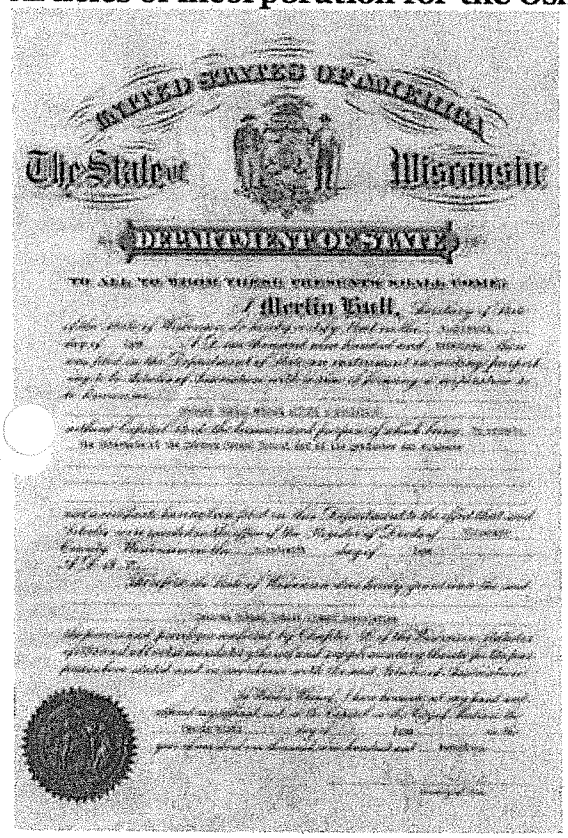
UNIVERSITY OF WISCONSIN OSHKOSH

Articles of Incorporation

Articles of incorporation for the Oshkosh Normal School Alumni Association, 1917.


UNITED STATES OF AMERICA

The State of Wisconsin

DEPARTMENT OF STATE

TO ALL TO WHOM THESE PRESENTS SHALL COME:

Martin Ewell,

Back to site

UNITED STATES OF AMERICA

The State of Wisconsin

DEPARTMENT OF STATE

TO ALL TO WHOM THESE PRESENTS SHALL COME:

I Merlin Hull, secretary of state of the State of Wisconsin do hereby certify that on the [illegible] day of [illegible] A.D. one thousand nine hundred and [illegible] there was filed in the Department of State an instrument in writing purporting to be a [illegible] with a view of becoming a corporation to be known as

[illegible]

and that Capital Stock the [illegible] of which [illegible]

[illegible]

and a certificate hereof being filed in this Department to the effect that said Articles were recorded in the office of the Register of Deeds of [illegible] County, Wisconsin on the [illegible] day of [illegible] A.D. 19[illegible]

Therefore the State of Wisconsin has hereby granted to said

[illegible]

the privileges conferred by Chapter [illegible] of the Wisconsin Statutes of 19[illegible] and authorized hereby to transact business within the State for the purposes stated and in accordance with the laws of Wisconsin.

In Witness Whereof I have hereunto set my hand and affixed my official seal at the Capitol in the City of Madison the [illegible] day of [illegible] in the year of our Lord one thousand nine hundred and [illegible]

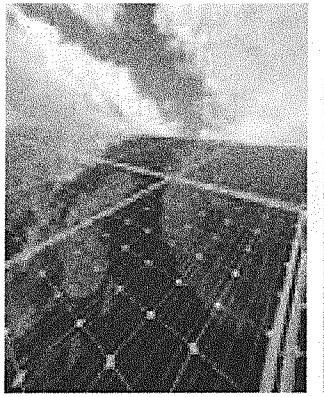
[illegible]

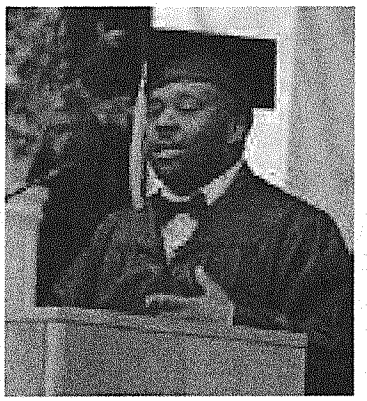
Where excellence and opportunity meet.

UNIVERSITY OF WISCONSIN OSHKOSH

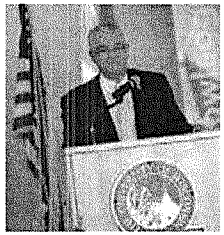
Strategic Plan Update & Annual Report 2012 – 2013

uwosh.edu/strategicplan





from the Chancellor



National publications and rigorous rating systems prove it: We have earned a reputation as a beacon for sustainability in higher education. Our commitment to operational efficiency, renewable energy and environmental stewardship is highly regarded. We are a national leader.

