



# **Future of the UWO Fox Cities Campus**

## **Final Report and Recommendation**

Submitted to Chancellor Andrew Leavitt  
April 30, 2024

**To:** Chancellor Andrew J. Leavitt

**From:** Ed Martini, Provost and Vice Chancellor for Academic Affairs

**Re:** Future of Fox Cities Campus

**Date:** 30 April 2024

**Summary**

Per your request of January 30, 2024, I have worked with our college deans and academic leaders to assess future programming possibilities for the UWO Fox Cities Campus. Summaries of those possibilities, which were included in our draft report of February 29, 2024, are included below for convenience.

Since the February 29 report, I worked in collaboration with Vice Chancellors Roberts and Grisham and my academic leadership team to:

- Meet with the Fox Cities faculty and staff to gather additional input;
- Confirm the market assessments of our programming options;
- Complete the enrollment projections and financial analysis required to make a final recommendation on future operations; and
- Develop a final recommendation for you.

As expected at the time of our last update, despite a wide range of suggestions and a long, strong, record of learner-centered, access-driven programming at the Fox Cities Campus, we have come to the conclusion that no combination of programs we have explored adding will generate the additional revenue necessary to ensure the sustainability of university operations at that location.

As we have previously described, the combination of overall enrollment and demographic declines, the increasing number of students opting out of higher education in our region and state, the competition and price differential for area technical colleges, and the continued demand for online and hybrid offerings at all levels of programming constitute a perfect storm of headwinds that make future growth at the Fox Campus simply not feasible.

This does not mean, however, that UWO will not continue to serve the Fox Valley region and the immediate Appleton area. In fact, we believe the opposite is true.

While the external conditions and financials do not support the continuation of an additional physical campus location just a twenty-minute drive from our Oshkosh campus, the very characteristics we have been building into UWO 2.0—responsiveness, flexibility, and agility to meet learners where they are—position us even better to continue to be the education and workforce solution for northeast Wisconsin.

Therefore, after describing the reasons we can no longer support in-person programming at the site, we reinforce below the strong alignment UWO continues to have with the workforce and economic development needs of the Fox Valley and how we will redouble our efforts in these and other areas moving forward to maintain a strong region, a strong Wisconsin, and a strong and sustainable UWO.

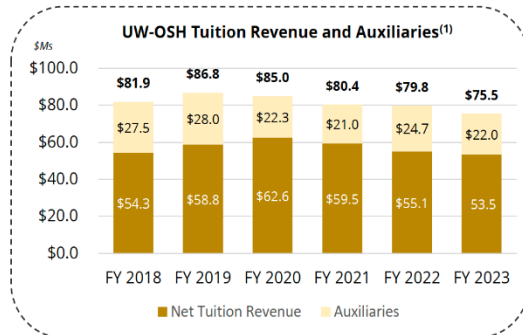
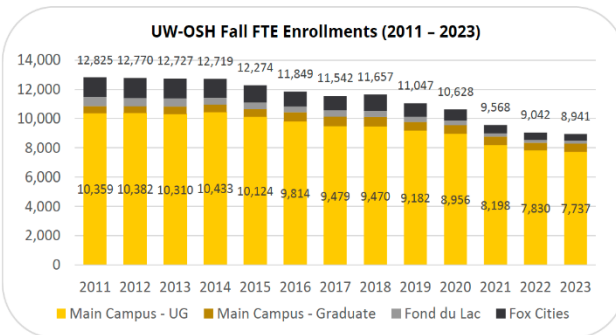
### Enrollment and Budget Projections

At the heart of the challenge for Fox Cities is a longstanding trend of enrollment decline, resulting in fewer students and ultimately less tuition revenue. These trends are grounded largely in demographics, with fewer high school graduates in our region and state and have been exacerbated by the trends described in the above summary, particularly the increased competition in associate degree programs from the technical colleges. These trends are not unique to the Fox Campus; indeed they are playing a major role in declining enrollment at access campuses across the system.

Unfortunately, while enrollment has largely stabilized on the Oshkosh campus, the enrollment challenges at our access campus have continued. These trends have recently been validated by Deloitte, a third-party consultant hired by the Universities of Wisconsin to work with its campuses in 2023-24. As the below chart shows, in Fall 2011, Fox Cities and Fond du Lac had 1,354 and 608 Student FTEs, respectively. From Fall 2014 to Fall 2023, Fox Cities fell from 1,277 to 454 Student FTEs, and Fond du Lac fell from 493 to 197 Student FTEs which led to the closing of in-person instruction on that campus at the end of the spring 2024 semester.

### Declining Enrollment Drives Top Line Pressure

Steadily decreasing enrollment from a peak of 12,825 FTEs in Fall 2011 has led to a compounding negative impact on revenues, as both tuition and auxiliary revenues have compressed—on average, the two revenue streams represent about 50% of all UW-OSH revenues.



#### UW-Oshkosh's enrollment has been in steady decline....

- UW-Oshkosh's main campus enrollment mix has been relatively consistent, with UG enrollment typically making up 93% of the student population and Graduate comprising 7%.
- From Fall 2011 to Fall 2016, enrollment at UW-Oshkosh main campus remained above 10,400 FTEs reaching a peak of 10,949 FTEs in Fall 2014. Since Fall 2014, UG enrollment at UW-OSH has declined more than 2,650 students, or 3.0% per year on average. Over the same period, Graduate enrollment has remained relatively flat.
- In Fall 2011, Fox Cities and Fond du Lac had 1,354 and 608 Student FTEs, respectively. From Fall 2014 to Fall 2023, Fox Cities fell from 1,277 to 454 Student FTEs, and Fond du Lac fell from 493 to 197 Student FTEs which has led to the closing of in-person instruction on that campus.

#### ....which has compounded financial pressures

- Net Tuition Revenue has declined \$9.1M since FY20, post-consolidation of branch campus balance sheets, challenging UW-Oshkosh's ability to properly invest in operations and balance the budget on an annual basis.
- In tandem with declining enrollment at UW-Oshkosh, Auxiliary revenues (mostly student housing and dining) have decreased significantly since pre-pandemic levels, falling \$5.5M since FY18 as Revenue Generating Occupants on campus have declined from 2,931 in Fall 2018 to 2,206 in Fall 2023.
- In total, these student-generated revenue sources have declined 11.1% since FY20. As enrollment continues to drop precipitously, UW-Oshkosh will face rapidly increasing revenue compression challenges.

Source: UW System Dashboard, Audited Financial Statements, UW System Fall Occupancy Report Note (1): Auxiliaries includes Sales and Services of Auxiliary Enterprises (net of Scholarship Allowances)

Using these historical data as a baseline trend to project future enrollment at Fox Cities confirms the scope of the challenge to grow enrollment at that campus. The chart below, which uses headcount rather than FTE, shows that total enrollment has declined nearly 67% over the past decade, with a five-year average decline of 18.77%. This is more than double the total decline in undergraduate enrollment at the Oshkosh campus over the same period (25.81%).

