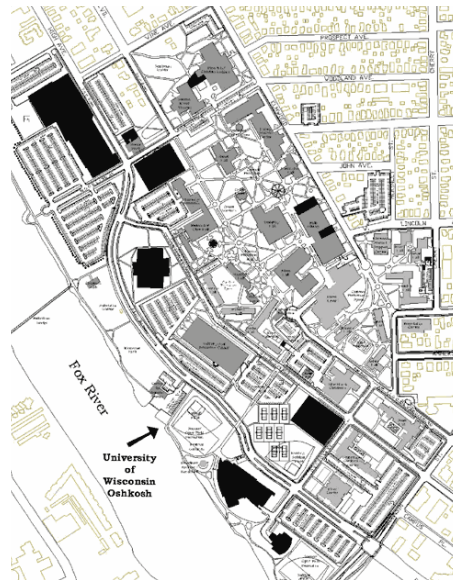


UNIVERSITY OF WISCONSIN OSHKOSH

## Extreme Make Over the UW Oshkosh Way

Well, extreme make-over might be pushing it, but have you noticed that UW Oshkosh is changing its look? Yes, actual construction is occurring on campus! Up until now we have been focusing on renovating key facilities on campus. Labs and classrooms have been remodeled in Halsey while Blackhawk Commons was totally redesigned to provide more food choices and student friendly seating options. Signs to identify each building as well as wayfinding signs in the mall area have also been added for visual appeal. In 2000, Reeve Union was given an extensive face-lift with the addition of an atrium, more dining options, an expanded Titan Underground, ballrooms, a theatre, art gallery and more. This fall Taylor Hall re-opened with totally new student rooms featuring climate controls, a sprinkler system and new furniture. The lower level contains a new kitchen, expanded recreational areas and new music practice rooms while the lobby has been designed as a gathering place for hall residents. Twenty first century learning and living needs are beginning to be met through our campus facilities master plan.

HLC/NCA Criterion Two states: "The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, im-



prove the quality of its education, and respond to future challenges and opportunities." We as a campus cannot meet today's education needs with outdated facilities. Fortunately, Chancellor Wells, Tom Sonnleitner, Vice Chancellor for Administrative Services, and their team have been working diligently to create and present for funding a master plan that will allow our campus to fulfill its mission. According to Sonnleitner, "we have a fluid 10 year building plan." As soon as one project gets approved or new needs are identified, the campus master plan is updated to continue looking into the future and meet future needs. We are continually evaluating and reevaluating

the plan. This meshes well with Key Operational Plan #5 "Facilities Master Plan" which states, "The Facilities Master Plan should be comprehensive in nature to include such 'sub plans' as landscaping, wayfinding, parking, residential facilities needs, built-in technological and instrumentation needs, etc. It should also be guided by such goals as: (a) Facilitating and enhancing the scholarship of teaching, research, intellectual and creative work and public service; (b) Enhancing the internal and external aesthetics and ambiance;

*Continued on page 3*

## We gotta have this stuff!

HLC/NCA self studies don't just happen, they take input from the entire campus. We need to know what your department, college, division, or office is doing related to each of the five criterion and four fundamental themes. To aid us in this data collection and analysis task, we have five sub-committees who have been working hard over the past year to understand each criterion and what evidence would inform and illustrate how our campus meets each. They have now

compiled an extensive and we hope comprehensive listing of such evidence. Requests for information on the list have been sent. Did you receive a request? If so, please help us by submitting the requested information. If you have additional materials that you believe would also be useful, please submit them too. Questions? Contact either Susan Cramer or Mike Tippins, self-study co-coordinators.

# An in-depth look at Criterion Two: Preparing for the Future

Criterion two recognizes that rapid changes are taking place in our society and the fact that past practice may no longer address emerging needs. More specifically, it stipulates that “the organization’s allocation of resources and its processes for evaluation and planning [must] demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.” Change is not easy nor is predicting the future. However, this criterion asks the university how we are positioning ourselves to predict then confront the future. Criterion two core components and suggested examples of evidence follow:

## 1. The organization realistically prepares for a future shaped by multiple societal and economic trends.

- The organization’s planning documents reflect a sound understanding of the organization’s current capacity.
- The organization’s planning documents demonstrate that attention is being paid to emerging factors such as technology, demographic shifts, and globalization.
- The organization’s planning documents show careful attention to the organization’s function in a multicultural society.
- The organization’s planning processes include effective environmental scanning.
- The organizational environment is supportive of innovation and change.
- The organization incorporates in its planning those aspects of its history and heritage that it wishes to preserve and continue.
- The organization clearly identifies authority for decision making about organizational goals.

## 2. The organization’s resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.

- The organization’s resources are adequate for achievement of the educational quality it claims to provide.
- Plans for resource development and allocation document an organizational commitment to supporting and strengthening the quality of the education it provides.
- The organization uses its human resources effectively.
- The organization intentionally develops its human resources to meet future changes.
- The organization’s history of financial resource development and investment documents a forward-looking concern for en-

uring educational quality (e.g., investments in faculty development, technology, learning support services, new or renovated facilities).

