

## 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 [uwosh.edu/foundation](http://uwosh.edu/foundation) or call (920) 424-2178.

On the cover: Student Managed Endowment Fund (SMEF) Stock Trading Classroom in Sage Hall.



VISIT ONLINE AT

[uwosh.edu/strategicplan](http://uwosh.edu/strategicplan)

UNIVERSITY OF WISCONSIN OSHKOSH  
STRATEGIC PLAN UPDATE &

2010-2011  
ANNUAL REPORT

UNIVERSITY OF  
WISCONSIN  
OSHKOSH



Made from 10 percent  
post-consumer recycled paper.

UNIVERSITY OF  
WISCONSIN  
OSHKOSH

[uwosh.edu/strategicplan](http://uwosh.edu/strategicplan)



## LETTER FROM THE CHANCELLOR

In an era of unyielding economic pressure on higher education, it is easy to look to new buildings, facilities and other capital projects as examples of progress defiant of the times.

The University of Wisconsin Oshkosh has plenty. We have not taken this prolonged period of challenge sitting down. Guided by our strategic plans and commitment to preserve and enhance academic programs, we opened our first new academic building in 40 years, the \$48 million Sage Hall, in late summer 2011. Meanwhile, construction continues on our new, 21st century residence hall, Horizon Village. Designs and engineering are underway for the \$26 million renovation of Clow Social Sciences Center. In sum, we will have completed close to \$250 million of capital projects in approximately 10 years.

However, new buildings alone are not the mark of an institution's perseverance in difficult times.

It is our 1,700 faculty and staff and 13,500 students who are the architects of excellence, innovation and civility in a campus community. It takes very confident, committed, caring and competent people to make a place like UW Oshkosh a proving ground of entrepreneurial and academic distinction. And there is another important word and characteristic that helps define us and the things we do and the way we do them here: Courage.

Simply put, the faculty, staff and students of UW Oshkosh have a 140-year track record of being at their most innovative and entrepreneurial when conditions test us. We are courageous. And our continued, courageous commitment to **affordability, accessibility and accountability** are proof.

### **Courage in accountability**

At UW Oshkosh, as at all UW System institutions, we are guided by the

Wisconsin Idea — the expectation that our service to the state extends well beyond the boundaries of our campus. In challenging times, this allegiance to the Wisconsin Idea is more evident than ever.



Our construction and launch of a state-of-the-art dry fermentation anaerobic biodigester across the Fox River in Oshkosh is fiercely courageous. This first-in-the-Americas power plant, producing energy-rich methane gas from the decomposition of city yard, agricultural plant and campus-based food waste in airless storage chambers, is the product of vision, partnership and collaboration led by our faculty, students and staff, our UW Oshkosh Foundation, our College of Letters and Science and campus sustainability team members. It also serves as a dynamic learning environment for students collaborating with environmental sciences and microbiology



Social media intern **Sheng Lee**, a senior journalism student, enjoys working in a professional and creative setting through the Student Titan Employment Program (STEP). Lee said the internship has forced her to be a self-starter and think outside of her comfort zone. To see a video of Lee sharing more about her opportunities and experiences in the STEP program, visit [uwosh.edu/go/lee](http://uwosh.edu/go/lee).

faculty and staff in research. And it is just the beginning.

We are championing creation of a second, larger and even more impactful, wet biodigester, proposed as a remote laboratory and education center on the site of the largest dairy farm in Wisconsin, the Rosendale Dairy. It will use the operation's livestock manure to produce energy, drive research in the UW Oshkosh COLS campus-based Environmental Research and Innovation Center, propel learning within a public education center at the farm site and yield scholarship revenues. Its 2.8 megawatts of annual power production would also cut in half our campus' estimated 2025 carbon-neutrality timeline.

We further envision this dynamic laboratory and teaching and research tool fueling development of a rural community development institute. This institute would build on a growing, institutional commitment at UW Oshkosh to the enhancement of rural life in Wisconsin.

In our College of Nursing, the Wisconsin Idea is equally evident.

Little more than a year ago, the Institute of Medicine released a report calling for a doubling of the number of nurses with doctoral degrees by 2020. We have innovated programs to respond. Our first class of Doctor of Nursing Practice (DNP) students was admitted into our nursing tracks in summer 2010. Our institution's first doctoral graduates will earn their degrees

in 2012. The program received the highest accreditation possible from the Commission on Collegiate Nursing Education in 2010 as we began to admit bachelor-degree holders into the DNP track, another step forward. It earned the American Association of Colleges of Nursing's five-year accreditation in November 2011.