		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
UW-Oshkosh Fox Cities	Resident	452	490	599	773	963	1,419	1,250	1,326	1,519	1,673
	Non-Resident	111	115	114	151	171	209	35	40	36	26
	Reciprocity	0	0	1	1	0	1	1	1	2	3
Total		563	605	714	925	1,134	1,629	1,286	1,367	1,557	1,702
Retain		0.93	0.85	0.77	0.82	0.70	1.27	0.94	0.88	0.91	
Drop		-6.94%	-15.27%	-22.81%	-18.43%	-30.39%	26.67%	-5.93%	-12.20%	-8.52%	
5 yr avg (19-23)		-18.77%	81.23%								

Projecting this over the next decade—a decade in which the total number of high school graduates in Wisconsin is expected to decline by 13%—gives us the following estimates. Even using a flat annual decline of 4% results in continued decline to below 400 students.

5 yr avg (19-23) 18.77%		2032	2031	2030	2029	2028	2027	2026	2025	2024	2023
Resident	70	86	105	130	160	197	242	298	367	452	
Non-Resident	17	21	26	32	39	48	59	73	90	111	
Reciprocity	0	0	0	0	0	0	0	0	0	0	
Total	87	107	131	162	199	245	302	371	457	563	

Flat 4% Reduction		2032	2031	2030	2029	2028	2027	2026	2025	2024	2023
Resident	313	326	340	354	369	384	400	417	434	452	
Non-Resident	77	80	83	87	91	94	98	102	107	111	
Reciprocity	0	0	0	0	0	0	0	0	0	0	
Total	390	406	423	441	459	478	498	519	540	563	

Note that the above charts include a significant number of non-resident students, which come overwhelmingly through a partnership with King’s International, a firm specializing in facilitating international students studying at American universities. This number, growing from 26 in 2014 to 111 in 2023, has helped to offset the larger decline of in-state students. The King’s students nearly all transfer to other institutions to complete their degrees. These students could be shifted to the Oshkosh campus in the future, which would arguably provide the students a more complete college experience and could potentially result in more of them choosing to complete their degrees at UWO.

Translating this from student enrollment into tuition revenue further magnifies the challenge. Using the two different formulas for projected enrollment declines, we can see a parallel decline in tuition revenue, from more than \$4 million for 2023 to \$2,805,093 using the flat 4% decline and to \$623,669 using the five-year average historical decline. Removing the King’s students from the equation exacerbates the declining revenue, given the much higher non-resident tuition they pay, bringing the projected totals to \$1,728,038 and \$384,203, respectively.

5 yr avg (19-23) 18.77%  
(FY25 full-time tuition rates)

	2032	2031	2030	2029	2028	2027	2026	2025	2024	2023
Resident \$	384,203	472,981	582,274	716,821	882,459	1,086,370	1,337,401	1,646,437	2,026,883	2,495,239
Non-Resident \$	239,467	294,801	362,921	446,782	550,021	677,116	833,578	1,026,195	1,263,320	1,555,239
Reciprocity \$	-	-	-	-	-	-	-	-	-	-
Total \$	623,669	767,782	945,195	1,163,603	1,432,480	1,763,486	2,170,979	2,672,632	3,290,203	4,050,478
Total w/o Kings \$	384,203	472,981	582,274	716,821	882,459	1,086,370	1,337,401	1,646,437	2,026,883	2,495,239

Flat 4% Reduction  
(FY25 full-time tuition rates)

	2032	2031	2030	2029	2028	2027	2026	2025	2024	2023
Resident \$	1,728,038	1,800,039	1,875,041	1,953,168	2,034,550	2,119,323	2,207,628	2,299,612	2,395,429	2,495,239
Non-Resident \$	1,077,056	1,121,933	1,168,680	1,217,375	1,268,099	1,320,937	1,375,976	1,433,308	1,493,029	1,555,239
Reciprocity \$	-	-	-	-	-	-	-	-	-	-
Total \$	2,805,093	2,921,972	3,043,721	3,170,543	3,302,649	3,440,259	3,583,603	3,732,920	3,888,459	4,050,478
Total w/o Kings \$	1,728,038	1,800,039	1,875,041	1,953,168	2,034,550	2,119,323	2,207,628	2,299,612	2,395,429	2,495,239

The estimated tuition target for FY25, with the 3.75% tuition increase approved by the Board of Regents in April 2024, is \$2.71 million. Even using the most optimistic enrollment projections and continuing to include the King’s students shows that within a matter of years, the campus would be failing to generate enough tuition revenue to cover its target.

Pairing this with a conservative estimate of ongoing and increase costs to maintain facilities and operations, averaging a 4% increase over the same period, shows not only the increased costs but also the corresponding drop in reserves used to cover the tuition target shortfall.

4% increase in expenses \*  
(reduces our central reserves, total based on FY25 budget )

	2032	2031	2030	2029	2028	2027	2026
Allocated Budget \$	7,992,017	7,954,006	7,914,411	7,873,166	7,830,203	7,785,450	7,738,832
Central Reserves \$	912,262	950,273	989,868	1,031,113	1,074,076	1,118,829	1,165,447
Total \$	8,904,279	8,904,279	8,904,279	8,904,279	8,904,279	8,904,279	8,904,279

\*The central reserves and other unspent GRP is used to fill our tuition target shortfall.

In sum, we would need to grow enrollment significantly at the Fox Cities campus to ensure its immediate and future financial sustainability. Our projections show that minimum of 491 full-time resident students would be needed to ensure viability with an updated tuition target. Using even the most optimistic projections about continued enrollment decline in a challenging environment, we would need to admit and retains several hundreds of new students over next several years and continue that trend for the foreseeable future in the most challenging external environment in recent memory.

The full details of the financial analysis can be found in Appendix A.

**Program Possibilities**


Recognizing the scope of the challenge, our academic leadership team explored a range of program options that could potentially attract new enrollment to the Fox Cities campus. Each of our academic colleges put forth plans from their areas, and additional ideas were submitted by faculty and staff from the Fox Cities campus. The program details are included in Appendix B.

The most promising opportunities to emerge from this process were:

- Degree Completion Programs in the College of Nursing
- Arts Programming and Degree Completion Programs from the College of Letters and Science
- A range of credit-based and non-credit programs from the College of Business

Given the recent Deloitte engagement, we have strong, externally validated data on demand of our current programs. Deloitte was able to confirm that UWO’s current program array is strongly aligned with the workforce and economic development needs of northeast Wisconsin and the Fox Valley in particular.

