



STRATEGIC PLAN

UWO2030

Enhancing Opportunity, Innovation, Sustainability and Distinction by 2030.

The University of Wisconsin Oshkosh

UW Oshkosh, an institution comprised of three campuses serving a distinctive region of Wisconsin, is committed to meeting the changing needs of the 21st century student, worker, and citizen. Foundational to our institution are the ideals of a liberal education, equity, diversity, and inclusion (EDI), shared governance, and sustainability.

With an enduring commitment to access, a liberal education, global citizenship, and innovation, our multi-campus culture and infrastructure facilitates an affordable, student-centered, wellness-focused educational journey, supported by every member of the UWO community. We envision a future where all students achieve their greatest potential by providing access to success through transformational experiences in and outside of the classroom for undergraduate, graduate, and lifelong learners.

Through quality teaching, scholarship and creative activity, service, and community engagement UW Oshkosh is positioned to drive and support innovation in and across our region. We aim to serve regional communities, businesses, and industries by increasing access to educational programs, meeting market demand, providing expertise, and advancing collaborations with our world-renowned faculty and staff.

United in its mission to educate students and serve the region, state, nation, and global communities, UWO remains committed to providing support and professional growth opportunities for its employees. We strive to maintain a positive, healthy environment for staff and faculty members which is based on respect, equity, diversity and inclusion, collaboration, and workplace joy.

UW Oshkosh has a strong tradition of shared governance. We believe that we should collectively advance a future oriented, active, engaged, and inspired process of shared decision making. UWO is committed to the strength of shared governance and believes that transparency, collegiality, respect, equity, and inclusion are core values in the process.

Home to a nationally recognized commitment to sustainability, UW Oshkosh strives to advance the knowledge and implementation of human, social, economic, and environmental sustainability across all levels of the institution. From integrated curricular experiences to cutting-edge research, sustainability is essential to the function, health, and success of UW Oshkosh and its students, staff, and faculty.

With campuses in Oshkosh, the Fox Cities and Fond du Lac, UW Oshkosh is positioned and committed to being the university this region of Wisconsin needs and deserves.

The Mission of the University of Wisconsin Oshkosh (currently unchanged from the prior plan, to be revisited in the future)

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

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

The Vision of the University of Wisconsin Oshkosh (currently unchanged from the prior plan, to be revisited in the future)

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

Theme 1: Opportunity

Objective 1.1: Ensure graduates are ready for fulfilling lives, engaged citizenship, and rewarding careers.

- 1.1.1: Extend and intensify quality teaching, high impact practices, and life-changing experiences (such as study abroad, undergraduate research, internships, community engagement, athletics, etc.) for students throughout their journeys.
- 1.1.2: Rethink, reconfigure, and deploy calendars and modes of educational delivery to best accommodate a spectrum of students.
- 1.1.3: Supercharge support for students experiencing barriers, including the COVID-19 pandemic’s lasting impacts, which highlighted and exacerbated issues already known to hinder student success.

Objective 1.2: Make UWO a model for inclusive, supportive, and welcoming universities.

- 1.2.1: Reimagine and enhance support systems, being particularly responsive to the needs of historically and structurally marginalized students, while working to increase student success metrics including retention and graduation rates.
- 1.2.2: Intensify efforts to recruit, retain, and support a more diverse faculty, staff, and student body.
- 1.2.3: Identify and address any existing policies, procedures, and practices that perpetuate inequities for students or employees, including those that exist across campuses, colleges, divisions, and departments.
- 1.2.4: Integrate support services across the three campuses, being particularly responsive to equity for Fox Cities and Fond du Lac students, staff, and faculty.

Objective 1.3: Seize opportunities to attract, support and retain students by leveraging the ability to offer a variety of credentialing options and experiences at three different campuses with distinctive identities but which work together as one institution.

- 1.3.1 Identify and leverage strengths of each campus to build distinctive identities which are responsive to the needs of students.
- 1.3.2 Enhance UWO by integrating curricular offerings and launching programs that maximize experiences and credentialing options across the three campuses and for online learners.
- 1.3.3: Empower colleges, departments, and units to evaluate and implement academic, co-curricular, athletic, and extracurricular approaches at all three campuses to attract and retain students.

Objective 1.4: Be the answer to emerging markets' workforce questions and needs.

- 1.4.1: Grow online programs in strategically identified areas inclusive of two-year, four-year, graduate, and micro-credential options.
- 1.4.2: Collaborate with the region's technical colleges to create and expand completion degree programs for high-demand areas.
- 1.4.3: Strengthen relationships with alumni, businesses, nonprofits, state and local government and K-12 educational institutions to better understand the future learner and workforce needs of the region.