Meanwhile, our College of Business is the first university in the state to offer an Entrepreneurship emphasis, one on track to becoming a major in two to three years. It is a focus of study catering to students interested in starting up a new business or getting involved in small business and management.

The college's Student Managed Endowment Fund (SMEF) includes one of the largest pools of assets ethically and responsibly managed by undergraduate students among all the four-year comprehensive universities in Wisconsin. It was the first such fund for a business college in Wisconsin and one of the first in the nation.

Now overseen by students in a state-of-the-art, stock-trading nerve center of a classroom inside Sage Hall, the SMEF continues to give our students hands-on experience in analyzing securities while providing a new source of funding for the UW Oshkosh Foundation in its mission to support the University.

In our College of Education and Human Services, the Alternative Careers in

Teaching Program, or ACT, has been a major success. It has established a partnership between UW Oshkosh and the UW Colleges and, more importantly, responded to the demand for highly qualified math and science teachers throughout Wisconsin. In summer 2011, the 5-year-old program admitted its 100th student. Thirty individuals have completed program, several of whom received offers for teaching positions before completing it. Since its inception in 2006, 29 students have been awarded nearly \$350,000 from one of two Robert Noyce National Science Foundation grants that total \$1.5 million dollars. The ACT program's creators expect to present another \$850,000 in Noyce awards to students who are currently enrolled or accepted into the program in the future.

We fueled students with \$5.3 million in annual wages last year, or, on average, \$3,028 per student.

While these initiatives and program innovations evolve, faculty leaders are steering our General Education Reform process. Required as a component of our campus re-accreditation, and performed in concert with the work of our Liberal Education Reform Team's 2010 examination of more than 1,000 courses,

this recalibration of our UW Oshkosh general education requirements is crucial to meeting the learning needs of our students. We are on track for a fall 2013 implementation of a reformed general education program within our Liberal Education Framework timeline.

#### **Courage in affordability**

State revenue for the UW System may continue to decrease while our students endure another 5.5 percent tuition increase. But we are resolute in our support for students, especially as it is delivered through a state-of-the-art program involving strong collaborations between students, faculty and staff.

The continued success of our Student Titan Employment Program (STEP) has

expanded the learning opportunities and experiences we provide to approximately 1,750 students a year through campus-connected employment. We fueled students with \$5.3 million in annual wages last year, or,

on average, \$3,028 per student. That is equivalent to the tuition for one semester at UW Oshkosh. And in exchange for this support, programs like STEP help advance the missions of our university colleges and departments through collaboration.

Our UW Oshkosh Foundation's courage resulted in the pride.purpose.promise

capital campaign — the first comprehensive capital campaign in our institution's 140-year history — being completed ahead of schedule and over goal amid harsh economic conditions.

The campaign secured \$6 million for University scholarships, which make it possible for more students, including those with financial challenges, to attain a bachelor's or master's degree. The campaign also generated \$5 million for high-impact, collaborative learning programs, all while surpassing its \$20 million goal in fewer than five years. More than 14,000 donors contributed to the campaign as it eclipsed \$21 million in just four and a half years.

#### **Courage in accessibility**

While we double our efforts to preserve and, when possible, enhance financial aid and student employment support, we are also recommitting ourselves to keeping UW Oshkosh accessible and a bastion of student success.

As we maintain record enrollment and number of degrees awarded, our enrollment and retention of students of color over the last decade, remains remarkably strong. Since 2000, the number of students of color attending UW Oshkosh has nearly tripled. Meanwhile, enrollment of students age 25 and up has increased more than 28 percent.



These increases demand we concentrate even more intensely on students' success. This year, I called on our staff to reexamine and fortify the UW Oshkosh Personal Compact for Students with a goal of infusing this program with additional funding.

This program was created in fall 2002 to offer a personalized student development program. It is a compact between each student and the University that will expand every student's intellectual, civic, ethical and personal development goals through careful mentoring and extended guidance. It calls for a tailored plan for each student responsive to every student's changing needs for academic support, financial counseling and career planning.

Meanwhile, our commitment to collaboration with PK-12 colleagues and programs is unmatched. We serve Wisconsin students while introducing them to the opportunities for higher education.

A 2011 inventory of our PK-12 collaborations highlights dozens of connections interlacing every UW Oshkosh college and department. The partnerships range from the campus-supported Head Start program, which has served 600 preschool students and families over 45 years to the more than 2,000 students at nearly 50 schools our Cooperative Academic Partnership Program (CAPP) — the state's largest college-transcripted

credit program — has supported for approximately 36 years.