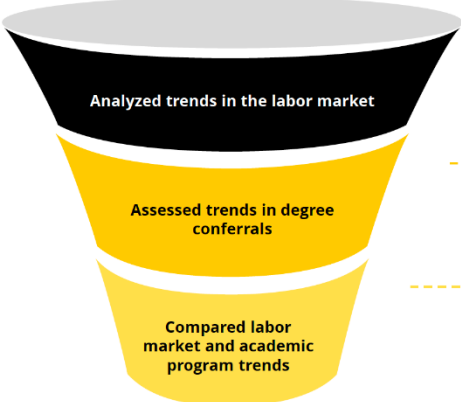
Deloitte’s methodology, summarized in the below slide, assessed labor market demand alongside UWO’s annual degree conferrals to analyze gaps and opportunities in future offerings.



### Program and Labor Market Analysis Methodology Overview

The project team assessed trends in the Wisconsin labor market and academic program degree conferrals for UW-Oshkosh to understand how the current academic portfolio aligns to student demand and the needs of the region and the state.

**KEY QUESTION:** Is the current academic portfolio **aligned to student demand and the needs of the region and the state?**



**DATA ASSESSED:**

- Evaluated Wisconsin labor market demand, including long-term employment projections for industry and occupational groups from 2020-2030
- Aggregated workforce projections for Standard Occupational Classification (SOC) codes into standard occupational groups (first 2-digits of SOC) to assess broader categories and trends
- Assessed demand across UW-Oshkosh’s regional workforce development areas (WDA)

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- Analyzed degree conferrals by Classification of Instructional Program (CIP) and level
- Aggregated degree conferrals into standard program areas (first 2-digits of CIP) to assess broader category conferrals and trends over time
- Reviewed the largest program areas based on AY 2022-23 degree conferrals and highlighted areas with low and/or declining conferral rates

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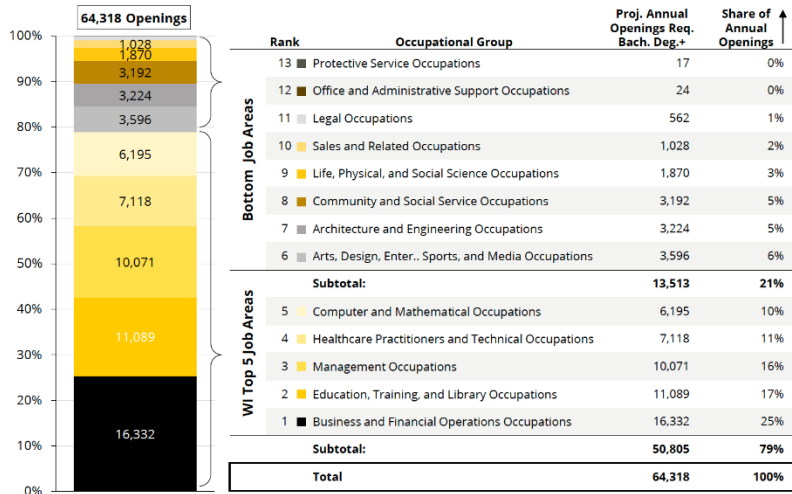
- Compared trends in academic program areas to the Wisconsin labor market to see what strengths, gaps or opportunities exist based on projected employment demand
- Assessed CIP alignment to Wisconsin’s top projected *Hot Jobs* requiring a BA Degree+, leveraging the NCES *CIP-SOC Crosswalk*
- Assessed alignment of academic program areas to the UW-Oshkosh regional labor market

Source: State of Wisconsin Department of Workforce Development, OPAR, NCES CIP-SOC Crosswalk

Deloitte’s findings support the strength of our program portfolio, particularly in the areas of Business, Health Care, and Education.

## UW-OSH Shows Primary Alignment to Workforce Demand in Healthcare

WI Annual Openings Requiring Bachelor’s Degree+ by Occupational Group, 2020-30



**KEY TAKEAWAYS**

**WI Statewide Demand**  
Wisconsin’s Department of Workforce Development’s most recent long-term employment forecast projects 64,318 annual openings requiring at least a bachelor’s degree or more from 2020-2030.

**Top Demand Areas**  
Nearly 80% of these projected openings requiring at least a bachelor’s degree are from 5 occupational groups, including business, education, management, healthcare, and computer occupations.

Business, education, and management occupations comprise 58% of all openings requiring a BA degree or more.

**UW-Oshkosh demonstrates primary alignment to state workforce demand in the areas of healthcare, business and education (43% of UG conferrals vs. 53% of annual projected openings). While the analysis identified a gap in engineering programs, UW-Oshkosh has recently launched new programs in biomedical engineering and automation engineering to meet a growing regional demand.**

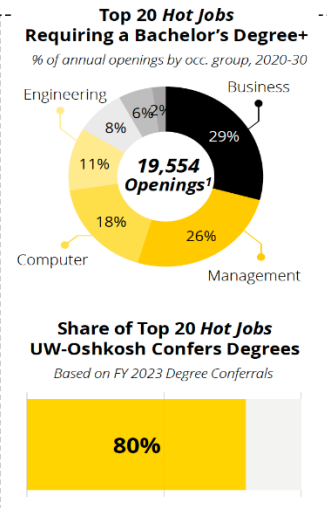
Note: Annual total job openings are classified as the sum of exit, transfer and growth openings. Source: State of Wisconsin Department of Workforce Development Occupation Projections; UWO News: “New UW-Oshkosh Biomedical Engineering Degree Opens Opportunity for Careers in Growing Industry”; UWO News: “UWO’s New Automation Engineering Degree to Boost Manufacturing in Region.”

More specifically, Deloitte found that of the 20 top “hot jobs” in the region requiring a bachelor’s degree, UWO provides degree programs in 80% of them:

## WI Top 20 Hot Jobs Requiring Bachelor’s Degree+ from 2020-30

Wisconsin Hot Jobs pay above the state median wage, are expected to grow faster than average, and have the most projected openings.

