



UW Oshkosh's role in Northeast Wisconsin's Growth Agenda: Diversifying our revenue sources

Presentation to the Board of Regents
Business, Finance and Audit Committee
April 12, 2007



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Diversifying our revenue sources

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Current revenue streams
- Creative revenue streams
- “Transforming UW Oshkosh”
(Foundation and Gifts)



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Current Revenue Sources

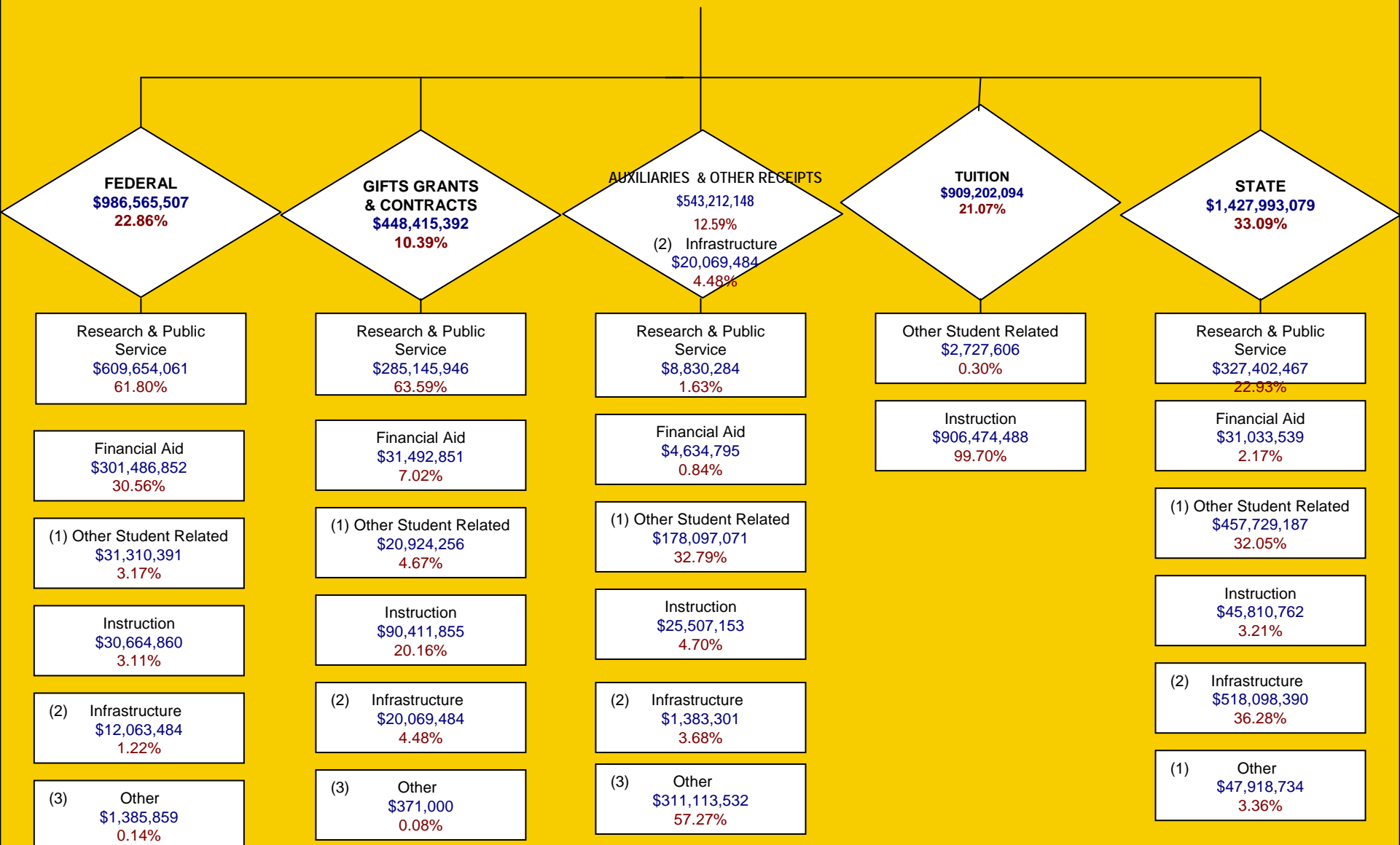
U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- State (GPR)
- Tuition (Student fees)
- Program Revenue
 - Auxiliaries
 - Federal Funds
 - Grants & Contracts



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**UNIVERSITY OF WISCONSIN SYSTEM
2006-07 OPERATING BUDGET
\$4,315,388,220**



(1) Other Student Related = Student Services and Academic Support
 (2) Infrastructure = Physical Plant, Institutional Support
 (3) Other = Farm Operations, Hospital, and Auxiliaries