We also cannot ignore data that shows, amid challenging economic times, transfer students are increasingly a key driver of our overall enrollment growth. Ensuring UW Oshkosh is an easily-accessible academic home for these students is paramount.



Approximately 40 percent of graduates from UW Oshkosh are transfer students, and about 1,600 new transfer students come to UW Oshkosh each year, with 66 percent emanating from UW-Fond du Lac and UW-Fox Valley. Realizing that, UW Oshkosh created the Titan Transfer Center in partnership with UW-Fox Valley and UW-Fond du Lac.

The Center is designed to meet the unique needs of transfer students,

making sure they are aware of high-impact programs, are familiar with academic learning support services and university learning outcomes. Meanwhile, the Titan Transfer Center helps students swiftly select classes that transfer into UW Oshkosh, saving them time and money.

Our institution has a long and rich history of excellence and innovation. We have been repeatedly challenged by stretches of economic turbulence and social instability over our 140 years.



Our faculty, staff and students consistently excel in these conditions, and the array of bold initiatives I have just outlined are more proof of it.

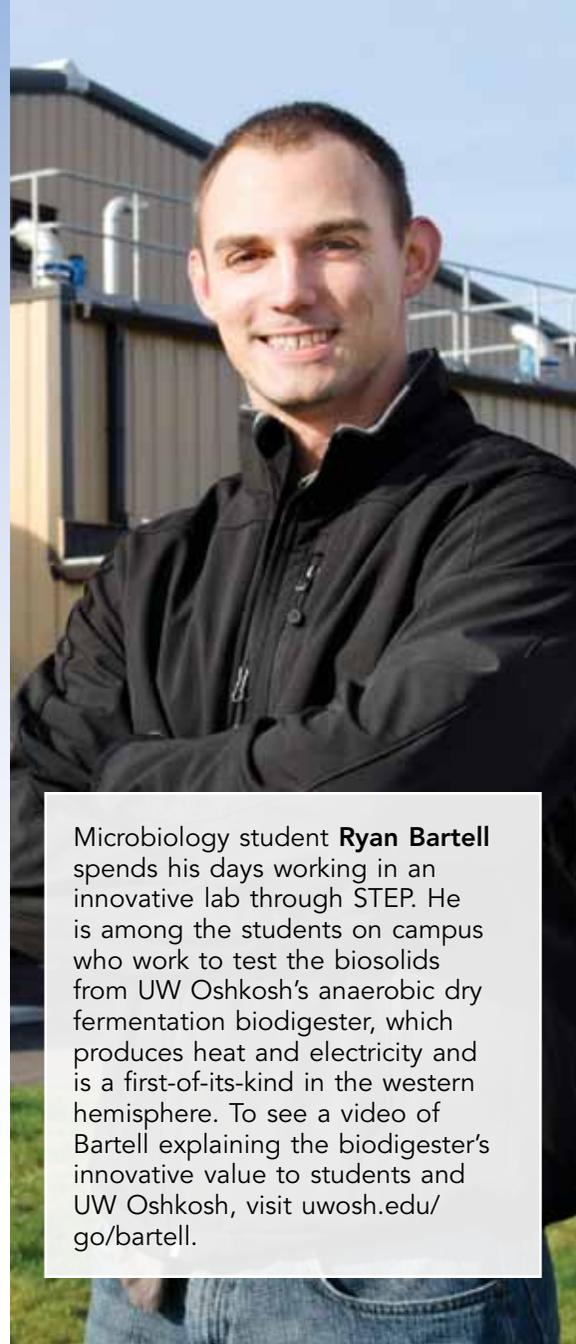
In the 19th Century, shortly after our institution's birth and during our American educational system's infancy, our University successfully integrated a working, teacher-training kindergarten into our campus. Cut to the 21st Century. The world yearns for alternative energy sources, and our ingenuity and collaborative spirit has us investing in technology that reaps heat and electricity from decomposing city yard and campus food waste. This plant and laboratory also provides students a unique learning instrument and environment.

National and global conditions may continue to test our campus community. However, we welcome the test, as we are courageously prepared to honor UW Oshkosh's legacy of not only facing the strong currents of our time but also harnessing them to sustain us and advance our pursuit of knowledge.

*Richard Wells*

Richard H. Wells, Chancellor

To view the University's comprehensive Strategic Plan Update and Annual Report for 2010-2011, visit [uwosh.edu/strategicplan](http://uwosh.edu/strategicplan).