SOC	Occupational Group / Title	Typical Education	Annual Openings ↓	Median Wage	Does UW-OSH Confer Deg.?	UG Deg. Conf. In 2023 <sup>1</sup>
<b>Business and Financial Operations Occupations</b>			<b>5,714</b>			
13-1111	Management Analysts	Bachelor’s	1,780	\$81,340	Yes	36
13-1161	Market Research Analysts and Marketing Specialists	Bachelor’s	1,693	\$58,060	Yes	71
13-1071	Human Resources Specialists	Bachelor’s	1,655	\$59,370	Yes	35
13-1081	Logisticians	Bachelor’s	586	\$62,870	Yes	57
<b>Management Occupations</b>			<b>4,975</b>			
11-1021	General and Operations Managers	Bachelor’s	2,608	\$117,070	Yes	105
11-3031	Financial Managers	Bachelor’s	680	\$131,200	Yes	70
11-9111	Medical and Health Services Managers	Bachelor’s	616	\$106,020	Yes	56*
11-9021	Construction Managers	Bachelor’s	553	\$109,100	Yes	57
11-3051	Industrial Production Managers	Bachelor’s	518	\$108,830	Yes	57
<b>Computer and Mathematical Occupations</b>			<b>3,490</b>			
15-1256	Software Dev. and Software QA Analysts and Testers	Bachelor’s	2,961	\$91,810	Yes	16
15-1257	Web Developers and Digital Interface Designers	Bachelor’s	529	\$60,710	Yes	23
<b>Architecture and Engineering Occupations</b>			<b>2,213</b>			
17-2112	Industrial Engineers	Bachelor’s	946	\$75,390	No	-
17-2141	Mechanical Engineers	Bachelor’s	774	\$77,920	No	-
17-2051	Civil Engineers	Bachelor’s	493	\$79,400	No	-
<b>Community and Social Service Occupations</b>			<b>1,616</b>			
21-1018	Substance, Behavioral, and Mental Health Counselors	Bachelor’s	765	\$43,750	Yes	37
21-1021	Child, Family, and School Social Workers	Bachelor’s	447	\$45,620	Yes	37
21-1022	Healthcare Social Workers	Master’s	404	\$55,460	Yes	37
<b>Healthcare Practitioners and Technical Occupations</b>			<b>1,107</b>			
29-2010	Clinical Laboratory Technologists and Technicians	Bachelor’s	603	\$55,770	Yes	11
29-1171	Nurse Practitioners	Master’s	504	\$113,100	Yes	56*
<b>Sales and Related Occupations</b>			<b>439</b>			
41-4011	Sales Representatives, Wholesale and Manufacturing	Bachelor’s	439	\$74,330	No	-



Note: (1) Reflects 2023 UG conferrals except \* reflects graduate nursing conferrals. Source: WI Department of Workforce Development Occupation Projections; O\*NET; OPAR Degree Conferral by CIP; NCES CIP 2020 to SOC 2018 Crosswalk

### Office of the Provost and Vice Chancellor for Academic Affairs

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The only significant gap identified by Deloitte was Engineering, which we have expanded in recent years with new programs in Automation and Biomedical Engineering while we continue to explore and plan for the eventual addition of Electrical and Mechanical. It is worth noting that Engineering is a program that was often mentioned as a possible area of growth for the Fox Campus. For several years, we have partnered with UW-Platteville to deliver a hybrid engineering program at the campus, but the program has struggled with enrollment, format, and student support; furthermore, similar to some of the other programs detailed here, the costs of equipment, supplies, and personnel required to launch and grow Engineering programs make it prohibitive. Even if we were to make Fox the “Engineering Campus” of UWO, the investment would be significant, and the students and faculty would remain separated from the many units, STEM and other programs, that are required to support Engineering students. It would also conflict directly with our goal of expanding full-time undergraduate engineering students on the Oshkosh campus.

Similar dynamics shape the challenges in the other areas that were considered. We all know of the strong demand for nurses, and we have one of the top Nursing programs in the state. At the same time, that program, like Engineering, requires significant investments in specialized equipment and personnel which would be duplicative, if not competing with, the programs on the Oshkosh campus. Adding an additional physical location at which to deliver the program would hinder, rather than help to expand our nursing program capacity.

In many of the areas explored by the College of Letters and Science, there is limited market demand, particularly for face-to-face completion programs. None of those areas were identified by Deloitte as demonstrating a gap in programming or an opportunity for growth. And while it is true that the Fox campus has outstanding arts and theatre facilities, these have tended to be largely community-facing rather than the foundation for academic programming. And, again, market demand for programs like Art and Theatre has continued to remain low, so much so that our Theatre major on the Oshkosh campus remains suspended and is soon likely to close permanently.

In other areas, such as Education and Business, we have programs that are either currently delivered, or would preferably be delivered onsite at the locations of community and corporate partners. Many of those programs are currently or optimally delivered through online or highly hybrid formats, which limit the need for an additional physical location less than thirty minutes from Oshkosh.

Nursing, Business and Education represent three of the four largest concentrations of undergraduate students at UWO (Biology being the fourth). There is no question that there is market demand for these areas, nor is there any doubt that we have demonstrable strength in these areas as a university. But in no scenario we explored does it make sense to attempt to move entire program areas such as these to the Fox Campus, or to duplicate existing program offerings across the Oshkosh and Fox campuses. Doing so would not generate new students and new revenue; it would simply shift enrollment from one campus to another, while putting additional strain on physical, human, and financial resources across the institution.



