marketing opportunities impact report
Within all of the facts and figures of a statistical analysis, a story is told. The storyline is implied, the characters may be not immediately apparent, and the conclusion may seem open-ended. But a story is nevertheless evident.

The University of Wisconsin Oshkosh tells its story every day in the classroom, in the journals that report its research, in the hope of the students who attend classes and in the faces of the graduates who go on to represent us in the professional forum.

Often, the story of the financial impact goes untold. The University creates jobs, provides a tax base for programs in the community and state and is a charitable presence. Its assets are valuable as concrete, financial resources beyond the educational opportunities offered.

And often, the numbers, statistics and conclusions are unrecognizable as relevant to the community, region and businesses. At UW Oshkosh, we believe that economic impact studies provide a relevant and visible resource for businesses and the opportunity to gain a better understanding of new markets.

UW Oshkosh has been an educational, cultural and economic anchor in the region. Offering a marketplace for local goods and services, the University is a stable employer and contributor to the quality of life. We hope this Marketing Opportunities Impact Report* helps to tell that story. We invite you, the reader, to consider your role in this story and encourage you to explore how we can work with you to grow, collaborate and partner in our shared commitment to northeastern Wisconsin’s New North.

* University of Wisconsin Oshkosh Market Profile Update
  Dennis K. Winters, Vice President & Director of Research
  www.uwosh.edu/marketingprofile2006

“...When a person thinks of higher education, images of ivory towers, dense textbooks and philosophical debates tend to come to mind. Sharing concepts, coming to a consensus and developing educational ideals emerge as consistent themes.

“...While we take great pride in the educational investment opportunities that we create in our region, we also take pride in being a major breadwinner. UW Oshkosh’s presence in the area and state does more than provide educational opportunity; the presence of the University generates real and measurable financial wealth.

“We hope you’ll take a moment and see what opportunities exist because of UW Oshkosh and explore what opportunities you can create with this valuable resource. We’ve enjoyed being here for you for more than 135 years, and we look forward to serving and providing for our region for generations to come.”

Richard H. Wells, Chancellor (and home mortgage holder, restaurant-goer, shopper and taxpayer, among many other roles)
The first economic summary was conducted in 2003 to measure and weigh the market profile created by the University in the region and state. To evaluate the current financial climate and trends since 2003, this updated report was generated from 2005–2006 data.

The 2005–2006 revenue was $144 million. Most noteworthy about revenue is that the funding from the state of Wisconsin fell to 27 percent of revenues, and tuition accounted for the largest share of the budget, $46 million. Program revenue, federal grants and private giving supplied the remaining $59 million.

The University spent more than $120 million on payroll and other goods and services in 2005–2006. UW Oshkosh employs a workforce of some 1,250 full-time employees (fte), not including several hundred limited-term employees (lte), faculty and staff payroll accounts for $68.9 million, the largest of the budget expenditures. Operating expenditures, such as library materials and lab equipment, received another $51.9 million. The remainder goes toward sales tax credits, student loans and other expenses.

UW Oshkosh, as an institution, makes a direct fiscal contribution to the local economy of more than $188 million to private businesses, nearly $9 million in government revenue and more than $4 million to local charities.

This economic contribution goes beyond the direct, institutional fiscal spending. All of the money spent on goods and services by UW Oshkosh recycles through the state economy. That is to say that the funds spent are reinvested or spent by the vendors, businesses and citizens who deliver the good and services to UW Oshkosh. This rippling effect of spending is captured in multipliers that are applied to the direct UW Oshkosh spending to document the indirect — the respending — of UW Oshkosh expenditures.

Using these multipliers, the total economic contribution made by UW Oshkosh to the local economy is almost $470 million, and to the state is more than $500 million. These numbers can be broken down:

- Institutional non-payroll expenditures account for about 20 percent or $101 million of the total state contribution.
- Employees contribute 24 percent of the total, $119 million.
- Students account for the largest share, 45 percent of the total contribution, nearly $224 million.
- Visitor spending accounts for another 11 percent of the total contribution, approximately $57 million.

UW Oshkosh’s total economic contribution to the state is more than $500 million.