Microbiology student **Ryan Bartell** spends his days working in an innovative lab through STEP. He is among the students on campus who work to test the biosolids from UW Oshkosh's anaerobic dry fermentation biodigester, which produces heat and electricity and is a first-of-its-kind in the western hemisphere. To see a video of Bartell explaining the biodigester's innovative value to students and UW Oshkosh, visit [uwosh.edu/go/bartell](http://uwosh.edu/go/bartell).

## UNIVERSITY HIGHLIGHTS

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 unity, vigor and dedication of students, faculty, and academic and classified staff members.

These highlights present a few examples of the University's success:

■ **We have larger enrollments\*, and we have increased the number of students of color and adult students, degrees conferred and retention rates:**

Headcount enrollment increased by 1,777 to 13,461 students, up 15.2 percent.

FTE increased by 1,611, up 17.4 percent.

Enrollment of students of color almost tripled from 438 to 1,241.

Enrollment of undergraduate adult students age 25-plus increased by 544, up 39.3 percent.

Degrees conferred increased from 1,712 to 2,172, up 26.9 percent.

The retention rate for first-year students increased from 72.2 to 74.2 percent.

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

Grants increased from \$8.8 to \$13.5 million, up 53.4 percent.

Foundation endowments increased from \$6.0 to \$13.3 million.

Foundation total assets increased from \$7.4 to \$21.4 million and acquired funding for 93 Academic Excellence Scholarships and 12 National Merit Scholarships, a more than threefold increase.

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

The number of first-year students from the top quartile of their high school class increased by 18.1 percent.

12 first-year students are new Academic Excellence Scholars, and three are new National Merit Scholars, raising the total to 69 scholars.

■ **We added tenure-track faculty positions and expanded support programs:**

UW Oshkosh received \$3.8 million in Growth Agenda funding for 27 new faculty positions.

The new Student Compact provides \$1 million annually through differential tuition to enhance and integrate student academic support services.



The Center for Excellence in Teaching and Learning enhances student learning by inspiring the teaching community to achieve excellence through exceptional research.

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

Undergraduate majors in theatre arts, environmental studies and environmental health.

Accelerated Math and Science Teacher Education Program in collaboration with five UW colleges.

11 new graduate certificate programs.

\*Fall 2011 enrollment numbers are preliminary. Official final enrollment numbers are filed in mid-January.

## UNIVERSITY HIGHLIGHTS

Collaborative master's degree in social work with UW–Green Bay.

Accelerated bachelor's degree for non-nursing graduates.

MBA Foundations Online Program.

Wisconsin's first Bachelor of Applied Studies and Fire and Emergency Response Management degrees.

The University's first doctoral degree, the Doctor of Nursing Practice.

■ **We enhanced our facilities by completing more than \$150 million worth of building projects characterized by:**

\$1.8 million in 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.

\$10-million transformation of the Oshkosh Sports Complex.

Purchase and renovation of the 30,000-square-foot Newman Center for Academic Support and Diversity and Women's Center as well as the Credit Union building for the University Police Department.

\$21-million construction of the nationally acclaimed Student Recreation and Wellness Center.

\$7.7-million, 400-stall parking ramp.

\$8-million Campus Services Center.

\$8-million Student Success Center.

\$48 million new academic center, Sage Hall.

Construction and start-up of the nation's first commercial-scale dry fermentation anaerobic biodigester, generating energy and revenue from the controlled decomposition of crop, yard and food waste.

■ **We have another estimated \$60 million worth of capital projects either in design or under construction:**

350-bed, suite-style residence hall, Horizon Village.

22,000-square foot UW Oshkosh Alumni Welcome and Conference Center

Renovation of Clow Social Science Center.



■ **We won national recognition for our commitment to “green” principles by decreasing negative environmental impacts through water and energy conservation, pollution reduction and recycling:**

Reduced water consumption by 24.5 million gallons/year, an annual savings of \$130,986.

Reduced energy consumption by 563,017 kilowatt-hours, an annual savings of \$27,600.

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 and saving \$300,000.

Ranked 23rd among all U.S. colleges and universities for use of renewable energy.

Received the Environmental Protection Agency's highest leadership award in 2003.

Received the 2004 National Wildlife Federation Award, the 2005 Energy Star Award and the 2006 Wisconsin Clean Air Award.

Became the first Fair Trade University in the country in 2008.

Featured in the *Princeton Review's* Guide to Green Colleges and ranked 35th nationally on *Sierra Club* magazine's Cool Schools list.