- The organization’s planning processes are flexible enough to respond to unanticipated needs for program reallocation, downsizing, or growth.
- The organization has a history of achieving its planning goals.

## 3. The organization’s ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

- The organization demonstrates that its evaluation processes provide evidence that its performance meets its stated expectations for institutional effectiveness.
- The organization maintains effective systems for collecting, analyzing, and using organizational information.
- Appropriate data and feedback loops are available and used throughout the organization to support continuous improvement.
- Periodic reviews of academic and administrative sub-units contribute to improvement of the organization.
- The organization provides adequate support for its evaluation and assessment processes.

## 4. All levels of planning align with the organization’s mission, thereby enhancing its capacity to fulfill that mission.

Examples of Evidence

- Coordinated planning processes center on the mission documents that define vision, values, goals, and strategic priorities for the organization.
- Planning processes link with budgeting processes.
- Implementation of the organization’s planning is evident in its operations.
- Long-range strategic planning processes allow for reprioritization of goals when necessary because of changing environments.
- Planning documents give evidence of the organization’s awareness of the relationships among educational quality, student learning, and the diverse, complex, global, and technological world in which the organization and its students exist.
- Planning processes involve internal constituents and, where appropriate, external constituents.

## Have we heard from you?

What projects are you (or you and your students) involved in? Really cool things are happening on campus and out in the community. Be sure your projects are represented.

Goto [http://www.uwosh.edu/nca\\_accreditation/projectform.php](http://www.uwosh.edu/nca_accreditation/projectform.php) and tell us what you are doing.

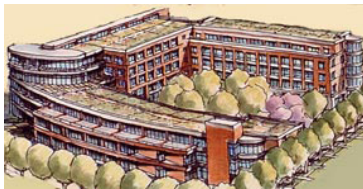
*Mike Tippins and Susan Cramer, self-study co-coordinators*

[http://www.uwosh.edu/nca\\_accreditation](http://www.uwosh.edu/nca_accreditation)

## Extreme Make Over continued from page 1

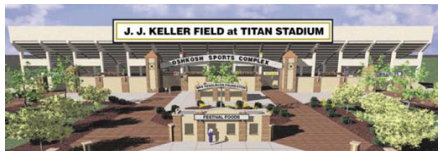
(c) Strengthening the quality of campus life and the sense of being part of an academic community." We also have set goals to be the greenest campus in the mid-west and want to take advantage of the Fox River. Our biggest obstacle is funding. We are not getting much money from the state so we have to raise our own money in most cases.

Success in planning is evident on several fronts. Perhaps our most exciting and current success is State Building Commission approval on October 19, 2005 of a



University of Wisconsin System Board of Regents recommendation to spend \$1.2 million for preliminary planning and design of a new academic building on campus. This \$48 million new academic building will be our first new building on campus in 35 years. It will house the College of Business Administration as well as a number of College of Letters and Science departments. It will also contain space for new classrooms. Anticipated to be open for classes in fall 2009, approval to plan for this building not only relates to Key Operational Goal #5 but also to Goal #1 "Academic Program and Student Outcomes Assessment Plan." Students will have more state of the art classrooms in which to learn following completion of the new academic building.

Development of a campus facilities master plan is not just about academic buildings but also encompasses other areas of campus including residence halls and athletic facilities. Planning is also underway to determine the best approach for meeting UW Oshkosh's future student housing needs. Projects under consideration include renovation of Fletcher Hall using the same blueprint as the recently completed Taylor Hall and development of suite-style student housing, potentially located on the current site of the NBC corridor halls (Nelson-Breese-Clemans).



Construction of athletic and recreation/wellness facilities are taking part on two different fronts, one of which is almost complete. Titan Stadium, now called the Oshkosh Sports Complex with J.J. Keller Field at Titan Stadium, held its formal grand opening October 22 during Homecoming Weekend 2005. Through a unique partnership of UW Oshkosh, Oshkosh Area School District and Unified Catholic Schools of Oshkosh, the sports complex serves athletes of all ages throughout the city. This \$5.7 million project is now entering its third phase which will include updating locker rooms, team meeting rooms, coaches' rooms and restroom facilities. Already completed are a new, Olympic-quality track, football field,

and baseball and soccer facilities. Funding for this project has been entirely through private donations. This is a trend that will continue as state money continues to dwindle. Recognition of this fact is evident in Key Operational Plan #7 "Advancement and Relationship Development Plan." The university recognizes that if we are to maintain our quality, private donations will be needed.

On a much smaller scale, the Lymnology Lab (a/k/a Boat House) has been turned into the Aquatic Research Laboratory where faculty and students will conduct critical water quality research on local waterways including the Fox River. This area is scheduled for a much larger make-over with the construction of a \$21 million Student Recreation and Wellness Center to be completed by fall 2007. Construction of this facility will also help us meet our goal of taking advantage of the Fox River as it will sit on the banks of the Fox.