The total economic contribution due to the presence of UW Oshkosh in the region was:
- More than $500 million in 2006.
- Responsible for creating more than 9,000 jobs in the state.
- The source for generating more than $37 million in state and local tax revenue.

During 2005–2006, the main source of revenue for the University was tuition; UW Oshkosh has seen an increase in:
- Total revenue of $24 million dollars, while state funding decreased about $6 million.
- Tuition and program revenue, gifts, grants and donations and federal funding.
- FTE faculty and staff of 53 positions or 4.4 percent.
- FTE student enrollments from 9,388 in 2002 to 9,815 in 2006, a 4.6-percent increase.
- Total economic contribution from $432 million to $501 million, an increase of 16 percent.

This 16-percent, three-year growth rate alone is similar to the equivalent of adding a private sector company or a small private college employing several hundred people. The growth rate creates the equivalent of 1,200 additional jobs during one of our state’s most difficult economic downturns.

The vast majority of the spending of UW Oshkosh, its faculty and staff, students and visitors flows into the private sector, with lesser amounts going to the household, not-for-profit and government sectors. Of the $200 million of direct spending in the region:
- $188 million went to the private sector.
- $4.2 million to the household and not-for-profit sectors.
- $8.8 million went into the government sector.

Beyond producing some staggering economic figures, UW Oshkosh produces a talented, agile, innovative workforce with 2,000 degrees awarded annually. With these graduates being infused into the economy, the institution is positioning Wisconsin for continued growth and significant contributor to economic enhancement. UW Oshkosh’s 49,000 in-state alumni earn an estimated $53,000 annually, and account for estimated annual earnings of more than $2.5 billion of total income earned in the state. These graduates perpetuate the economic impact in ways not represented in this report’s findings.

Financial Comparison

<table>
<thead>
<tr>
<th>Item</th>
<th>2003*</th>
<th>2006*</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Oshkosh Total Revenue</td>
<td>$120</td>
<td>$144</td>
<td>20.0</td>
</tr>
<tr>
<td>Tuition</td>
<td>$28.9</td>
<td>$46.1</td>
<td>69.5</td>
</tr>
<tr>
<td>State Funding</td>
<td>$45.3</td>
<td>$39.2</td>
<td>-13.5</td>
</tr>
<tr>
<td>Total Direct Spending</td>
<td>$185</td>
<td>$233</td>
<td>25.9</td>
</tr>
<tr>
<td>Total Economic Contribution</td>
<td>$432</td>
<td>$501</td>
<td>15.9</td>
</tr>
<tr>
<td>Faculty &amp; Staff</td>
<td>1,197</td>
<td>1,250</td>
<td>4.4</td>
</tr>
<tr>
<td>Students</td>
<td>9,388</td>
<td>9,815</td>
<td>4.5</td>
</tr>
<tr>
<td>Jobs Created</td>
<td>7,866</td>
<td>9,064</td>
<td>15.2</td>
</tr>
<tr>
<td>Tax Revenue Generated</td>
<td>$32.0</td>
<td>$37.5</td>
<td>17.2</td>
</tr>
</tbody>
</table>

* In millions of dollars unless otherwise stated.
Job Creation

UW Oshkosh’s financial presence affects money that flows into the economy, which is integral to job creation. Using the ripple effect, the multipliers, we can calculate just how money spent because of the University creates jobs for Wisconsin citizens. The jobs can be attributed to four areas:

- **Faculty and staff who work for UW Oshkosh.** UW Oshkosh directly employs 1,250 FTE faculty and staff, not including several hundred LTEs. The presence of the UW Oshkosh workforce creates other jobs for workers that supply the goods and services to the UW Oshkosh workforce. Every UW Oshkosh FTE position creates another 0.14 jobs, for an additional 180 jobs.

- **Non-payroll, in-state UW Oshkosh expenditures.** For every $1 million spent in the state, between 39 and 48 jobs are created. As a result, 1,944 Wisconsin jobs are generated.