Received the Solid Waste Association of North America's 2011 Silver Waste-to-Energy Excellence Award for our dry fermentation anaerobic biodigester facility.

■ **We were recognized as a national model for developing and highlighting exemplary campuswide liberal education programs:**

Adopted a set of student-learning outcomes in May 2008 based upon the Essential Learning Outcomes of the Association of American Colleges and Universities (AAC&U), developing definitions and performance indicators for each.

Featured online by the American Council on Education's (ACE) Solutions for Our Future.

Lauded by the AAC&U for linking its Liberal Education and America's Promise initiative to the ACE's Solutions for Our Future.

## UNIVERSITY HIGHLIGHTS

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

Founding member of NEW ERA (North-eastern Wisconsin Educational Resource Alliance), a consortium of executive leaders of northeastern Wisconsin's 13 public universities, serving 1.2 million Wisconsin residents with quality, seamless education.

NEW ERA also is a founding member of New North Inc., a consortium involving northeastern Wisconsin's chambers of commerce, workforce development boards, economic development professionals and CEOs of major corporations. New North's 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:**

Six individual faculty members and three departments have received the prestigious Regents' Teaching Excellence Award.

UW Oshkosh has the most successful Model United Nations Program in the world, receiving 26 Outstanding Delegation awards at international competitions.

The College of Nursing passing rate for the National Council Licensure Examination (NCLEX) for undergraduate students continues to be the highest in Wisconsin.

Senior business majors at UW Oshkosh taking the ETS business knowledge assessment test ranked in the top 5 percent nationwide, while MBA graduates ranked in the top 5 percent nationally on the MBA students' 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.

More than 200 UW Oshkosh graduates have gone on to receive the Herb Kohl Teacher Fellowship of the Year award for excellence and innovation.

The best graduate programs in the nation covet our College of Letters and Science graduates.

UW Oshkosh has won 43 national athletic championships.



Counseling Center Director and licensed clinical psychologist **Joe Abhold** is proud to oversee many programs and activities that engage students. He received the 2011 UW System Regents Academic Staff Award for Excellence for his exceptional services and student-centered attitude. Abhold shares more about student wellness offerings at UW Oshkosh, visit [uwosh.edu/go/abhold](http://uwosh.edu/go/abhold).

## ALIGNMENT OF LEARNING OUTCOMES

As a member and leader of the Association of American Colleges and Universities (AAC&U) initiatives, Liberal Education and America's Promise (LEAP) and Give Students A Compass, and as a charter member of the Wisconsin Campus Compact, the University of Wisconsin Oshkosh is committed to improving the quality of student learning.

For college learning to meet the needs of the people we serve, we have adopted a set of student learning outcomes adapted from the AAC&U report titled "College Learning for a New Global Century." The learning outcomes represent the very high expectations for knowledge and skills held by educators and employers in the 21st century, and they describe the forms of learning and accomplishments contemporary students need for life, work and citizenship.

We formed the Liberal Education Reform Team (LERT) in response to our Higher Learning Commission (HLC) site visit in 2007 to define and integrate the student learning outcomes into our general education program and to implement an assessment plan for the program. To develop performance indicators for assessment rubrics that can be used

across campus to reinforce students' knowledge and skills, we participated as a partner campus in the AAC&U's Valid Assessment of Learning in Undergraduate Education (VALUE) initiative.

Through our participation in the Give Students A Compass project, in collaboration with the UW System and the AAC&U's LEAP initiative, we support the enhancement of designs for general education and assessment that foster integrative learning and demonstrated accomplishments of the student learning outcomes. The UW Oshkosh Foundation is raising funds for high-impact practices to increase levels of achievement for students from traditionally underserved groups.

By promoting pedagogies, programs and activities that have direct ties to student success, we are strengthening the educational experience and advancing the academic achievement of our students.

However, the elevation of the quality of student learning ultimately depends upon maximizing the efficiency of the complex and interrelated human, physical and financial resources of the institution. Our strategic and operational



plans and action initiatives and our *Governing Ideas* are the institutional means of ensuring that we align our resources with our priorities.

The chart on the following pages summarizes and depicts the relationships among the various factors designed to enhance essential student learning outcomes.

University of Wisconsin Oshkosh  
Model for Enhancing **ESSENTIAL**  
**STUDENT LEARNING OUTCOMES**



**Inputs**

**Student Demographics:**  
Socioeconomic status, educational level of mother, ethnicity, generation of college student, etc.

