**The University of Wisconsin Oshkosh**

Annual Report 2015-2016

#### **Welcome**

An education from UW Oshkosh is a transformative experience. Your time here will inspire you, shape you and broaden your horizons.

With a strong research focus and national ranking in sustainability, Titans demonstrate on a daily basis what students can do to change the world. Students are at the heart of all that we do—from cutting-edge general education to our student-centered approach.

In addition to academic programs that meet 21st century needs, students at UW Oshkosh explore broad subjects through our nationally recognized general education curriculum that celebrates inclusive excellence, fuels imagination and champions critical thinking.

The UW Oshkosh traditions of academic excellence, research and sustainability mean everything we do is done with a global perspective. And our students agree—Titans challenge themselves and those around them every day to make a difference.

I invite you to continue exploring here and to visit us in person–come see for yourself what Titans Are.

[](https://uwosh.edu/chancellor/wp-content/uploads/sites/69/2015/03/LeavittSignature-300x154.png)

**Andrew Leavitt**  
Chancellor

Where Excellence and Opportunity Meet

UW Oshkosh offers nearly 200 majors, minors and emphases, in addition to 15 graduate programs and two doctoral programs. UW Oshkosh is your place to find your path, grow your world and learn to lead.

Student success is at the heart of all that we do. Titans get the encouragement they need to thrive. Students in our undergraduate, graduate and online degree programs benefit from personalized support–with small class sizes, a wealth of writing, math and student support services, and personalized career and academic advising.

UW Oshkosh is part of the robust University of Wisconsin System—one of the largest systems of public higher education in the country. As a member of the System, UW Oshkosh provides students with state-wide resources and ensures top academic quality and accountability.

Situated in the heart of the Fox Valley, UW Oshkosh has the “opportunity of place.” From internship and career opportunities to the wealth of entertainment and recreational opportunities, Oshkosh and the surrounding area have a lot to offer.

See for yourself what a Titan can do.

### ****Mission of the University of Wisconsin Oshkosh****

The University of Wisconsin Oshkosh provides a high-quality liberal education to all of 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.

### ****Vision of the University of Wisconsin Oshkosh****

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

It will be admired for:

* Enrichment and Leadership that emphasizes intellectual, civic, ethical, and personal development for students, faculty, and staff.
* The Centrality of the Student-Faculty Relationship that is distinguished by active learning, mutual respect, and collaborative scholarship.
* Teaching Excellence that is characterized by diversity, discovery, engagement, innovation, dialogue, and dissemination.
* Scholarly Achievement that furthers new knowledge through diverse methods of inquiry and is applicable to multiple audiences.
* Partnerships that mutually serve, stimulate, and shape the University and the broader public.

### ****Core Values****

* Student Success
* Inclusive Environment
* Sustainability
* Shared Governance
* Community Partnerships
* Creativity
* Workplace Joy

# ****History of UW Oshkosh****

Since the University’s inception as a teacher-training school in 1871 to its stature today as a premier comprehensive institution, quality and innovative higher education have been hallmarks of UW Oshkosh’s success.

In the early years, the Oshkosh State Normal School was Wisconsin’s foremost institution for educating teachers and the first such school in the nation to have a kindergarten. Rose C. Swart, a powerhouse in the model school department for half a century, introduced practice teaching in 1872. Tuition was free to all who declared their intention to teach in Wisconsin public schools. In 1916, fire destroyed the main campus building; Dempsey Hall replaced it in 1918.

As the educational focus evolved and expanded, the institution underwent several name changes to the Oshkosh State Teachers College in 1927 and the Wisconsin State College Oshkosh in 1951. A graduate school was added in 1963, transforming the one-time normal school into a fully developed university.

In its centennial year of 1971, the institution merged into the Wisconsin system and became the University of Wisconsin Oshkosh. Innovations — such as a new academic calendar with 14-week semesters and three-week interim sessions and a Faculty Development Program — followed when Chancellor Robert Birnbaum arrived in 1974.

UW Oshkosh’s academic excellence continued to gain recognition under the leadership of chancellors Edward M. Penson, John E. Kerrigan and Richard H. Wells. New programs, institutes and degrees have kept the curriculum relevant, while building expansions, renovations and additions are evidence of the institution’s continued growth.