Meanwhile, we continue to strengthen our identity as an institution that enriches the educational experience and success of all through collaboration. We do it through initiatives such as the development of high-demand engineering technology programs, designed in partnership with regional manufacturers and Northeast Educational Resource Alliance (NEW ERA) faculty. We do it by opening a second remote executive education center and blazing an executive MBA path answering organizations' call for leaders ready to ascend to the next level. Those are just two of dozens of examples.

And, with every day, we draw closer to a national distinction as champion of a new, revolutionary kind of general education designed and launched right here. The University Studies Program (USP) is already proving how a more engaging, connected and community-focused academic experience for every first-and-second-year student at UW Oshkosh can help us achieve our goals. We will strengthen retention rates, close achievement gaps, boost graduation numbers and instill in all of our students a deeper appreciation of cultural understanding, sustainability, citizenship and lifelong learning.

Economic conditions have posed historic obstacles. Demographic and economic downturns are depriving us and our sister institutions of the infusions of high school graduates and state funding we have enjoyed in the past. Yet the University of Wisconsin Oshkosh continues to beat the odds, this academic year posting a new, record enrollment of more than 13,902 students.

We are an excellent, but not yet great, place.

Our continued success requires us to stay laser-focused on three main objectives, or, as a recent, inspiring student Commencement speaker put it, "the odds waiting to be beat":

- Enhancing the quality of education while closing student achievement gaps.
- Addressing college affordability.
- Remaining committed to enhancing employee compensation, as we can, to ensure that our designers and providers of the highest-quality education are fairly rewarded for their effort and dedication.

To do this, we are guided by the essential student learning outcomes, the governing ideas and the examples of university-wide (horizontal) and college-by-college, division-by-division (vertical) distinctiveness you will learn more about in this Strategic Plan Update & Annual Report and online. We share our progress, but we also acknowledge the "odds waiting to be beat."

As we once again report to you, our many stakeholders, we affirm our belief that knowledge is the tool, not the target. Knowledge alone is insufficient. Our ultimate objective for students is the attainment of wisdom, or "knowledge applied" — the ability to live sensibly, sensitively and successfully. We clearly need more graduates exercising sound judgment, while developing creative, clever and resourceful solutions for the current and future challenges facing our communities, our state, our nation and our times.

Richard H. Wells, Chancellor

See and hear more from Chancellor Wells online at **uwosh.edu/go/chancellor**

To view the University's comprehensive Strategic Plan Update and Annual Report for 2012–2013, visit **uwosh.edu/strategicplan**

> Our ultimate objective for students is the attainment of wisdom, or "knowledge applied" — the ability to live sensibly, sensitively and successfully.
>
> — Richard H. Wells, Chancellor

university Highlights

The economic, budget and tuition challenges have been many since 2000. Yet, UW Oshkosh has grown and flourished — a tribute to the determination of students, faculty and academic and university staff members.

A few proud highlights that follow exemplify the University's many successes.

We have larger enrollments, and we have increased the number of students of color and adult students, degrees conferred and retention rates:

Headcount enrollment increased by 2,218 to 13,902 students, up 19.0 percent.

Full time enrollment increased by 1,544, up 16.6 percent.

Enrollment of students of color more than tripled from 438 to 1,476.

Enrollment of undergraduate adult students age 25-plus increased by 500, up 36.1 percent.

Degrees conferred increased from 1,712 to 2,274, up 32.8 percent.

The retention rate for first-year students increased from 72.2 to 75.1 percent.

We secured more grants and more private dollars than ever before:

Grants increased from $8.8 to $11.2 million, up 27.3 percent.

Foundation endowments increased from $6.0 to $14.9 million.

Foundation total assets Increased from $7.4 to more than $48 million. Our institution acquired funding for 12 National Merit Scholarships and 93 Academic Excellence Scholarships, a more than three-fold increase. We also secured our first-ever, fully endowed academic program chair — the Viessmann Endowed Chair in Sustainable Technology — supported through a major gift from CEO Martin Viessmann and his wife Annette of sustainable energy and efficiency pioneers the Viessmann Group.

We raised the level of academic preparedness of our first-year students:

ACT scores increased from 22.1 to 22.5.

Academic Excellence and National Merit scholars increased from 44 to 105, up 139 percent.

We added tenure-track faculty positions and expanded support programs:

UW Oshkosh received $3.8 million in Growth Agenda funding supporting 27 new tenure track positions.

The Student Compact provides $1 million annually through differential tuition to enhance and integrate student academic support services.