**Academic Readiness:**  
Class rank, ACT score, demonstrated leadership in extracurricular activities, etc.

**State and Federal Resource Investments:**  
GPR appropriations, student aid, grant funds, etc.

**Private Resources Investments:**  
Tuition and fees collected, individual donors, private foundations, etc.



**Strategic and Operational Plans**

**Governing Ideas**  
(Mission, Vision, Values and Strategic Directions)

**Operational Plans**

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

*See the full UW Oshkosh 2010–2011 Strategic Plan Update and Annual Report at [uwosh.edu/strategicplan](http://uwosh.edu/strategicplan).*



**High Impact Practices**

**Curricular Experiences**

- First-year seminars
- Common intellectual experiences
- Learning communities
- Writing-intensive courses

**Co-Curricular Participation**

- Organizations and clubs
- Governance and media
- Theatre, art and music
- Intercollegiate athletics

**Projects**

- Collaborative assignments
- Undergraduate research

**Learning**

- Diversity/global
- Service
- Community-based
- Employment-based
- Capstone courses

*See George D. Kuh, High Impact Educational Practices (AAC&U).*



**Essential Learning Outcomes**

- Knowledge of human cultures and the physical and natural world
- Identification and objective evaluation of theories and assumptions
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Technology and information literacy
- Teamwork, leadership and problem solving
- Knowledge of sustainability and its applications
- Civic knowledge and engagement — local and global
- Intercultural knowledge and competence
- Ethical reasoning and action
- Foundations and skills for lifelong learning
- Synthesis and advanced accomplishment across general and specialized studies
- Subject matter mastery in a major

*UW Oshkosh Student Learning Outcomes, approved by Faculty Senate May 2008.*



**Outputs**

Graduates who are talented, liberally educated, technically skilled global citizens and who are fully engaged as leaders and participants in civic, political and social life.




**Assessment/Evaluation:** Select indicators, measure results, assess/evaluate, adjust (and provide report to “investors”).

## ALIGNMENT OF GOVERNING IDEAS

The alignment chart on the next page portrays how the ideals of UW Oshkosh's *Governing Ideas* start with a strong core — our mission, vision, values and strategic direction — and radiate out to the units', colleges' and institution-wide strategic plans, processes, priorities and action initiatives, including the UW System Strategic Framework, Advantage Wisconsin.

We call the mission, vision, values and strategic directions the *Governing Ideas* of the University to reflect the conviction that a university should be guided by ideas. Plans, procedures and strategic action initiatives are the means to realize these ideas and to enhance the future success of the state's businesses, residents and students in the decade ahead.

The distinctiveness of the institution — Liberal Education Reform, Student Success Services, Faculty Development, Sustainability, and Integrated Marketing and Communications — is included in the University-wide strategic action initiatives.

The alignment of the complex and interrelated human, physical and financial resources and *Governing Ideas* of the institution with the Advantage

Wisconsin framework helps to clarify priorities and identity as well as to ensure the institution's integrity.

As the chart indicates, we are engaged in supporting a collective agenda by preparing students with the integrative learning skills, multicultural competencies and practical knowledge needed to succeed in and contribute to a rapidly changing, increasingly global society.

For more information about the University's comprehensive strategic plan, including the Key Operational Plans, visit [uwosh.edu/strategicplan](http://uwosh.edu/strategicplan).