**UNIVERSITY OF WISCONSIN OSHKOSH
2006-2007 OPERATING BUDGET
\$152,543,554**

FEDERAL
\$21,264,267
13.94%

**GIFTS GRANTS
& CONTRACTS**
\$5,064,131
3.32%

**AUXILIARIES &
OTHER
RECEIPTS**
\$37,029,852
24.27%

TUITION
\$46,906,835
30.75%

STATE
\$42,278,469
27.72%

Research & Public Service
\$6,856,903
32.25%

Research & Public Service
\$2,068,132
40.84%
& *%

Research & Public Service
\$1,613,378
4.36%

Other Student Related
140,721
0.30%

Research & Public Service
\$1,076,139
2.55%

Financial Aid
\$7,889,986
37.10%
%

Financial Aid
\$653,400
12.90%

Financial Aid
\$10,200
0.03%

Instruction
\$46,766,114
99.70%

Financial Aid
\$492,495
1.16%

(1) Other Student Related
\$1,147,587
5.40%

(1) Other Student Related
\$753,579
14.88%
%%

(1) Other Student Related
\$8,062,757
21.77%

(1) Other Student Related
\$19,943,355
47.17%

Instruction
\$5,232,730
24.61%

Instruction
\$1,264,091
24.96%

Instruction
\$371,299
1.00%

Instruction
\$333,753
0.79%

(2) Infrastructure
\$104,406
0.49%

(2) Infrastructure
\$324,929
6.42%

(2) Infrastructure
\$1,363,301
3.68%

(2) Infrastructure
\$20,432,727
48.33%

(3) Other
\$32,655
0.15%

(3) Other
\$25,608,917
69.16%

(1) Other Student Related = Student Services and Academic Support
(2) Infrastructure = Physical Operation, Institutional Support, Utilities Cost and Debt Service
(3) Other = Auxiliaries

Making the case for diversification

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- UW Oshkosh 3rd largest in university in the System
- Total headcount enrollment - 12,400 (11,000 on campus)
- 9.1%> in FTE during past 6 years
- 77.1%> in minority students
- 8.4%> adult-nontraditional students (age 25+)
- **Growth Agenda** - increase enrollment by 12.5% during next 6 years (*potentially 14,000*)



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Influencing regional growth

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- UW Oshkosh's regional economic impact
 - \$501 million/9,000+ jobs (1,500 increase since 2003)
 - \$37 million in state & local tax revenue
 - 16%, 3-year growth rate equivalent to adding a private sector company or small private college employing several hundred
 - \$30.7 million in direct spend by students (housing sector)



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Rationale for the Need to Diversify Revenue Sources

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Fulfill mission and continue to grow
- Address the decrease in state funding
- Enhance resources



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Collaboration in Diversification of our Revenue Sources

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Developed innovative Cost Recovery Programs
 - Developed *net revenue-sharing model*
- Highlights of a few CRPs
 - Collaboration with UW Colleges
(Organizational Administration Degree (Adult-nontraditional students))
 - Collaborative strategies with UW Oshkosh Foundation
(Accelerated Nursing development and launch)
- Refocused indirect cost revenue to grow grants and contracts
($\$500K$ for Council of Innovation obtained with support from US Rep. Tom Petri and US Sen. Herb Kohl)



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Strategic Collaborative Fund: Initiatives

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- CRP
- Academic and administrative units diversified revenue sources
- **IMPACT -- Provided revenue source for strategic initiatives**

<i>UNIVERSITY OF WISCONSIN OSHKOSH Phase One Initiative Funding June 2006</i>	
<i>INITIATIVE FUNDING</i>	<i>\$650,000</i>
<i>Colleges Strategic Planning Proposals</i>	
<i>College of Nursing</i>	<i>\$55,538</i>
<i>College of Letters & Science</i>	<i>\$75,000</i>
<i>College of Education & Human Services</i>	<i>\$39,000</i>
<i>College of Business</i>	<i>\$40,000</i>
<i>Colleges & Student Affairs Proposals</i>	<i>\$50,000</i>
<i>Collaborative Proposals</i>	<i>\$50,462</i>
<i>Center for Scholarly Learning</i>	<i>\$90,000</i>
<i>Marketing & Innovation Plan</i>	<i>\$150,000</i>
<i>IT Initiatives Doc Imaging/Web</i>	<i>\$100,000</i>



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Diversifying our revenue sources

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Foundation
 - Endowment interest
 - Capital project fund
 - Annual fund



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“Transforming UW Oshkosh” (Foundation & Gift Funds)

- **Art Rathjen** (president UW Oshkosh Foundation)



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Asset Growth

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

ADVANCEMENT	Fall 2000	Fall 2006	%Change
Alumni	61,847	69,463	12.3%
Foundation Gifts and Pledges (millions)	1.7	3.0	76.5%
Foundation Endowment (millions)	6.0	9.1	51.7%
ASSETS	Fall 2002	Fall 2006	%Change
Foundation Total Net Assets (millions)	7.2	13.1	81.9%
Foundation Total Assets (millions)	7.4	19.2	159.5%



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Transforming UW Oshkosh

Why now?