<table>
<thead>
<tr>
<th><strong>Job Generator</strong></th>
<th><strong>Number of Jobs</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>UW Oshkosh Non-Payroll, In-State Spending</td>
<td>1,944</td>
</tr>
<tr>
<td>UW Oshkosh Faculty and Staff</td>
<td>1,250</td>
</tr>
<tr>
<td>UW Oshkosh Employee Presence</td>
<td>180</td>
</tr>
<tr>
<td>Student Spending</td>
<td>4,531</td>
</tr>
<tr>
<td>Visitor Spending</td>
<td>1,159</td>
</tr>
<tr>
<td><strong>Total Jobs Created</strong></td>
<td><strong>9,064</strong></td>
</tr>
</tbody>
</table>

Applying the employment multiplier to UW Oshkosh employment levels, 150 Winnebago County jobs were created due to the presence of UW Oshkosh’s 1,250 employees alone.

While students generally spend less per year than faculty and staff, their greater numbers — 12,500 — magnify their economic impact. UW Oshkosh students spent almost $94 million and created 4,492 new district jobs and another 39 state jobs for a total of 4,531 jobs.

With the $24 million that UW Oshkosh visitors brought into the economy, 1,159 jobs were created.

In 2006, UW Oshkosh’s contribution to the economy was responsible for creating more than 9,000 additional state jobs; that is up nearly 1,500 jobs from the 2003 report.
Government

Although the University itself is tax exempt, its contribution to the state of Wisconsin tax base is far from insignificant, because the University generates economic activity that is taxable. The taxes generated by UW Oshkosh’s economic activity fund local and state government and programs, and, in turn, create more jobs. The jobs created further build the tax base. In addition, property and sales taxes are generated and ripple through the economy.

The University’s presence affects property taxes, income taxes and sales taxes. Despite being tax exempt, more than $37 million in tax revenue is generated as a result of the University. This considerable contribution can be attributed to the direct, non-payroll spending of the University, taxes generated by visitors and the payroll, sales and property taxes of the employees and students.

In addition, each year the University pays the city in lieu of taxes. For 2005, the $719,000 check represented an amount equal to city property taxes paid by 865 average city homeowners. The University also supports the Oshkosh Transit System with a check for $35,000 each year to encourage free bus rides and help alleviate parking congestion.

The University generates more than $37 million in tax revenue, despite being tax exempt. This is comparable to the state’s funding of the University.

City of Oshkosh Mayor

“UW Oshkosh is vital to the City of Oshkosh. The University brings vitality, knowledge, culture and revenue to the area. As mayor, I realize the significance of the University’s importance in creating a community all citizens can be proud to call home.”

Bill Castle

Mayor

City of Oshkosh

The University generates more than $37 million in tax revenue, despite being tax exempt. This is comparable to the state’s funding of the University.
Industry Category | Total Academic Year Spending
--- | ---
General Merchandise | $8,788,823
Clothing and Apparel | $4,975,484
Food | $9,751,244
Furniture and Appliances | $1,141,173
Other Retail | $2,916,387
Total | $27,573,111

Making up 1,250 area residents, employees fund local retail with purchases that will clothe and feed their families, furnish their homes and provide entertainment. Employees spent $10.8 million, which created a total economic contribution of $17.5 million.

UW Oshkosh students live in the community and purchase everything from toothpaste to iPods, art paper to paper towels. Though their disposable income is smaller than that of employees, their greater numbers create real spending power.

UW Oshkosh creates a relevant return on investment for the region and state, generating $12.50 in economic output for every $1 of state appropriation.
Hospitality and Entertainment

UW Oshkosh’s presence offers area lodging, restaurant and recreation vendors a valuable resource. Not only does the institution spend money in these categories to support business activity, but employees and students also create revenue in these areas. Visitors also are important economic contributors, too.

The University, as an institution, hosts business travelers and supports travel by its employees for business purposes. During 2005–2006, nearly $1 million went to support institutional lodging and hospitality needs.

Employees of the University offered the region almost $1.9 million in direct hospitality, food and entertainment sales. When these numbers multiplied through the economy, the total economic impact to the region was nearly $4.3 million.

Students also made a contribution in this area. With their numbers, students spent $6.7 million, despite their limited budgets.