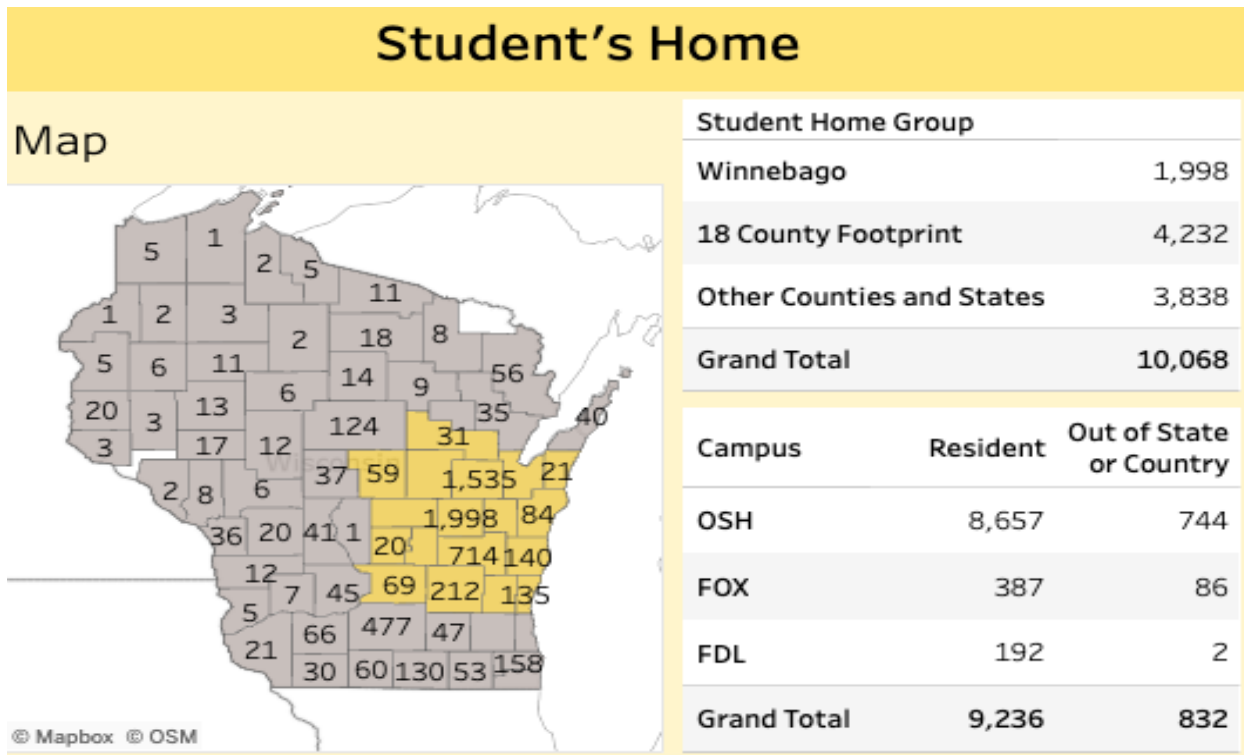
**Findings and Recommendation**

Given the above financial analysis, the daunting challenges of the external forces, and the need to avoid duplication and competition with the Oshkosh campus, we are recommending that UWO cease operations at the Fox Cities campus by June 30, 2025. That timeline would allow for us to do transition planning for students, faculty and staff during the 2024-25 academic year and consolidate the King's programming at the Oshkosh campus. We also recommend exploring the possibility of a part- or full-time position based at Fox Valley Technical College to help recruit and advise students to customize and personalize the transfer student experience for that population.

**UWO 2.0: A Renewed Commitment to the Fox Cities Region**

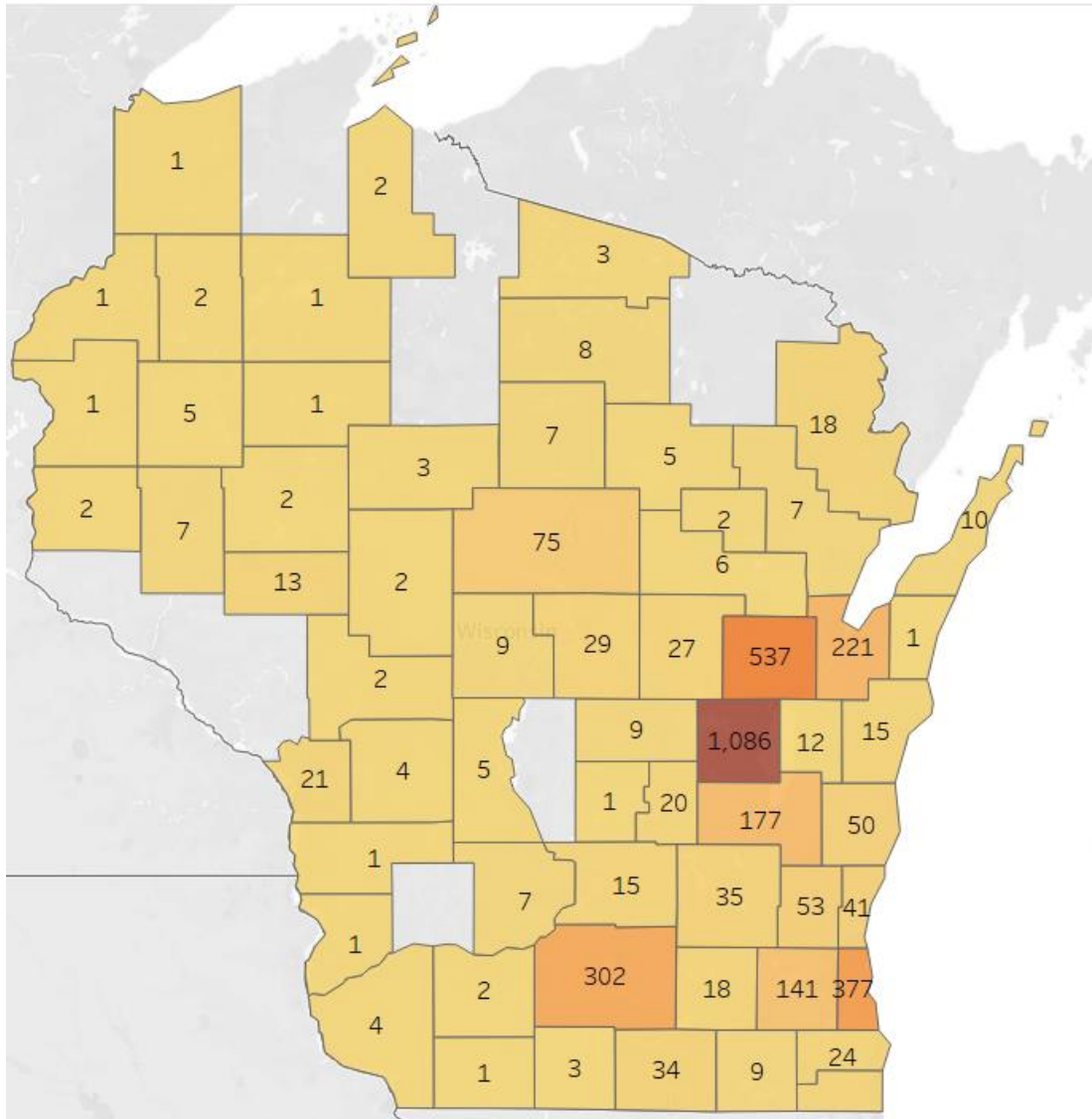
While the external conditions and financials do not support the continuation of an additional physical campus location just a twenty-minute drive from our Oshkosh campus, the very characteristics we have been building into UWO 2.0—responsiveness, flexibility, and agility to meet learners where they are—position us even better to continue to be the education and workforce solution for northeast Wisconsin. These same programs we identified as worthy of exploration, and which were confirmed by Deloitte as strong programs that are clearly aligned with the needs of the region, have served and will continue to serve the Fox Cities area. In short, UWO has been serving this region for more than 150 years, and we will continue to serve it going forward.

As evidenced by the map below, which reflects the institutional enrollment for 2023-24 by county, UWO continues to draw its overall enrollment primarily from our region, with 90% of undergraduate students coming to us from within 200 miles of Oshkosh. The two counties providing the most students are consistently Winnebago and Outagamie.



Another area of strength for UWO is our grounding in experiential learning, internships, and career placement. To again use the Deloitte report as external validation, they recommended that UWO build and enhance these strengths to further lean into experiential learning as the core of our undergraduate student experience and the basis for an institutional rebranding. This focus and strategy will help us to further enhance our already strong engagement with employers throughout the Fox Valley. As the below graph demonstrates, our First Destination results—the first jobs our UWO students land upon graduation—show how the immediate region in particular relies on us as a talent generator and a talent retainer.

First Destination Survey results by County, 2020-2023



Along these same lines, our nursing program maintains 53 distinct partnerships to support clinical placements of our students: 23 in Winnebago County and 31 in Outagamie county. Many of these students eventually return to work at those same location. The schools, businesses, and health care providers up and down the valley are literally full of Titans. That has been the case, and will continue to be the case, into the future.