Today, led by Chancellor Andrew J. Leavitt, UW Oshkosh proudly serves the region as the third-largest university in Wisconsin with an annual on- and off-campus enrollment of nearly 14,000. Recent key campus initiatives include a commitment to sustainability and the ideals of a liberal education across the curriculum.

See for yourself what a Titan can do.

# ****Fast Facts****

At UWO, we don’t just talk about the importance of a student-centered campus—we demonstrate it every day. Titans benefit from small class sizes, a mid-sized campus that supports academic and student life and a faculty that is dedicated to teaching. It’s easy to see why Titans succeed—student success is our first priority.

* 2015-2016 University Enrollment: 13,955
* NCAA Division III Sports: 19
* Intramural Sports: 40+
* Club Sports: 12
* Ranked #1 in Wisconsin and #8 in the Midwest for Best Value Schools and Affordability by U.S. News & World Report
* Nationally ranked leader in sustainability
* 75% of students receive financial aid
* About 85% of first-year and sophomore students live in UWO residence halls
* 45% first-generation students
* 89% of first-year students live in residence halls
* Average class size for intro-level courses: 33
* 87% of classes have forty students or fewer
* 18:1 student/faculty ratio
* Average class size for advanced courses: 22
* 80+ study away opportunities
* 180+ student organizations
* 15 minutes to walk across the UW Oshkosh Campus

# ****Points of Pride****

**Students**

UW Oshkosh has the most successful Model United Nations Program in the world, receiving 25 consecutive Outstanding Delegation awards at international competitions.

Since 1999, the College of Nursing graduate students’ pass rate on the American Nurses Credentialing Center-Family Nurse Practitioner Exam has been above 99 percent.

The Advance-Titan has won the top national award for student newspapers five times.

More than 215 UW Oshkosh graduates have gone on to receive the Herb Kohl Teacher Fellowship of the Year award for excellence and innovation in teaching.

Senior business majors at UW Oshkosh taking the Educational Testing Services 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.

Nearly 87,000 graduates from all four UW Oshkosh colleges make an impact daily across the globe through their exemplary professional and community services.

College of Letters and Science graduates are coveted by the best graduate programs in the nation.

UW Oshkosh has won 42 national championships, including 27 NCAA Division III and three NCAA Division II competitions.

**Campus**

UW Oshkosh has won more Regents’ Teaching Excellence Awards than any other UW institution. Five individual faculty members and three departments have received this award.

With more than 2,000 graduates, the 2008–2009 class was the single largest graduating class in the history of UW Oshkosh. The University’s 2012–2013 enrollment increased to 13,902.

College of Letters and Science faculty, staff and students serve as a cultural anchor to the region by contributing to the quality of life through theater productions, musical performances and art exhibits.

UW Oshkosh is recognized as a national model for developing and highlighting exemplary campus-wide liberal education programs.

The College of Nursing began offering the University’s first doctorate, the Doctor of Nursing Practice, in 2010.

UW Oshkosh became the nation’s first Fair Trade University in 2008. The University also was one of the first to analyze its carbon footprint.

The total UW Oshkosh economic contribution to the state is more than $500 million. The campus is responsible for directly and indirectly creating more than 9,000 jobs, generating more than $37.5 million in tax revenue and giving more than $4 million in time and money to local charities.

The University’s graduate school boasts 12,000 alumni and is the largest graduate school of the comprehensive universities in the UW System.

**Alumni**

Nearly 87,000 people call UW Oshkosh their alma mater. Here is a sample of what our graduates have accomplished:

Carla Altepeter (MBA ’98) is president and CEO of Citizens First Credit Union.

Bradley Carr (BA, radio-TV-film ’01) and Deborah (Nelson) Carr (BA, radio-TV-film ’00) co-produced the documentary FEAT: 63 Marathons in 63 Days, which chronicles one man’s coast-to-coast quest to raise awareness for ataxia telangiectasia.

Craig Culver (BS, biology ’73) is co-founder and president of Culver Franchising Systems Inc.

Danae Davis (BS, political science ’77) is executive director of PEARLS for Teen Girls Inc., a Milwaukee-based program committed to maximizing girls’ self-development. She serves on the UW System Board of Regents.

Robert Fale (BSN ’79) is president and CEO of Agnesian Healthcare in Fond du Lac.

Norbert Hill (BS sociology ’69, MSE ’71) is vice president of the College of Menominee Nation’s Green Bay campus.