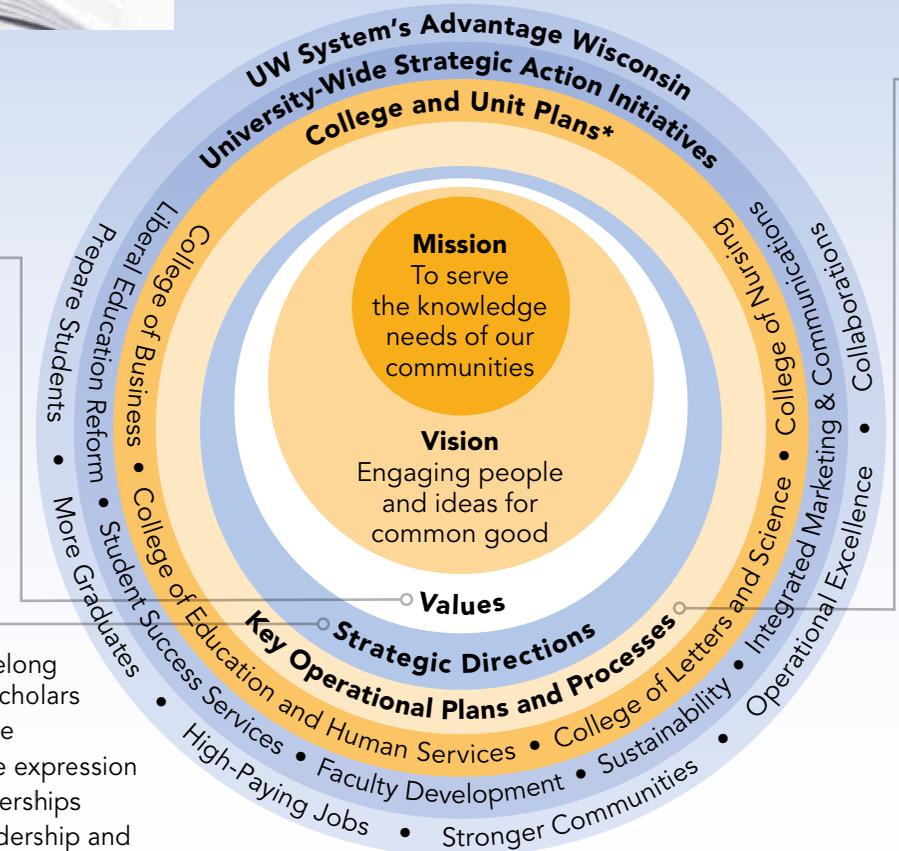
University of Wisconsin Oshkosh  
Aligning **GOVERNING IDEAS** and Resources

### Values

- Knowledge and continuous learning
- Diversity and inclusivity
- Quality and achievement
- Freedom and responsibility
- Engagement and support
- Social awareness and responsiveness

### Strategic Directions

- Develop a community of lifelong learners and collaborative scholars
- Enhance teaching excellence
- Foster research and creative expression
- Expand outreach and partnerships
- Promote representative leadership and resource stewardship



### Key Operational Plans and Processes

- Academic Program and Student Outcome Assessment Plan
- Enrollment and Student Support Plan
- Human Resources Support and Development Plan
- Facilities Master Plan
- Information Technology Plan
- Finance and Budgeting Plan
- Advancement and Relationship Development Plan
- Inclusive Excellence Plan

\*For more information about the College and Unit Plans, visit [uwosh.edu/strategicplan](http://uwosh.edu/strategicplan) 13

## UW OSHKOSH FACTS

ENROLLED STUDENTS	Fall 2000	Fall 2011	% Change*
<b>Total Head Count</b>	11,684	13,461	15.2%
<b>Full-Time Equivalent</b>	9,285	10,896	17.4%
Freshmen	2,589	2,822	9.0%
Sophomores	1,900	2,126	11.9%
Juniors	1,835	2,394	30.5%
Seniors	2,524	3,460	37.1%
Undergrad Special	217	61	-71.9%
High School Special	978	1,369	40.0%
<b>Undergrad Total</b>	10,043	12,232	21.8%
Graduate Special	439	265	-39.6%
Graduate	1,202	964	-19.8%
<b>Graduate Total</b>	1,641	1,229	-25.1%
<b>Transfer</b>	719	1,116	55.2%
<b>New First-Year</b>	1,650	1,870	13.3%

ACADEMIC PROFILE	Fall 2000	Fall 2011	% Change*
Avg. Comp. ACT	22.1	22.4	1.4%
Avg. H.S. Rank	67.1	68.5	2.1%
Top 10%	149	176	18.1%
First Quartile	505	565	11.9%
Second Quartile	749	705	-5.9%
Third Quartile	218	218	0.0%
Fourth Quartile	0	2	

\*Fall 2000 to Fall 2011

Fall 2011 numbers are unaudited, based on current data and subject to revision.



As the vice president/executive editor and producer for ESPN.com, **Patrick Stiegman '88** is responsible for content planning and management of an award-winning team of more than 200 editors, writers and producers. His dedication to UW Oshkosh and his innovations in digital media earned him the Distinguished Alumni Award in 2011. To hear more from the UW Oshkosh alumnus, visit [uwosh.edu/go/stiegman](http://uwosh.edu/go/stiegman).