**Conclusion**

The decision to close a campus is never an easy one. For years, the faculty and staff of the Fox Cities campus—in all of iterations—have worked tirelessly to serve students and community stakeholders. They have met the needs of the community and provides an outstanding, learner-centered education to tens of thousands of students.

The challenges facing the campus, and indeed facing higher education in general, are not of our own making. They are reflection of massive changes in our state, our nation, and our world that have increasingly threatened the educational models on which the Fox campus was founded and in which it thrived for many years.

We need not like these changes, but we ignore them at our own peril. As we have done in so many other areas this past year at UWO, we need to face these challenges head on and make hard decisions that help ensure the long-term sustainability of the university so that we can continue to realize our mission and our vision and meeting the talent development and retention needs of the region. In this case, that requires the difficult choice to cease operations at the Fox Cities campus so that we can continue to effectively serve the great Fox Cities region.

Respectfully Submitted,



Dr. Edwin Martini  
Provost and Vice Chancellor for Academic Affairs

## Appendix A – Financial Enrollment and Analysis

UW OSHKOSH FOX CITIES ENROLLMENT ANALYSIS											
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
<b>UW-Oshkosh Fox Cities</b>	Resident	452	490	599	773	963	1,419	1,250	1,326	1,519	1,673
	Non-Resident	111	115	114	151	171	209	35	40	36	26
	Reciprocity	0	0	1	1	0	1	1	1	2	3
	<b>Total</b>	<b>563</b>	<b>605</b>	<b>714</b>	<b>925</b>	<b>1,134</b>	<b>1,629</b>	<b>1,286</b>	<b>1,367</b>	<b>1,557</b>	<b>1,702</b>
	Retain	0.93	0.85	0.77	0.82	0.70	1.27	0.94	0.88	0.91	
	Drop	-6.94%	-15.27%	-22.81%	-18.43%	-30.39%	26.67%	-5.93%	-12.20%	-8.52%	
	5 yr avg (19-23)	-18.77%	81.23%								
<b>Enrollment Projections</b>											
<b>5 yr avg (19-23) 18.77%</b>		<b>2032</b>	<b>2031</b>	<b>2030</b>	<b>2029</b>	<b>2028</b>	<b>2027</b>	<b>2026</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
	Resident	70	86	105	130	160	197	242	298	367	452
	Non-Resident	17	21	26	32	39	48	59	73	90	111
	Reciprocity	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>87</b>	<b>107</b>	<b>131</b>	<b>162</b>	<b>199</b>	<b>245</b>	<b>302</b>	<b>371</b>	<b>457</b>	<b>563</b>
<b>Flat 4% Reduction</b>		<b>2032</b>	<b>2031</b>	<b>2030</b>	<b>2029</b>	<b>2028</b>	<b>2027</b>	<b>2026</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
	Resident	313	326	340	354	369	384	400	417	434	452
	Non-Resident	77	80	83	87	91	94	98	102	107	111
	Reciprocity	0	0	0	0	0	0	0	0	0	0
	<b>Total</b>	<b>390</b>	<b>406</b>	<b>423</b>	<b>441</b>	<b>459</b>	<b>478</b>	<b>498</b>	<b>519</b>	<b>540</b>	<b>563</b>
<b>Tuition Projections</b>											
<b>5 yr avg (19-23) 18.77%</b>		<b>2032</b>	<b>2031</b>	<b>2030</b>	<b>2029</b>	<b>2028</b>	<b>2027</b>	<b>2026</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
<b>(FY25 full-time tuition rates)</b>	Resident	\$ 384,203	\$ 472,981	\$ 582,274	\$ 716,821	\$ 882,459	\$ 1,086,370	\$ 1,337,401	\$ 1,646,437	\$ 2,026,883	\$ 2,495,239
	Non-Resident	\$ 239,467	\$ 294,801	\$ 362,921	\$ 446,782	\$ 550,021	\$ 677,116	\$ 833,578	\$ 1,026,195	\$ 1,263,320	\$ 1,555,239
	Reciprocity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total</b>	<b>\$ 623,669</b>	<b>\$ 767,782</b>	<b>\$ 945,195</b>	<b>\$ 1,163,603</b>	<b>\$ 1,432,480</b>	<b>\$ 1,763,486</b>	<b>\$ 2,170,979</b>	<b>\$ 2,672,632</b>	<b>\$ 3,290,203</b>	<b>\$ 4,050,478</b>
	<b>Total w/o Kings</b>	<b>\$ 384,203</b>	<b>\$ 472,981</b>	<b>\$ 582,274</b>	<b>\$ 716,821</b>	<b>\$ 882,459</b>	<b>\$ 1,086,370</b>	<b>\$ 1,337,401</b>	<b>\$ 1,646,437</b>	<b>\$ 2,026,883</b>	<b>\$ 2,495,239</b>
<b>Flat 4% Reduction</b>		<b>2032</b>	<b>2031</b>	<b>2030</b>	<b>2029</b>	<b>2028</b>	<b>2027</b>	<b>2026</b>	<b>2025</b>	<b>2024</b>	<b>2023</b>
<b>(FY25 full-time tuition rates)</b>	Resident	\$ 1,728,038	\$ 1,800,039	\$ 1,875,041	\$ 1,953,168	\$ 2,034,550	\$ 2,119,323	\$ 2,207,628	\$ 2,299,612	\$ 2,395,429	\$ 2,495,239
	Non-Resident	\$ 1,077,056	\$ 1,121,933	\$ 1,168,680	\$ 1,217,375	\$ 1,268,099	\$ 1,320,937	\$ 1,375,976	\$ 1,433,308	\$ 1,493,029	\$ 1,555,239
	Reciprocity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>Total</b>	<b>\$ 2,805,093</b>	<b>\$ 2,921,972</b>	<b>\$ 3,043,721</b>	<b>\$ 3,170,543</b>	<b>\$ 3,302,649</b>	<b>\$ 3,440,259</b>	<b>\$ 3,583,603</b>	<b>\$ 3,732,920</b>	<b>\$ 3,888,459</b>	<b>\$ 4,050,478</b>
	<b>Total w/o Kings</b>	<b>\$ 1,728,038</b>	<b>\$ 1,800,039</b>	<b>\$ 1,875,041</b>	<b>\$ 1,953,168</b>	<b>\$ 2,034,550</b>	<b>\$ 2,119,323</b>	<b>\$ 2,207,628</b>	<b>\$ 2,299,612</b>	<b>\$ 2,395,429</b>	<b>\$ 2,495,239</b>
	FY24 Tuition Target	\$ 4,431,600									
	less FDL GPR reduction	\$ (1,817,283)									
	Revised Tuition Target	\$ 2,614,317									
	3.75% Increase	\$ 98,037									
	<b>Est. FY25 Tuition Target</b>	<b>\$ 2,712,354</b>									
	FY25 Tuition Schedule	Resident	Nonresident								
	Full Time	\$ 5,520	\$ 14,011								
	Part Time	\$ 215	\$ 568								