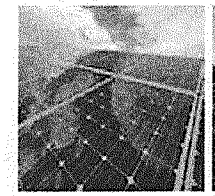
We enhanced our facilities by completing and launching approximately $320 million in construction projects from 2000 through 2015, blending $160 million in state investment with $111 million in program revenue (from residence hall fee to business service fee revenues) and more than $45 million in donor-University-private sector partnership investment. The campus and community transformation is characterized by:

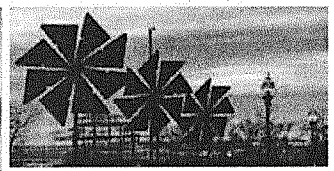
Strengthening our national reputation for sustainable practices, education

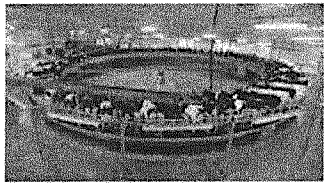
An estimated 1,200 homes — the population of so many of Wisconsin's legacy farming communities — could be powered by the renewable energy plant that is Rosendale Dairy's biodigester.

The 1.4 megawatt facility, brought online late last year at the state's largest dairy farm, is one more nationally recognized demonstration of UW Oshkosh's pursuit of innovation in renewable energy and sustainability. On Dec. 11, 2013, UW Oshkosh, the UW Oshkosh Foundation, Rosendale Dairy's owners Milk Source, state renewable energy collaborators and executives from project partner and global-efficiency giant Viessmann Group gathered to dedicate the institution's latest biodigester project.

The facility is also an unmatched scientific instrument and vehicle for student and faculty biogas research. It helps the University strengthen its national reputation as a beacon for renewable energy, biogas and water-testing advancements. Meanwhile, sustainability at UW Oshkosh has entered classrooms like never before, serving as a pillar of the new University Studies Program — the transformation of general education for all students at the institution, led by faculty members.







university Highlights

Halsey Science Center's renovation to opening of the new academic center Sage Hall to construction and start-up of the Western Hemisphere's first commercial-scale dry fermentation anaerobic biodigester, which generates energy and revenue from the controlled decomposition of crop, yard and food waste.

Student affairs and residence life projects, including: the renovations of Taylor and Fletcher Halls, construction of the new Horizon Village residence hall, planned renovation of Reeve Memorial Union, the purchase and renovation of the 30,000-square-foot Newman Center for Academic Support and Diversity and Women's Center and construction of the nationally acclaimed Student Recreation and Wellness Center.

A two-level parking ramp.

The multi-phased renovation of Kolf Sports Center, the transformation of the Oshkosh Sports Complex and the planned, student-fee-funded and "bubbled" Recreational Complex.

The construction of the 40,000-square foot UW Oshkosh Alumni Welcome and Conference Center.

The renovation and modernization of Clow Social Science Center.

Catalytic community projects with private partners, including the $15 million renovation and revitalization of downtown Oshkosh's waterfront hotel and convention center and the development of second and third biodigesters at Wisconsin's largest dairy farm and one of its thousands of smaller, family dairy farms.

The transformation of the former Oshkosh Area School District Lincoln Elementary School into Lincoln Hall, a new home for the Division of Lifelong Learning and Community Engagement and the Children's Learning and Care Center.

We added 12 new academic majors, increased baccalaureate degree completion programs and transformed our general education program into the University Studies Program. Additions include:

Three New North-based, collaborative and workforce-responsive baccalaureate engineering technology majors in Mechanical Engineering Technology, Electrical Engineering Technology and Environmental Engineering Technology.

Undergraduate majors in theatre arts, environmental studies and environmental health.

An accelerated Math and Science Teacher Education Program in collaboration with five UW colleges.

Thirteen new graduate certificate programs.

A collaborative master's degree in social work with UW-Green Bay.

An accelerated bachelor's degree for non-nursing graduates as well as an MBA foundations online program.

A new Global MBA program and the Northeast Wisconsin (NEW) Insurance Program.

Wisconsin's only "2-plus-2" Aeronautics Bachelor's Degree program and its first Bachelor of Applied Studies and Fire and Emergency Response Management degrees.

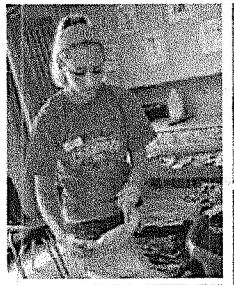
The University's first doctoral degree, the Doctor of Nursing Practice.

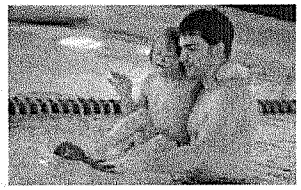
Pioneering a high-quality, responsive education through collaboration

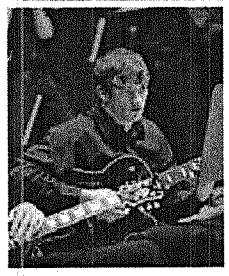
The demands for engineering technologists, more nurses and highly-skilled insurance professionals are driving new, collaborative educational offerings at UW Oshkosh. And they are also strengthening the institution's emerging reputation as a national leader in the development of high-quality, collaborative programs that close skills gaps.