Visitors

When considering the real value of the University to the region, however, one cannot discount the visitors to the region that are attributed to the University. Visitors to UW Oshkosh spend a lot of money. They create more than 1,100 jobs by their own merit, offering a valuable income base. Visitors travel to the region for business, to visit employees or students or to attend athletic events.

UW Oshkosh visitors spend more than $24 million in direct, local spending. Expanding the direct spending figure yields a total economic contribution to the local economy by UW Oshkosh visitors of almost $57 million.

In addition, UW Oshkosh is home to the Gruenhagen Conference Center. Annually, this year-round conference center, one of only a handful of state collegiate conference centers, hosts nearly 76,000 bed nights to 40,000 visitors. With its comprehensive conference management and event planning staff, the center offers the community even more opportunities to attract visitors and generate revenue.

Supple Restaurant Group

“The University is very important to us as a labor resource. UW Oshkosh students make up 75 percent of the servers and bartenders at one of our two Oshkosh restaurants. Several have stayed with us and moved into management positions throughout the valley.

“A tremendous number of students, staff and University visitors dine at our restaurants. Conferences and other events on campus bring us many customers, and student employees and graduates serve as an important draw for businesses and others to locate in our community.”

Heidi Supple

Corporate Counsel and Controller

visitors to UW Oshkosh contribute nearly $57 million to the local economy.

UW Oshkosh Visitor Expenditures

<table>
<thead>
<tr>
<th>Visitors</th>
<th>Total Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Visitors</td>
<td>$ 7,899,448</td>
</tr>
<tr>
<td>Employee Visitors</td>
<td>$6,217,365</td>
</tr>
<tr>
<td>Athletic Events Visitors</td>
<td>$1,290,685</td>
</tr>
<tr>
<td>Students Visitors</td>
<td>$8,849,840</td>
</tr>
<tr>
<td>Total Direct Visitor Expenditures</td>
<td>$24,257,338</td>
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<tr>
<td>Sales Multiplier</td>
<td>2.33677</td>
</tr>
<tr>
<td>Total Visitor Contribution</td>
<td>$56,683,820</td>
</tr>
</tbody>
</table>
Housing

Housing is a basic need; housing expenses also generate a lot of money for the local economy. In this category, utility, mortgage and rental revenues are examined from the institutional, employee and student investment.

Though the University itself has no mortgage or rental expenditures, it does offer a significant contribution to area utilities. In 2005–2006, UW Oshkosh directly paid more than $4.2 million in utilities for a total economic contribution of more than $9.9 million.

Employees make a big contribution to this area, too. Nearly $9.3 million were spent directly on utilities and housing, for a total in-district contribution of $25.7 million.

For students, housing is the largest spending category. They spent $30.7 million in direct housing expenses.

Each year, UW Oshkosh students directly spend $30.7 million on housing expenses alone.

Schwab Properties

“UW Oshkosh definitely impacts us in two areas—with rental properties and with the sale of homes. We have 103 student rental units, including those with Schwab Properties and those in the Radford Village apartments. The student housing part of our business wouldn’t be here without the University. And then, each year, we’re greatly impacted by the business of the University’s faculty and staff who buy and sell homes through our real estate brokerage.”

The University brings real economic power to the region. Property developers like Alexander & Bishop, Ltd. are able to provide attractive, high-end housing to employees and commercial space to the businesses that serve them.

Housing Overview

<table>
<thead>
<tr>
<th>Category</th>
<th>Employees</th>
<th>Students</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilities</td>
<td>$2,676,492</td>
<td>$6,972,743</td>
<td>$9,649,235</td>
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<tr>
<td>Mortgages</td>
<td>$5,833,681</td>
<td>$10,445,822</td>
<td>$16,279,503</td>
</tr>
<tr>
<td>Rental</td>
<td>$764,773</td>
<td>$13,250,388</td>
<td>$14,015,161</td>
</tr>
<tr>
<td>Total</td>
<td>$9,274,946</td>
<td>$30,668,953</td>
<td>$39,943,899</td>
</tr>
</tbody>
</table>

Dennis Schwab
Owner, Coldwell Banker Schwab Realty Ltd.
Co-Owner, Radford Village and Radford Square
Winnebago County Literacy Council  Executive Director

Lisa Ellis

“There are so many unique and distinct ways UW Oshkosh affects the Winnebago County Literacy Council. We’ve had University faculty serve as board members and faculty, staff and students serve as tutors. This year, students from Fletcher Hall adopted our agency and have been working with staff from our Family Literacy Program to help prepare family literacy activities.