Megan Hoopman (BS, urban planning ’00) has received regional recognition for her role in revitalizing Oshkosh’s downtown and for her dedication to community service.

Robert Keller (BS, economics ’69) is chairman and chief executive officer of J. J. Keller and Associates Inc., Neenah.

Gerald Kons (BA, mathematics ’61) is a retired American Airlines pilot. He operates and flies for American Dream Flite, a service that provides round-trip airfare and a vacation at Walt Disney World with medical service pro bono for children with serious illnesses.

Leah Lechleiter-Luke (BSE, English ’92) will represent Wisconsin in the 2009–2010 Teacher of the Year competition.

Trevy A. McDonald (BA, radio-TV-film ’90), of Chapel Hill, N.C., is the principal and founder of Reyomi Global Media Group, a college professor and a motivational speaker. Her novel, Time Will Tell, made the cover of Publisher’s Weekly.

Joye Moon (BFA ’84) is a nationally recognized watercolor artist, instructor, exhibit judge and author. She has received more than 50 international, national and regional awards, and her paintings appear in public, private and corporate collections.

Jessica (Martin) Riley (BA, English and history ’98), author of Driving Sideways, was one of eight finalists selected from more than 600 applicants in the James Jones First Novel Fellowship.

Todd Teske (BBA, accounting ’87) is executive vice president and chief operating officer at Briggs & Stratton Corporation in Milwaukee.

Jim VandeHei (BS, journalism ’95) is co-founder and executive editor of Politico.com, an online and print publication focusing on U.S. politics.

Stephen Vander Ark (MS, industrial psychology ’93) recruits astronauts for NASA.

Phil Whitebloom (BBA, marketing ’80) is vice president of sales and marketing for Communications Engineering Inc.

Rubin L. Whitmore II (BA, radio-TV-film ’07), owner and manager of Bliss Enterprises in Milwaukee, has received 17 certified gold, platinum and multi-platinum awards from the Recording Industry of America, and his productions have aired globally on networks, such as BET, MTV and VH1.

Peter Wick (BBA, accounting ’05) scored in the top 10 of 40,000 people who recently took the Certified Public Accountants exam, earning him the Elijah Watt Sells Award from the American Institute of Certified Public Accountants.

# ****Collaboration and Partnerships****

UW Oshkosh’s impact on the region extends far beyond its brick-and-mortar boundaries. The institution’s economic contribution to the state totals more than $500 million annually. As an incubator of creativity, knowledge and innovation, the University extends faculty expertise through collaborations with schools, businesses and communities regionally as well as nationally and globally.

### ****Education****

Building on UW Oshkosh’s legacy of educating first-rate teachers, the University forges many key educational partnerships. From housing the state’s largest Head Start program to collaborating with NEW ERA (Northeast Wisconsin Educational Resource Alliance) and the Association of American Colleges and Universities (AAC&U), these partnerships positively impact students of all educational levels.

Because education plays a critical role in society’s progress and success, UW Oshkosh has developed strategic collaborations with organizations and programs that impact students at all levels.

### ****Business****

The University extends its expertise to the region’s business and industry sectors through involvement with the New North consortium, the Wisconsin Family Business Forum and other key initiatives, contributing to workforce development, economic growth and the overall quality of life in northeastern Wisconsin. UW Oshkosh contributes to economic growth and a vital business sector in northeastern Wisconsin through a number of collaborative efforts.

### ****Community****

As an economic engine and cultural anchor in northeastern Wisconsin, UW Oshkosh helps the region thrive through collaborations like events that build bridges between the campus and the community. We provide access to innovative resources, people and ideas through events and enrichment opportunities. Join us on campus for a show in the Fredric March Theater, a concert in the music hall or at the exceptional home of Titans sporting events, the Oshkosh Sports Complex.

Beyond campus, UW Oshkosh increases quality of life in the region through community collaborations.

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## **STRATEGIC PLAN 2016–2021**

**The vision for UW Oshkosh has come into focus through a comprehensive strategic planning process. This plan outlines a roadmap to transform our University and better serve our students, our region, our state and the world.**

## **Transforming UW Oshkosh**

UW Oshkosh has embarked on the critical journey of implementing a new, forward-looking strategic plan that will focus on our core priorities of student success, academic excellence, campus effectiveness and our impact on the community, state and world. Strategic planning is about what the University is capable of doing and how the campus and community work together to accomplish it.