Fund 103 Carryover							
	2025*	2024	2023	2022**	2021	2020***	
Budget	\$ 8,904,279	\$ 10,612,524	\$ 10,255,929	\$ 13,952,502	\$10,380,777	\$ 8,348,050	
Actual			\$ 7,134,870	\$ 7,096,012	\$ 6,454,562	\$ 6,510,162	
Balance			\$ 3,121,059	\$ 6,856,490	\$ 3,926,215	\$ 1,837,888	
	* Reflects FDL closure			** Includes Carryover		*** First year of conversion	
	2025	2024	2023	2022	2021	2020	
Allocated Budget	\$ 7,690,272	\$ 9,285,656	\$ 8,778,461	\$ 9,518,695	\$ 8,763,301	\$ 7,402,514	
Central Reserves	\$ 1,214,007	\$ 1,326,868	\$ 1,477,468	\$ 4,433,807	\$ 1,617,476	\$ 945,536	
Total	\$ 8,904,279	\$ 10,612,524	\$ 10,255,929	\$ 13,952,502	\$10,380,777	\$ 8,348,050	
<b>4% increase in expenses *</b>							
reserves, total based on FY25 budget )							
	2032	2031	2030	2029	2028	2027	2026
Allocated Budget	\$ 7,992,017	\$ 7,954,006	\$ 7,914,411	\$ 7,873,166	\$ 7,830,203	\$ 7,785,450	\$ 7,738,832
Central Reserves	\$ 912,262	\$ 950,273	\$ 989,868	\$ 1,031,113	\$ 1,074,076	\$ 1,118,829	\$ 1,165,447
Total	\$ 8,904,279	\$ 8,904,279	\$ 8,904,279	\$ 8,904,279	\$ 8,904,279	\$ 8,904,279	\$ 8,904,279
*The central reserves and other unspent GRP is used to fill our tuition target shortfall.							
<b>UWO, Fox Cities Campus</b>							
<b>Return on Investment</b>							
<b>Tuition/GPR</b>							
BR 3.19.24							
<b>TUITION and FTE</b>							
Current Tuition Target	\$4,506,961						
Full-time Resident Tuition Rate	\$5,319						
Res FTE Needed to Meet Target	847.37						
Res FTE Needed w/ Current Rate	613.7						
<i>International Student Considerations</i>							
Non-resident Tuition Rate (Average)	\$13,809						
Current Non-resident FTE (Kilgus)	90						
Annual Impact Towards Target	\$1,242,851						
<b>GPR (103) BUDGET</b>							
GPR Budget Allocation	\$4,332,792						
Total Employee FTE	61.65						

**Appendix B – Program Offerings Proposed and Considered by Colleges**

**College of Nursing**

NEEDS	3+1 Dual Degree Program (for high school graduates)	Direct Entry to Nursing (BSN: for high school graduates)	Degree completion (BSN: for ADN prepared RNs)
To secure pipeline and relevance	<ul style="list-style-type: none"> <li>Partnerships with other majors</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with high schools and middle schools</li> </ul>	<ul style="list-style-type: none"> <li>Partnerships with technical colleges</li> </ul>
	<ul style="list-style-type: none"> <li>Partnership with healthcare agencies in the upper fox valley region - ThedaCare Regional Medical Center- Neenah and Appleton; Ascension NE Wisconsin St. Elizabeth Hospital; Childrens at Neenah</li> </ul>		
To support physical campus/on-campus experience	<ul style="list-style-type: none"> <li>Pre-nursing courses offered in-person at FOX (may involve science labs)</li> <li>Future proof collaborative learning spaces</li> <li>Admission and Advising’s physical presence to support students on-campus</li> <li>IF nursing courses are offered at FOX – Simulation and Skills lab</li> <li>IF nursing courses are offered at OSH – potential shuttle bus to and from OSH</li> </ul>		

**Need.** The healthcare field faces a significant shortage of qualified nurses and allied health professionals. This shortage impacts patient care, increases healthcare costs, and limits access to essential services.

**Proposed Solution.** The proposed access campus will offer a direct entry program to nursing (defined, step-locked, fast-track plan of study for high school graduates) with a range of degree-completion programs such as RN-to-BSN program (for ADN prepared RNs). Fast track options provide an opportunity for dual degree programs (two baccalaureate degree in four years).

**Primary benefits** would be:

- Enhanced educational opportunities:** Residents of who leave further away from Oshkosh will have greater access to quality higher education and healthcare career pathways.
- Strengthened university-community partnership:** The access campus will foster collaboration between UWO and the fox cities community, enriching both entities.
- Increased access to healthcare:** Graduates will be prepared to enter the workforce, filling critical gaps in the healthcare system and improving access to care for residents of fox valley region and northeast Wisconsin.
- Economic development:** This influx of students may create jobs, attract new residents, and boost the local economy.

These programs will be:

- **Accessible:** Located in fox cities closer to major healthcare agencies, tech colleges, and high schools, offering straight-forward and fast-track scheduling options and tuition assistance programs.
- **High-quality:** Utilizing the expertise of CON's faculty and curriculum, ensuring graduates meet industry standards and licensing requirements.
- **Student-centered:** Providing individualized support services, including academic advising, career counseling, and financial aid assistance.
- **Affordable:** Leveraging technology and partnerships to minimize costs while maintaining high-quality education.

#### Next Steps:

- Conduct a feasibility study to assess community needs, demand for programs, and potential funding sources.
- Develop partnerships with local healthcare agencies, tech colleges, middle/high schools, and government agencies.
- Secure funding and resources for program development, facilities, and faculty recruitment.
- Establish a community advisory board to guide campus development and ensure community engagement.
- Obtain necessary approvals from CON/ UWO/ UW and relevant regulatory bodies.

**Conclusion.** This proposed access campus presents a unique opportunity to address the healthcare workforce shortage, expand educational opportunities, and strengthen the community. By increasing access to affordable, high-quality nursing and allied health programs, the Fox campus can make a significant impact on the lives of individuals and the healthcare system in Fox Valley region and northeast Wisconsin. However, to be financially viable and self-sustaining as a physical campus in an era where demand for virtual learning is ever-growing, initial investment in facilities may be necessary to attract students and offer experiential learning. Recurring costs such as personnel (e.g., lab technicians, admin staff), instructional materials (e.g., simulation software licenses), technology updates (e.g., simulation equipment), utilities and maintenance, marketing and outreach, and student activities and support services should also be considered. Operational efficiency may be achieved through shared administrative services and online resources. Collaboration with local organizations to leverage existing resources and reduce costs may be an option.



