hortonville, Neenah, Omro, Oshkosh, Ripon** and **Winneconne**. All sessions were led by volunteer UW Oshkosh science faculty members and students as well as volunteers from the **Oshkosh Branch of the American Association of University Women**.

- **American art printmaker Rudy Pozzatti's** work was on exhibit in October and November at UW Oshkosh's **Priebe Art Gallery**. Pozzatti, 81, has exhibited his work throughout the world. He's considered a master innovator in printmaking, both technically and artistically.

- Two world-renowned **classical musicians from India** performed at UW Oshkosh in October. Sitar player Ustad Shahid Parvez Khan and tabla player Ramdas Palsule performed for **UW Oshkosh music majors** and presented a public concert. Revenues from the concert were used to strengthen the reading, math and science skills of socio-economically challenged children in the Fox Valley. In addition, students from two Oshkosh high schools attended a master's class, where they were introduced to the essential elements of Indian classical music.

- November's **Native American Heritage Month** featured dance and musical performances, cultural displays and presentations by American Indian speakers and performers. Sponsors included the **Inter-Tribal Student Organization** and the **Center for Academic Support and Diversity**.

- The UW Oshkosh **National Broadcasting Society** held its fifth telethon to benefit the A-T Children's Project. The event included an auction, with items such as two VIP passes and partial transportation to the *Dr. Phil* show, an iPod, a poster signed by the cast of *CSI* and a variety of gift certificates. A-T, or ataxia-telangiectasia, is a rare, progressive, neurodegenerative childhood disease that affects the brain and other body systems.

- Alumni who took part in **Black Thursday**, when 94 Wisconsin State University-Oshkosh black students took over the office of former President Roger Guiles, helped commemorate the event in November with a "Black Thursday Black Out," in **Reeve Memorial Union**. Following the Nov. 21, 1968 event, 90 students were expelled by the Board of Regents, but many of their demands — such as establishing an African-American cultural center, hiring black professors and adding black studies courses in history — were eventually implemented. The event, sponsored by the **Black Student Union** and the Center for Academic Support and Diversity, involved asking everyone on campus to wear all-black clothing.

# Partnerships



■ Three bands and a variety of musical styles came together to entertain and support the **Winnebago Hunger Task Force** in November. The French-folk-rock benefit concert featured Aaron Baer, on stringed instruments and vocals; the folk-rock band Patchwork; and The Grand Arnaque, with a traditional folk-rock setup. All of the bands were from Oshkosh and most of the members studied at UW Oshkosh. The Winnebago Hunger Task Force coordinates efforts by local food pantries and meal sites.

■ UW Oshkosh marked **Black History Month** in February with a variety of events for the campus and Oshkosh community, including a Mardi Gras Kick-Off with Creole food tasting and live music by the UW Oshkosh Jazz Combo.

■ New Voices: Future Classics performance, part of the 2006-2007 **UW Oshkosh Infusion Series**, was held in March at the Music Hall of the Arts and Communication Center. The program included new works by UW Oshkosh resident composers **James Chaudoir** and **Marty Robinson**. *Infusion* is a faculty resident-artist ensemble that brings together the talents and experience of the area's finest musicians to explore the possibilities of chamber music. It uses varied instrumentation and creative programming to engage emotions and imaginations.



Assistant Vice Chancellor Muriel Hawkins dishes up soul food during Black History Month at the Center for Academic Support and Diversity.

Marty Robinson shares his enthusiasm for the trumpet as one of the ensemble members of *Infusion*.



■ **Shakespeare on the Fox**, an effort to bring "the Bard" to the people and communities of north-eastern Wisconsin, is expanding efforts that began with a talk about why Shakespeare's works remain so popular worldwide. The talk by internationally known Shakespearean scholar Heather Dubrow was held in May. Shakespeare on the Fox is a collaborative effort launched in 2003 by **UW Oshkosh**, Appleton's **Fox Cities Performing Arts Center** and the **Grand Opera House** of Oshkosh. Partners also include **Fond du Lac Arts Council**, **Fox Valley Symphony**, **Oneida Nation Arts Program** and **Lawrence University**.

■ **Renowned author Martha Ackmann** addressed the **133rd graduating class of UW Oshkosh** and the **women of Mercury 13** during Commencement in May. The Mercury 13 were granted honorary doctorates in recognition of their roles as women who influenced space and aviation. Their story helped pave the way for future generations of female astronauts.

■ "One Small Step" for the **National Association of College and University Residence Halls (NACURH)** turned out to be a rather big step for UW Oshkosh. For the first time, NACURH, one of the largest student-run organizations in the world, held its annual conference at UW Oshkosh in June. More than 1,500 residence leaders and student staff members from around the U.S. and Canada attended sessions on leadership topics.

■ In June, the Wisconsin Supreme Court Chief Justice Shirley Abrahamson spoke at the **64th annual Badger Girls State** hosted by UW Oshkosh. This nonpartisan, nonpolitical program teaches delegates representing 413 Wisconsin high schools about government on the city, county and state levels. Participants use a mythical

51st state to learn about the structure of politics and government and learning what to expect of their elected officials.