STUDENT PROFILE	Fall 2000			Fall 2011			% Change*
	U.G.	GRAD	TOTAL	U.G.	GRAD	TOTAL	
<b>All Students</b>	10,043	1,641	11,684	12,232	1,229	13,461	15.2%
Men	4,054	575	4,629	5,076	381	5,457	17.9%
Women	5,989	1,066	7,055	7,156	848	8,004	13.5%
<b>Race/Ethnicity</b>							
African American	92	12	104	256	9	265	154.8%
American Indian	47	6	53	162	14	176	232.1%
Hispanic	105	9	114	290	20	310	171.9%
Southeast Asian	57	6	63	347	8	355	463.5%
Other Asian	80	24	104	114	21	135	29.8%
<b>Subtotal</b>	381	57	438	1,169	72	1,241	183.3%
International	69	19	88	98	17	115	30.7%
White/Unknown	9,593	1,565	11,158	10,948	1,140	12,088	8.3%
<b>Residency Status</b>							
Wisconsin	9,725	1,601	11,326	11,819	1,193	13,012	14.9%
Non-Resident	247	35	282	271	27	298	5.7%
Midwest Student Exchange	0	0	0	71	7	78	
Return to Wisconsin	0	0	0	8	0	8	
Reciprocity with Minn.	71	5	76	63	2	65	-14.5%
<b>Age 25+</b>	1,386	N/A	1,386	1,930	N/A	1,930	39.3%
<b>Degrees Conferred</b>	1,368	344	1,712	1,890	282	2,172	26.9%

1ST-TO-2ND-YEAR RETENTION	Fall 2000	Fall 2011	% Change*
<b>Average</b>	74.7%	74.2%	-0.7%
African American	75.0%	58.2%	-22.4%
American Indian	66.7%	66.7%	0.0%
Southeast Asian	81.8%	72.0%	-12.0%
Asian	64.3%	60.0%	-6.7%
Hispanic	63.6%	62.7%	-1.4%
Pacific Islander	N/A	100.0%	N/A
Two or More Races	N/A	65.6%	N/A
<b>Subtotal Average</b>	70.3%	69.3%	-1.4%
International	83.3%	85.7%	2.9%
White/Unknown	72.3%	75.3%	4.1%

## UW OSHKOSH FACTS



\*Fall 2000 to Fall 2011

Fall 2011 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.

ADVANCEMENT	Fall 2000	Fall 2011	% Change*
Alumni	61,847	78,319	26.6%
Foundation Gifts/Pledges (millions)	1.7	2.0	17.6%
Foundation Endowment (millions)	6.0	13.3	121.7%
Assets	Fall 2000	Fall 2011	% Change*
Foundation Total Net Assets (millions)	7.2	18.1	151.4%
Foundation Total Assets (millions)	7.4	21.4	189.2%

FACULTY/STAFF RESOURCES	Fall 2000	Fall 2011	% Change*
Faculty	329	335	1.8%
Instructional Academic Staff	224	310	38.4%
<b>Total</b>	553	645	16.6%
Student/Faculty Ratio**	19:1	21:1	10.5%
Students Taught per FTE	115.9	120.6	4.1%
Grant Awards (millions)	8.8	13.5	53.4%

ACADEMIC RESOURCES	Fall 2000	Fall 2011	% Change*
Undergraduate Majors	55	60	9.1%
Master's Programs	15	15	0.0%
Doctorate Programs	0	1	100.0%
Courses in Catalog	1,138	1,192	4.7%
Sections Offered	2,507	2,766	10.3%
Volumes in Library	543,183	620,609	14.3%
Library Database Usage	457,953	2,032,136	343.7%



FACILITIES	Fall 2000	Fall 2011	% Change*
Total Campus Space (square feet)	2,724,139	3,283,145	20.5%
Classroom Space (square feet)	100,158	138,993	38.8%
Laboratory Space (square feet)	198,977	169,364	-14.9%
Number of Buildings	48	52	8.3%
Campus Size (acres)	163	173.5	6.4%

EXTRACURRICULAR	Fall 2000	Fall 2011	% Change*
Student Organizations	121	162	33.9%
Varsity Teams	21	21	0.0%
Men	10	10	0.0%
Women	11	11	0.0%
Co-Ed	1	1	0.0%

ANNUAL AVERAGE STUDENT COSTS	Fall 2000	Fall 2011	% Change*
Resident Fees & Tuition	\$3,024	\$7,000	131.5%
Non-Resident Fees & Tuition	\$10,551	\$14,990	42.1%
Room & Board	\$3,234	\$7,042	117.7%
Books & Supplies	\$600	\$1,000	233.3%
Total Student Costs	Fall 2000	Fall 2011	% Change*
Resident	\$6,858	\$15,042	119.3%
Non-Resident	\$14,385	\$23,032	60.1%