“In addition, we are on the brink of an exciting new collaboration with UW Oshkosh assistant art professor Karina Cutler-Lake and her graphic design class. The group is helping to develop promotional materials for us that will raise awareness of our services and agency needs.”

Because of the University, the region benefits from more than 52,000 volunteer hours provided by students.

UW Oshkosh Student Service Contribution

<table>
<thead>
<tr>
<th>Average Hours per Month</th>
<th>5.32</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTE Students</td>
<td>9,815</td>
</tr>
<tr>
<td>Total Volunteer Hours per Month</td>
<td>52,214</td>
</tr>
<tr>
<td>Number of FTE Positions*</td>
<td>226</td>
</tr>
<tr>
<td>Total Income Contribution**</td>
<td>$3,054,500</td>
</tr>
</tbody>
</table>

* Based on a 40-hour work week and 39-week academic year.
** Based on the minimum wage rate of $6.50 per hour.
Services

Many resources must be tapped to keep a University running, and the service industry is no different. From a business perspective, the institution has basic needs to operate. Its employees and students also spend on services in their personal lives.

UW Oshkosh’s main service expenditures were in construction, personal and business services and food service. The institution paid $23.8 million in direct service expenses, for a total economic impact of $61.2 million.

The employees and students of UW Oshkosh pay for services like child care, insurance, home construction and repair, yard work and dry cleaning. Employees directly spent $6.4 million for a total economic investment of $18 million. Students paid $13.4 million in services.

Employees use services like home repair, child care and insurance, delivering a total economic impact of $18 million.

Service Spending by Employees and Students

<table>
<thead>
<tr>
<th>Industry Category</th>
<th>Employees’ Direct Spending</th>
<th>Students’ Spending</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$1,868,963</td>
<td>$831,600</td>
<td>$2,700,563</td>
</tr>
<tr>
<td>Personal and Business Service</td>
<td>$1,268,852</td>
<td>$3,370,506</td>
<td>$4,639,358</td>
</tr>
<tr>
<td>Dependent Care</td>
<td>$932,738</td>
<td>$1,660,090</td>
<td>$2,592,828</td>
</tr>
<tr>
<td>Insurance</td>
<td>$2,100,113</td>
<td>$7,362,109</td>
<td>$9,462,222</td>
</tr>
<tr>
<td>Services from Households</td>
<td>$240,937</td>
<td>$191,338</td>
<td>$432,275</td>
</tr>
<tr>
<td>Total</td>
<td>$6,411,603</td>
<td>$13,415,643</td>
<td>$19,827,246</td>
</tr>
</tbody>
</table>
Joe Kobussen

President

Kobussen Buses Ltd.

“There are many ways UW Oshkosh impacts our business. The University itself is a customer. The University’s faculty, staff and students are our customers in their daily lives, and UW Oshkosh students have been our employees. Also, in Oshkosh, we’re driving the children of University employees to the public schools every day of the year.

“UW Oshkosh also helped our business as a whole. As a third generation family business, we were trying to work through some issues and to understand where we all fit in the company. So six years ago, we joined UW Oshkosh’s Wisconsin Family Business Forum and took part in the forum’s activities and networking connections. Our involvement with the forum has really benefited us and allowed us to move forward and really flourish as we’ve grown in the last five years.”

Transportation

In their daily travels, the University’s employees and students support various transportation and vehicle businesses. In vehicle sales alone, employees directly invested $13.5 million, for a total area economic impact of $25.6 million.

Other transportation needs also created economic opportunity for area businesses. Vehicle repairs, financing and other transportation expenses—gas, bus and taxi fares and parking, among others—created an additional direct expenditure of another $2.9 million, or a total contribution of $6.3 million. Students spent $9.4 million in these areas.