### College of Letters and Science

The College of Letters and Science has discussed a number of ways to expand program offerings at the Fox Cities campus. These include:

- New certificate programs: sustainability, Spanish, communications; plans to develop more certificates that provide foundations/pathways for baccalaureate degrees. These would require no additional resources but would build on existing faculty/staff/curriculum.
- Possible new curricular offerings: introductory ethnic studies courses (Introduction to Hmong Studies, Introduction to African American Studies), graduate-level courses for CAPP instructors in high-demand areas such as Math. These would require no additional resources but would build on existing faculty/staff/curriculum.
- Utilization of arts resources: Fine and Performing Arts courses/programs to better utilize theater, studio, and gallery space at Fox and Fond du Lac and to provide community arts engagement; possibly moving some tenure lines from Oshkosh to Fox/FDL to anchor arts programs
- Utilization of engineering facilities: School of Engineering at Fox Cities campus
- Baccalaureate degree programs: build on existing faculty/staff at Fox Cities and existing facilities to offer degree completion programs such as the Bachelor of Professional Studies (currently offered online only), Bachelor of Science in Math, Bachelor of Arts in English/Creative Writing, Bachelor of Science in Psychology, Bachelor of Arts in Communication Studies. This would not require additional resources but would require some Oshkosh campus faculty to teach courses at the Fox Cities campus

**Challenges:** to build out the program array at Fox Cities would require investments of time and attention from marketing and communications and buy-in from academic departments. For degree completion programs and other baccalaureate offerings we imagine a mixed modality schedule that could work well for part-time and commuter students. The convenience of the Fox Cities campus and proximity to large population center are advantages, but the largest areas of growth in the market are for fully online programs and courses.

### College of Education and Human Services

The COEHS Admin Council met and discussed possible programs that may be a good fit for the Fox Cities Campus. We already have our Coaching Certificate on the Fox Cities Campus. However, after reviewing our current undergraduate and graduate programs, we could not think of any that would fit on the Fox Cities Campus. The primary reasons for the lack of fit are as follows.

- Most of our Graduate Programs are cost recovery programs with MOUs with area School Districts. The reason the districts want to work with us on these programs is because we came to one of their facilities. They also would not be revenue-generating for Fox Cities.
- Our undergraduate programs that are face-to-face use our new facilities (e.g., AT Laboratory, Science classroom, etc...) to enhance the student experience. The experience for students on the Fox Cities campus would not be equal.
- For our secondary programs (e.g., Science Education, Math Education, etc...), our students are required to complete classes and experiences through other departments on campus, which decreases portability.
- Our elementary program is a large major on campus, so it is not wise to fracture this major between campuses. It would also be a larger burden for the faculty in that program.

Areas that could have potential but would be difficult to calculate costs for would be creating a Pre-education associate degree connected with the area high schools or creating a district STEAM Academy that would allow high school students to gain college-level credits. There are several in Wisconsin that have done well. But we talked about that during our meeting, and there did not seem to be much interest in this.

### College Of Business

The Fox Cities Campus is currently being utilized by the College of Business for course delivery. As we move forward, there are opportunities to increase our presence in Menasha as a space for hosting corporate programs and continuing education initiatives to generate revenue through the College of Business. Below is an outline of ideas and considerations that have been generated.

#### **Current/Proposed Uses:**

1. **Professional MBA Course Delivery** – With the PMBA course rotation, all in-person courses will be offered at the Fox Cities Campus. There are offerings planned each semester.
  - a. The following courses are being offered on this Fox Cities Campus Spring 2024:
    - i. BUS 798 - Business Communications
    - ii. BUS 741 - Supply Chain Management
    - iii. BUS 771 - Marketing Strategy
  - b. BUS 754 - Information Systems in Organizations - will be offered on the Fox Cities Campus Fall 2024
  - c. At least two of the following courses will be offered on the Fox Cities Campus Spring 2025:
    - i. ECON 704 - Managerial Economics
    - ii. BUS 798 - Business Communications
    - iii. BUS 771 - Marketing Strategy
    - iv. BUS 741 - Supply Chain Management
    - v. BUS 736 - Leading Organizations
2. **BBA Major Course Delivery**
  - a. We envision delivering core BBA courses to working adults at the Fox Cities Campus. These would likely be evening/late afternoon offerings. Such a program would target attracting non-traditional audiences but would also allow our current students more flexibility in attending classes.
3. **Bachelor of Professional Studies, Bachelor of Applied Studies**
  - a. We will explore the possibility of adding synchronous/hy-flex options to these fully online programs. This could allow regional students in these programs to get an in-person experience and closer connections to UW Oshkosh.
4. **Corporate Programs**
  - a. **Sales Success Seminar** – this would serve as a launching point for corporate programs to survey local sales managers and leaders regarding their interest and needs. We are envisioning a half-day networking opportunity that includes 5-10 short presentations of sharing ideas and best practices.
  - b. **Sales Fundamentals Workshop** – this is a proposed two-day competency-based workshop, primarily targeting individuals who lack sales experience and are considering the field. It would include exploration of sales roles, opportunities for role play, and conversations with sales professionals to discuss the pros and cons of their experiences.
  - c. **Sales Leadership Program** – this curriculum would comprise a series of sessions to cover hiring and coaching, sales analyses, entering a sales leader position, account

panning or strategy, and leading the future. Badging and certificate options could be incorporated for increased appeal.

- d. **Emerging Leaders Program** – this would be offered to companies as a 3-4 session opportunity to provide coaching, training, and support to early career professionals who are viewed by their companies as future leaders. We envision companies co-delivering the content in synergy with UW Oshkosh.

## 5. Outreach/Continuing Education

- a. Half-day or series seminars could be offered on the following or similar in-demand topics:
  - i. Artificial Intelligence
  - ii. Strategic Planning
  - iii. Managing Change
  - iv. Managing Remote Work
  - v. Retirement Planning Fundamentals
- b. Price range: \$119-239/participant per workshop (based on prior CE price points)
- c. The Small Business Development Center (SBDC) has suggested using the Fox Cities Campus for offsite consulting and/or coworking space, which had been in progress on the Fond du Lac Campus.

### Considerations for Corporate Programs and Outreach:

- Support the mission/vision of UW Oshkosh.
- Conduct market research and consult with companies to define the appetite for training in our region.
- Offer high volume programs that can be repeated/ongoing.
- Programs will be coordinated with degree programs allowing students to explore particular topics and transition to degree programs for more in-depth education if appropriate.

### Benefits of the Fox Cities Campus:

- **Accessible:** It is a visible, high-traffic location. Our students have expressed value there. Additionally, it affords flexibility to our instructors, many of whom live in closer proximity.
- **Innovative:** The Fox Cities Campus offers hybrid-flexible technology and distance learning rooms that are equipped to deliver point-to-point instruction.
- **Engaging:** Hosting courses and programs on the Fox Cities Campus will expose the greater community to UW Oshkosh, the facility, and the array of opportunities our institution has to offer.
- **Visible:** Offering the PMBA in multiple locations increases visibility and highlights the flexibility of the program.<sup>6015</sup>