Within this plan a new and exciting future is identified for UW Oshkosh as a research-enhanced comprehensive university. This identifier elevates the research already being done and puts even greater emphases on it. It will also drive innovation and responsiveness in the curriculum, another key focus of the strategic plan.

**At the heart of the plan remains the student** in the forms of student success, education, preparedness, experience and support system.

## **Foundational Elements**

#### **Inclusive Excellence**

At its core inclusive excellence insists that universities guarantee that every graduate achieves their fullest potential and is prepared for global leadership, through an engaging curricular and co-curricular experience that embraces, affirms and transforms every student with respect for their varied backgrounds. And, at UWO, every member of our community will embrace diversity and inclusion in all the work they do.

#### **Liberal Education**

Liberal education empowers and prepares students to deal with complexity, diversity and change. It provides students with broad knowledge of the wider world as well as in-depth study in a specific area of interest. A liberal education helps students develop a sense of social responsibility, as well as strong and transferable intellectual and practical skills such as communication, analytical and problem-solving skills, and a demonstrated ability to apply knowledge and skills in real world settings.

#### **Sustainability**

With a deep sense of responsibility and the increasingly common vision of resilient, prosperous communities, UW Oshkosh is committed to progressively reducing its ecological footprint and fashioning a durable and better world through its academic mission. Sustainability means integrating three dimensions: social justice, economic security and ecological integrity into all we do.

#### **Shared**Governance

The governance groups at UW Oshkosh are proud of the strong tradition of shared governance and we believe that we should collectively advance a future-oriented, active, engaged and inspired process of shared decision making; and we believe that the strength of shared governance is that it recognizes and respects the unique contributions of each individual as well as the recognized governance groups participating in the process; and we believe that collegiality, respect and inclusion are core values in the process.

# ****Strategic Priority A—Enhance Student Success****

#### **Goal 1:** **Attract students, both nationally and internationally, who will select UW Oshkosh as their institution of choice.**

**Focus Areas:**

1. Eliminate barriers impeding access to higher education.
2. Create and expand scholarship programs.
3. Review and create a relevant, broad-based program array.
4. Provide a wide variety of opportunities for high impact practices.
5. Implement a national and international marketing strategy.

#### **Goal 2:** **Increase the retention, progression and graduation rates.**

**Focus Areas:**

1. Lower financial and institutional barriers to student success.
2. Provide best practice student support services.
3. Create best practice student engagement programs.
4. Institute new, comprehensive, co-curricular programs.

#### **Goal 3:** **Prepare students for today’s careers, future employment and high quality of life.**

**Focus Areas:**

1. Develop academic programs that include community-based professional learning experiences.
2. Create programs that foster students’ understanding of their career goals.
3. Foster civic learning and civic participation to develop the leadership and life skills of our students.

# ****Strategic Priority B—Promote Academic Excellence****

#### **Goal 1:** **Offer challenging, globally-focused and inspiring undergraduate and graduate curricula.**

**Focus Areas:**

1. Enhance student learning through innovative teaching and learning experiences that utilize technology, global and experiential learning, interdisciplinary approaches and capstone experiences.
2. Regularly evaluate and modify curriculum at all levels to ensure a focus on student engagement and the enhancement of creative and critical thinking.
3. Regularly review all academic programs for quality and ensure the achievement of the essential learning outcomes through rigorous assessment processes.

#### **Goal 2:** **Create a research-­enhanced comprehensive university.**

**Focus Areas:**

1. Increase research expenditures, grants and contracts.
2. Enable faculty research, creative activities and grantsmanship.
3. Increase support and expand graduate programs to meet the needs of the region and state.
4. Increase the involvement of faculty and staff in external professional organizations that support research efforts.
5. Create new organizational structures that support academic excellence and innovation.

#### **Goal 3:** **Transform the life of the faculty.**

**Focus Areas:**

1. Review and revise current faculty and instructional academic staff workload policies and evaluation procedures to better balance effectiveness, efficiency and quality of work life.
2. Support faculty engagement in best practices related to teaching and research.
3. Create additional opportunities that allow faculty and staff greater choice on career focus.