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- As UW Oshkosh thrives, so do our communities
 - The largest predictor of economic well-being in communities is the percentage of college graduates*
- Regional needs are growing -- we need
 - More college graduates
 - More access to University resources
 - New programs that respond to business needs of the future

**Northeast Wisconsin Economic Impact Study*



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Previous University collaborative efforts

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Purchased former Irving Street facility:
Campus Center for Equity and Diversity
- Purchased High Street:
future home of Campus Police/Security
- Raised funds for the creation of the healthy living clinic with partners



THEDA♥CARE

Aurora Health Care®



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UW Oshkosh filling the need

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

2000-2006 2007-2013

On-campus (FTE) enrollment	+ 6.9%	+ 12%
Degrees conferred	+ 18.9%	+ 10%
Student retention rate	+ 4.7%	+ 10%
Students of color	+ 77.1%	+ 75%
Older adult undergraduates	+ 8.4%	+ 50%



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UW Oshkosh Grads *stay in the region*

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

97% of freshmen are from Wisconsin

- Fox Valley **27.5%**
- Milwaukee **22.9%**
- Madison **8.5%**
- Green Bay **5%**
- Lakeshore **5%**

76% of graduates live in Wisconsin

- Fox Valley **39%**
- Milwaukee **20%**
- Green Bay **11%**
- Madison **9%**
- Lakeshore **7%**



UW Oshkosh Grads -- *stay in the region & add value*

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

Nearly **30,000** of UW Oshkosh's alumni in Wisconsin live in the NewNorth, the state's second largest economic powerhouse!



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Transforming UW Oshkosh

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- **New Academic Building**

- Home to the College of Business and departments of Journalism, Psychology, Geography, and other social sciences
- Modern facilities to meet Wisconsin's growing demand for well-educated professionals and business leaders
- Premiere resource for the region and the state



- **IMPACT**

- \$8 million in private funds brings \$40 million from the state for a 500% return on investment.



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Transforming UW Oshkosh

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Collaborative Research

- Support for faculty research and innovation in teaching and learning methods
- Expanded opportunities for faculty/student collaboration of hands-on learning

- **IMPACT**

- Highly skilled graduates, engaged faculty and projects that benefit the community



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Transforming UW Oshkosh

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- **Endowed Scholarship**
 - Financial assistance for tuition, books, room and board
 - Access to international study, field study and other opportunities that enhance classroom learning
- **IMPACT**
 - Attracts and retains more students and supports the region's need for college graduates
 - Permanent component of every philanthropic funding and operational model



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Annual Fund/Annual Giving

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Scholarships for academic excellence and financial need
- Critical funding to support academic departments and specific programs
- **IMPACT**
 - Enhanced learning opportunities including new and innovative programs to meet emerging needs
 - Permanent component of every philanthropic funding and operational model



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Why?

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- A future workforce with the skills and knowledge for the “new economy”
 - Undergraduate degrees/MBA and graduate degrees
 - Continuing professional education
- Continued access to award-winning faculty, great students
- Recognition among faculty, students, and your peers of your commitment to advanced education
- Appreciation for leadership in increasing number of college graduates in northeastern Wisconsin

A Campaign for UW Oshkosh

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Local leaders and stakeholders are leading UW Oshkosh's *first* \$24 million comprehensive capital campaign
- An investment in students, faculty, programs and new academic building
- The ROI will be measured in capital -- human, economic and physical-- benefiting the people and economy of our region
- **“pride.purpose.promise”**-- A campaign for UW Oshkosh
 - *To transform UW Oshkosh -- to be even more agile, responsive and aligned with the needs of the region and state*



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Enhancing the Campaign: Integrating message and image

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Integrated marketing and communications strategy
 - Development and operational teams
 - Charged by the Chancellor (early 2006)
 - Internal and external
 - Focus on distinctiveness
 - Align brand, image and perceptions
 - Educate peers, constituents, stakeholders



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Take-aways

U N I V E R S I T Y O F W I S C O N S I N O S H K O S H

- Operational sustainability for (best practice/models of growth
- Revenue streams
- Comprehensive campaign -- lead by community leaders and stakeholders
 - Endowed Scholarship
 - Academic Building
 - Collaborative Research



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Questions?

- Tom Sonnleitner
- Art Rathjen



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