In a single year, UW Oshkosh employees spent $13.5 million in direct vehicle sales alone.
We've attempted to tell a story of the fiscal impact and the job generation that UW Oshkosh has made to the area, a story that only hints at some of the many ways the institution has made a difference. The local economic opportunities explored in this study are understated, as all the tangential economic offshoots of the institution, its personnel and activities cannot be captured in the scope of this analysis.

But even as the University has faced a 27-percent decline in state support since 2000, it diversified its funding sources, improved efficiencies and added high-demand, revenue-generating programs to continue to provide our students access to an affordable education. It is this ability to gracefully adjust to adversity that has made the University a valued member of the New North.

By collaborating, UW Oshkosh and the community can realize the full potential of the other. By teaming up, the University and the region can maximize the offerings needed to attract the human, capital and creative resources required for the region to prosper in the future economic construct.

This essential collaboration creates a lasting story of educational and economic prosperity.

To see the complete report, please visit www.uwosh.edu/marketingprofile/2006

### Marketing Opportunities

As neighbors to the community, members of the community and citizens with a vested interest in the economic well-being of the New North, the University has made it a priority to be an active and proactive leader in business leadership. With an eye to helping area businesses thrive, the Center for Community Partnerships and the Wisconsin Family Business Forum provide input, solutions and resources essential to success. The University’s Administrative Services Office offers area businesses an opportunity to bid their services for construction jobs, service projects and materials used on campus.

The Center for Community Partnerships offers a resource to help explore business challenges, such as lagging technology, marketplace competitors or rapid growth, and determine the best solutions. The center offers services like University experts for just about any topic, training resources and student interns.

The Wisconsin Family Business Forum is a partnership designed to foster healthy family business through education, information, networking, research and life experience. Sharing values, experiences and commitment to family business, they explore the challenges and rewards of family enterprise and develop knowledge and skills.

Finally, UW Oshkosh’s Administrative Services Office offers opportunity for area businesses to bid on projects and services needed by the University. These contracts offer outstanding growth potential for area businesses, further supporting northeastern Wisconsin’s New North.

In practical terms, the figures presented in this report show room to create opportunities. If we simply glance at the figures and statistics with little interest, as we tend to do with economic impact reports, the relevance of these numbers may elude us.

The story of these statistics goes much further than a brief summary. With nearly $500 million in economic activity, this report offers a preface to a much larger story. We, at UW Oshkosh, believe that this report offers an opportunity for us all—as neighbors, community members and business operators.

### Summary

According to the U.S. Department of Housing and Urban Development, few institutions can contribute more to rebuilding America’s communities than its colleges and universities. They are not only creators, preservers and transmitters of knowledge and culture—they also are economic engines, applied technology centers, major employers, investors, real estate developers and reservoirs of creative and energetic people.

They tell the story of the past and set the stage for a hope-filled, prosperous future. The University makes contributions in intellect and technology, volunteerism and financial investments.

We’ve attempted to tell a story of the fiscal impact and the job generation that UW Oshkosh has made to the area, a story that only hints at some of the many ways the institution has made a difference. The local economic opportunities explored in this study are understated, as all the tangential economic offshoots of the institution, its personnel and activities cannot be captured in the scope of this analysis.

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### Marketing Opportunities

By examining the numbers, several market opportunities emerge for regional businesses, including:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>$30.3 million</td>
</tr>
<tr>
<td>Food</td>
<td>$18.7 million</td>
</tr>
<tr>
<td>Construction</td>
<td>$14.6 million</td>
</tr>
<tr>
<td>Utilities</td>
<td>$13.9 million</td>
</tr>
<tr>
<td>Personal and Business Services</td>
<td>$11.8 million</td>
</tr>
</tbody>
</table>
We can help you to identify marketing opportunities, fine-tune your business skills, create long-term plans or react to changing economic factors. If you are an entrepreneur or a business owner, the University of Wisconsin Oshkosh invites you to learn more. We offer many resources for the challenges that you face today.

Please contact us so that we can help you take advantage of the promising opportunities in northeastern Wisconsin’s New North.

Contact Information

Administrative Services Office (920) 424-3030
Center for Community Partnerships (920) 424-3467
Wisconsin Family Business Forum (920) 424-2257

www.uwosh.edu/marketingprofile/2006