# ****Strategic Priority C—Expand community engagement and economic development****

#### **Goal 1:** **Drive economic development and entrepreneurship.**

**Focus Areas:**

1. Focus campus services, resources and research that drive economic development in the region and state.
2. Create mutually-beneficial relationships between the University and our community partners and industry.
3. Provide academic programming that anticipates changing skill sets needed in the region and state.
4. Create a talent pool that is responsive to industry needs.

#### **Goal 2: Lead Community Engagement efforts in the Fox Valley.**

**Focus Areas:**

1. Provide all students with community-based learning experiences in collaboration with our local partners.
2. Provide research capabilities to our community partners to solve regional issues.
3. Obtain the Carnegie Elective Community Engagement Classification to be nationally recognized in this area.

#### **Goal 3:** **Provide social, cultural and athletic programming, as well as mutually supportive educational outreach opportunities to the region.**

**Focus Areas:**

1. Engage in cultural and social partnerships with the region.
2. Expand educational relationships that are mutually beneficial to the University and the region.
3. Promote the array of university artistic, athletic and educational activities that enrich the shared culture of northeastern Wisconsin.

# ****Strategic Priority D—Build an inclusive and supportive institutional environment****

#### **Goal 1: Increase equity, diversity and inclusion across every level of the University.**

**Focus Areas**:

1. Increase the recruitment and retention of historically underrepresented students, faculty and staff.
2. Close the student achievement gap for historically underrepresented students.
3. Develop an enrollment management plan that reflects a commitment to increased access and student success**.**
4. Coordinate collaborations around and support for increasing the culture of inclusivity and respect on campus.

#### **Goal 2:** **Promote and support workplace joy.**

**Focus Areas:**

1. Commit to improving compensation for faculty and staff.
2. Recognize meritorious work.
3. Promote innovation in the workplace.
4. Promote engagement of employees in the life of the University.

#### **Goal 3:** **Transform the cultural, fiscal and structural nature of the University.**

**Focus Areas:**

1. Improve communication and transparency.
2. Implement policies and practices that value and respect differences and promote civility in the workplace.
3. Apply Continuous Improvement principles to administrative areas of the university.
4. Create predictable revenue sources in the face of declining state support.

**Implementation Progress Report**

To assess the success of the strategic plan and it’s goals, UW Oshkosh annually measures Institutional Performance Metrics. The following 2015–2016 metrics and goals are listed below in relation to the 2015–2021 strategic plan.

Metric 2015-2016 Goal by 2021

Retention Rate 76% (fall 2015 cohort) 83%

Average Number of Credits 141 average credits 125–130 average credits  
to Complete a Degree

Faculty Research Grants $2,812,349 $3,500,000

Student Diversity 13% 20%

Employee Diversity 7% 13%

Career Outcomes 90% 95%

First-year student 87% 94%  
satisfaction rate

Senior student 88% 94%  
satisfaction rate

**Access Gap Metrics and Goals**

The Access and Equity Gaps measure the diﬀerence between the identiﬁed student population compared to the full student population.

Metric 2015-2016 Goal by 2021

Under-Represented 74% 83%  
Minority

All Others 76% 83%

Equity Gap 0% 0%

Low Income 76% 83%

All Others 76% 83%

Equity Gap 2% 0%

First Generation 72% 83%

All Others 76% 83%

Equity Gap 4% 0%

**Graduation Rates**

Number of entering ﬁrst-year students who graduate in four years or six years

Metric 2015-2016 Goal by 2021

4 Year 19% (fall 2011 cohort) 27%

6 Year 51% (fall 2009 cohort) 60%

Under-Represented Minority 8% (fall 2011 cohort) 20%  
Population 4 Year

Under-Represented Minority 25% (fall 2009 cohort) 40%  
Population 6 Year

**Economic Development**

In 2015–2016, UW Oshkosh faculty and staﬀ positively impacted the local and regional economy by providing consulting services to 319 businesses, non-proﬁts, governmental agencies and 38 start-up companies.

By 2021, the goal is to partner with 400 businesses, non-proﬁts, governmental agencies and 50 start-ups annually.

**Project Design Links**

<https://www.flickr.com/photos/uwoshkosh/albums>

<https://uwdc.library.wisc.edu/collections/uw/uwo/>

<https://uwosh.edu/about-uw-oshkosh/>

<https://uwosh.edu/umc/brand/logos/>

<https://helpx.adobe.com/indesign/using/dynamic-pdf-documents.html>