■ UW Oshkosh was home to the nation's first state normal school with a kindergarten — the **Rose C. Swart Campus School**. Twenty-four former campus school students returned to campus in June. Many of them attended the campus school from kindergarten through ninth grade and together graduated from the city's only high school at that time. The former classmates went on to live throughout the state, nation and world. Several of them became teachers, including professors at Harvard and Yale. One was employed as a fashion editor with *McCall's*. Another tried his hand at politics, running for the state senate in Texas.



Merrill Middle School students from the Accelerated Alternative Learning Program Charter School in Oshkosh, left, receive autographs from the Mercury 13 women at a panel discussion hosted by the University of Wisconsin Oshkosh. In May, the University awarded honorary doctorates to the Mercury 13 in recognition of their pioneering spirit.





ENROLLED STUDENTS	Fall 2000	Fall 2007	% Change
Total Headcount	11,684	12,693	8.6%
Freshmen	2,589	2,612	0.9%
Sophomores	1,900	1,841	-3.1%
Juniors	1,835	2,134	16.3%
Seniors	2,524	3,257	29.0%
Undergraduate Special	217	140	-35.5%
High School Special	978	1,107	13.2%
Undergraduate Total	10,043	11,091	10.4%
Graduate Special	439	491	11.8%
Graduate	1,202	1,111	-7.6%
Graduate Total	1,641	1,602	-2.4%
Transfer	719	860	19.6%
New First-Year	1,650	1,763	6.8%
FTE (Full-Time Equivalent)	9,285	10,154	9.4%

Fall 2007 numbers are unaudited, based on current data and subject to revision. The student/faculty ratio uses the formula: full-time plus 1/3 part-time. The computer lab number is adjusted to include general access labs, department and residence hall labs.

UNDERGRADUATE STUDENT PROFILE	Fall 2000	Fall 2007	% Change
Gender	10,043	11,091	10.4%
Men	4,054	4,524	11.6%
Women	5,989	6,567	9.7%
Race/Ethnicity	10,043	11,091	
African American	92	126	37.0%
American Indian	47	117	148.9%
Hispanic	105	175	66.7%
Southeast Asian	57	209	266.7%
Other Asian	80	119	48.8%
Subtotal	381	746	95.8%
International	69	67	-2.9%
White/Unknown	9,593	10,278	7.1%
Residency Status	10,043	11,091	10.4%
Wisconsin	9,725	10,823	11.3%
Non-resident	247	204	-17.4%
Reciprocity with Minn.	71	64	-9.9%
Adults (ages 25+)	1,386	1,677	21.0%
Average Composite ACT	22.1	22.5	1.8%
First- to Second-Year Retention	70.8%	73.2%	3.4%
Avg. High School Rank	Fall 2000	Fall 2007	% Change
Average	67	69.5	3.7%
Top 10%	149	142	-4.7%
First Quartile	505	612	21.2%
Second Quartile	749	745	-0.5%
Third Quartile	218	169	-22.5%
Fourth Quartile	0	0	

DEGREES CONFERRED	Fall 2000	Fall 2007	% Change
Total Degrees Conferred	1,712	2,053	19.9%
Bachelor's Degrees	1,368	1,714	25.3%
Master's Degrees	344	339	-1.5%

ADVANCEMENT	Fall 2000	Fall 2007	% Change
Alumni	61,847	71,142	15.1%
Foundation Gifts and Pledges (millions)	1.7	4.4	158.8%
Foundation Endowment (millions)	6.0	13.3	121.7%
Assets	Fall 2002	Fall 2007	% Change
Foundation Total Net Assets (millions)	7.2	15	108.3%
Foundation Total Assets (millions)	7.4	22	197.3%

FACULTY/STAFF RESOURCES	Fall 2000	Fall 2007	% Change
Faculty	329	300	-8.8%
Instructional Academic Staff	224	268	19.6%
Student/Faculty Ratio	19:1	21:1	10.5%
Grant Awards (millions)	8.8	9.0	2.3%

ACADEMIC RESOURCES	Fall 2000	Fall 2007	% Change
Undergraduate Majors	55	57	3.6%
Master's Degree Programs	15	17	13.3%
Courses in Catalog	1,138	1,156	1.6%
Sections Offered	2,507	2,350	-6.3%
Volumes in Library	543,183	608,217	12.0%
Library Database Usage	457,953	957,465	109.7%

FACILITIES	Fall 2000	Fall 2007	% Change
Classroom Space	100,158	100,158	0.0%
Laboratory Space	198,977	198,977	0.0%
Number of Buildings	48	49	2.0%
Campus Size (acres)	163	164	0.6%
Gen. Access Computers	454	470	3.5%
Computer Labs	24	47	95.8%

EXTRACURRICULAR	Fall 2000	Fall 2007	% Change
Student Organizations	121	152	25.6%
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 2007	% Change
Resident Fees & Tuition	\$3,024	\$5,689	88.1%
Non-Resident Fees/Tuition	\$10,551	\$13,262	25.7%
Room & Board	\$3,234	\$5,746	77.7%
Books & Supplies	\$600	\$800	33.3%
Total	Fall 2000	Fall 2007	% Change
Resident	\$6,858	\$12,235	78.4%
Non-Resident	\$14,385	\$19,808	37.7%



Our Statistics