In the area of student support, plans are being developed to construct a Student Support, Development and Referral Center on the site of the current Elmwood Commons. These services, funded in part by the Student Compact, are currently offered in Dempsey Hall. A proposal to begin the planning process for this project will be submitted to the Board of Regents in February 2006. If approved, a summer 2009 completion date is anticipated. This links to Key Operational Plan #3 "Enrollment Management and Student Support."

Lastly, parking is a perennial problem on campus. With luck it will be eased with a new \$7.7 million parking ramp for 420 cars. Its anticipated completion date is fall 2007 which with other parking improvements on and around campus should address the current shortage.

UW Oshkosh was established in 1871 with one building as Oshkosh Normal School. By the end of the century we had nearly 500 students on campus. As times changed so did our name, student population and campus footprint. We evolved into Oshkosh State Teachers College in 1925, Wisconsin State College-Oshkosh in 1949; Wisconsin State University-Oshkosh in 1964, and University of Wisconsin Oshkosh in 1972. Student enrollment swelled in the mid-to-late 1960's from fewer than 2,000 students to nearly 12,000. Enrollment has remained fairly stable since then at approximately 11,000 students. Building construction followed student growth. Harrington Hall was built in 1913, Dempsey in 1918. Albee Hall joined the campus footprint in 1955 followed by Reeve Union (1956), Clemans (1960), Breese (1962), Halsey (1963), Fletcher (1964), Elmwood (1966) and Nursing/Education (1970). Today's campus is comprised of 38 buildings on 165 acres including 19 academic buildings and 11 residence halls. With the above projects our numbers and look will change again. Don't you wonder what we will look like in another 100 years?

# Chancellor Wells on Planning for the Future

*"Nothing endures but change."* - Heraclitus

You do not have to look far to see how our student body, the campus, and the learning environment have changed in the past several years. More non-traditional students, the innovative use of technology in the learning process, and greater integration of theory and practice are just a few of the trends we have encountered. Leading the charge into the future, while initiating his own changes along the way, Chancellor Richard Wells sees a wide range of opportunities. Guided by UW Oshkosh's Governing Ideas, Chancellor Wells foresees a greater need for higher education in general, and sees UW Oshkosh as ideally positioned to take advantage of the growing trend toward life-long learning. As we continue to educate young adults we can expect them to return for follow-up education as they transition through their careers. By being situated in the middle of the Fox Valley, we have an opportunity to leverage our geographical advantage and continue to be an engine for economic development in Northeast Wisconsin.



Chancellor Wells also sees on the horizon a number of changes to our campus culture. Not only will students be held to a higher level of expectations and be required to take more responsibility for their learning process, they are also likely to progress through their chosen programs at different rates. While traditional undergraduate students may continue to finish their degrees in four years, some non-traditional students may take much longer (i.e., combining a reduced course load per semester with full-time work responsibilities). Chancellor Wells also believes that the composition and role of our faculty and staff is likely to change. Pedagogical changes will allow faculty members to become facilitators as students step up and become "interdependent" learners. In addition, given the limited supply of terminally qualified faculty members and the expected sharp rise in demand, we can expect our faculty to become more heterogeneous as we continue to draw from the rich supply of professionally qualified teaching staff in our community.

Unfortunately, not all changes may be for the better. The brutal budget environment, coupled with concerns about some internal policies from outside constituents, means that we will need to be even more creative and efficient if we hope to realize our fullest potential. Not only do we need to keep state and federal agencies committed to the university, we must also seek out new streams of revenue.

By continuing to strengthen existing relationships with our community, local businesses, and not for profit organizations, we can position ourselves to provide better service, while at the same time further attenuate the negative effects of any future budget shortfalls.

To meet the exciting challenges ahead, and to remain a robust campus community, we will need to further condition our culture to be one that embraces change. Thus, when the inevitable growing pains that we will endure come to pass, we will move forward as a stronger provider of high quality educational experiences. As we evolve with our changing environment we must continue to help determine where our journey is likely to take us. In the end, our shared future, one derived through a collaborative and all inclusive planning process, will largely be what we make of it.

## Key operational plans available on the web

*"Planning without action is futile, action without planning is fatal"* – Source Unknown

An organization's *raison d'être* is never fully realized in the absence of forward momentum. Thus, all progressive organizations must eventually transition from the planning stage to the action stage. In order to do so, however, a plan of action must be envisioned, and eventually set into motion. The marching orders meant to lead our university into the future were recently unveiled. Developed over time through a painstaking and inclusive process, the Seven Key Operational Plans stem from our Governing Ideas (vision, mission, and strategic action initiatives), and are designed to facilitate our pursuit of distinctiveness.

The seven key operational plans are

- Academic Program and Student Outcomes Assessment Plan
- Enrollment Management and Student Support Plan
- Human Resource Development and Support Plan
- Facilities Master Plan
- Information Technology Plan
- Finance and Budgeting Plan
- Advancement and Relationship Development Plan

The first five are currently available on the web at <http://www.uwosh.edu/strategicplan/keyoperation/information/informationindex.php> There is a link in the Featured Sites section on the UW Oshkosh home page. The last two will be released Dec 1. Forms for providing your input are included in each plan.