Theme 2: Innovation

Objective 2.1: Drive innovation in Northeast Wisconsin and beyond by growing our identity as a research-enhanced, three-campus university.

- 2.1.1: Increase support in the pursuit of scholarship, basic and applied research, and creative activities and support faculty contributions to undergraduate and graduate research across all three campuses.
- 2.1.2: Serve the needs of the region and state, employing resources and facilities across the three campuses to strengthen UWO's presence as a catalyst and consultive resource for the advancement of education, scholarship, governance, sustainability, and economic growth.
- 2.1.3: Leverage the Carnegie Doctoral/Professional designation to bolster our reputation as a research-enhanced university.

Objective 2.2: Build a culture and habit of strategic, effective, transparent, and inclusive institution-wide decision-making.

- 2.2.1: Create a culture of data-driven assessment to inform decisions throughout the institution.
- 2.2.2: Enhance transparency, participation, and communication about institutional policies and initiatives between and among areas of the institution.
- 2.2.3: Understand and adopt best practices in strategic decision making.

Objective 2.3: Strengthen the culture and scholarship of innovative teaching and learning.

- 2.3.1: Lead innovation in curricular, co-curricular, and pedagogical reform to meet current and future needs of learners.
- 2.3.2: Reinforce our commitment to liberal education, increasing the presence of sustainability, global citizenship, civic engagement, intercultural knowledge, and ethical reasoning in across the curriculum, preparing our students for 21st century citizenship and employment.
- 2.3.3: Amplify our recognition, celebration, and rewarding of exceptional, innovative, and inclusive teaching.

Theme 3: Sustainability

Objective 3.1: Become a proactive, integrated, and intersectional beacon of sustainability.

- 3.1.1: Achieve carbon neutrality by 2030 following UWO's Climate Action and Resiliency Plan.
- 3.1.2: Establish the Sustainability Institute for Regional Transformations as a national leader in sustainability research, education, and practice.
- 3.1.3: Integrate sustainability across the institution in a holistic manner, placing social and economic justice on an equal footing with environmental sustainability.

Objective 3.2: Bolster the institution's fiscal sustainability by allowing fearless futurism to drive our decisions and actions in enrollment management and revenue generation.

- 3.2.1: Adopt the latest analytical, predictive, and precise data-driven practices, technologies, and marketing tactics to strengthen recruitment and retention.
- 3.2.2: Rebuild UWO's development unit within the Division of University Affairs to embrace analytics and best engage stakeholders in collaboration with all UWO-affiliated Foundations, Advancement and Alumni Relations teams, to include the launch of a landmark capital campaign focused on growing student scholarships.
- 3.2.3: Bolster and help sustain pursuit of staff and faculty extramural grants and contracts.

Objective 3.3: Develop and implement a plan that imagines, pursues, and builds next-gen UWO facilities.

- 3.3.1: Complete a forward-focused master plan aligning academic and co-curricular aims with new facilities and space to accommodate them while also advancing our sustainability goals.
- 3.3.2: Implement a self-funded, deferred maintenance and equipment modernization program to address and prioritize long-standing issues.
- 3.3.3: Engrain modern student, faculty, and staff safety technologies and practices in each building's fabric and function, while ensuring accessibility for every learner, employee, and guest.

Theme 4: Distinction

Objective 4.1: Establish a new and distinctive UWO identity and brand proposition.

- 4.1.1: Integrate a new, authentic marketing message and storytelling identity built around the three themes of Opportunity, Innovation, and Sustainability that helps UWO stand out in the regional, state, and national higher education landscape.
- 4.1.2: Leverage UWO's exceptional programs and initiatives to brand and enhance the regional distinctiveness of our intuition.

Objective 4.2: Help create a fulfilling, celebratory, and balanced work-life experiences for faculty and staff.

- 4.2.1: Increase staff and faculty compensation, to better align with CUPA averages for peer institutions and recognize/celebrate outstanding efforts on behalf of the institution.
- 4.2.2: Encourage, support, and reward participation in professional development and growth opportunities for faculty and staff.
- 4.2.3: Promote an authentic leadership development culture that values and nurtures every university employee wishing to rise and grow.

Objective 4.3: Strengthen our culture of institutional accountability focused on Equity, Diversity, and Inclusion (EDI).

- 4.3.1: Serve the whole student as they progress, revising or creating policies, programs, and processes that remove barriers and aid in their success.
- 4.3.2: Explore and pursue institutional designations, such as minority-serving institutions and First-gen Forward.
- 4.3.3: Implement a university-wide Equity, Diversity, and Inclusion plan describing units' and individual roles, expectations, and accountability.