In fall 2013, the University of Wisconsin System Board of Regents' Research, Economic Development, and Innovation (REDI) Committee approved $1.2 million for three new engineering technology degrees developed in partnership with UW-Green Bay, faculty at 13 other Northeast Wisconsin Educational Resource Alliance colleges and institutions and regional manufacturers. UW Oshkosh was also among four UW System institutions earning a combined $1.9 million to fuel efforts to address the state nursing shortage.

Meanwhile, our Center for Risk Management's Northeast Wisconsin (NEW) Insurance Program addresses regional industry executives' call for a new generation of knowledgeable, high-skilled risk managers.







university Highlights

We earned national recognition for our commitment to "green" principles and EPA LEED building design standards while improving water and energy conservation, reducing pollution and recycling:

Received the 2003 EPA Leadership Award – one of the first ever presented to a university.

Reduced emissions of coal/natural gas boilers by constructing a $2.8-million heat plant stack.

In 2012, we became the 25th institution in North America and the first in Wisconsin to earn the Association for the Advancement of Sustainability in Higher Education's (AASHE's) Sustainability Tracking, Assessment, and Rating System (STARS) "Gold" rating.

Received the 2004 National Wildlife Federation Award, the 2005 Energy Star Award and the 2006 Wisconsin Clean Air Award.

Became the first Fair Trade University in the country in 2008.

Featured as one of 21 colleges on the Princeton Review's 2013 Green Honor Roll and ranked as high as 14th nationally on the Sierra Club magazine's Coolest Schools list.

Received the Solid Waste Association of North America's 2011 Silver Waste-to-Energy Excellence Award for our dry fermentation anaerobic Biodigester facility.

We were recognized as a national model for developing and highlighting exemplary campus-wide liberal education programs and redesigning a groundbreaking, high-impact, high-quality general education experience:

Adopted a set of student-learning outcomes in May 2008 based upon the Essential Learning Outcomes of the Association of American Colleges and Universities (AAC&U), developing definitions and performance indicators for each.

Featured online by the American Council on Education's (ACE) Solutions for Our Future.

Lauded by the AAC&U for linking its Liberal Education and America's Promise initiative to the ACE's Solutions for Our Future.

Chosen by the AAC&U as one of five campuses across the nation to be profiled in a spring 2013 publication for our collaborative work to innovate and redesign general education into the "University Studies Program" (USP).

We are establishing a national reputation for the way we engage and partner with all types of individuals and organizations to better serve our community, region, state and nation:

Founding member Northeastern Wisconsin Educational Resource Alliance (NEW ERA), a consortium of executive leaders of northeastern Wisconsin's 13 public universities, serving 1.2 million Wisconsin residents with quality, seamless education.

NEW ERA also is a founding member of New North Inc., a consortium involving northeastern Wisconsin's chambers of commerce, workforce development boards, economic development professionals and CEOs of major corporations. New North's vision is to be nationally and globally competitive for advancing job growth while maintaining a superior quality of life for the region's citizens.

We are especially proud of the accomplishments of our faculty and students:

Six individual faculty members and three departments have received the prestigious Regents Teaching Excellence Award.

UW Oshkosh has the most successful Model United Nations program in the world, receiving 28 Outstanding Delegation awards at international competitions.

The College of Nursing passing rate for the National Council Licensure Examination (NCLEX) for undergraduate students continues to be among the highest in Wisconsin.

Senior business majors at UW Oshkosh taking the Educational Testing Services business knowledge assessment ranked in the top 5 percent nationwide, while MBA graduates ranked in the top 2 percent nationally on the MBA students' assessment exam.

UW Oshkosh students who took the CPA exam placed the University in the top 10 schools nationally.

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

More than 200 UW Oshkosh graduates have gone on to receive the Herb Kohl Teacher Fellowship of the Year award for excellence and innovation.

The best graduate programs in the nation covet our College of Letters and Science graduates.

UW Oshkosh has won 45 national athletic championships.

A campus community committed to beating the odds...

UW Oshkosh student Jon Heider was born without arms or legs (he formally calls himself a "congenital quad amputee"). He is a full-time student at UW Oshkosh who said he appreciates the "minor accommodations" UW Oshkosh officials have made for him. Heider is a team member on the UW Oshkosh swim team, where he is breaking records.

"I like the free feeling you get in the water... I never had any arms or any legs so I use what I've got," said Heider of Green Bay.

Learn more about Heider's story and other students beating the odds at **uwosh.edu/strategicplan**

alignment of Learning Outcomes

As a member and leader of the Association of American Colleges and Universities (AAC&U) initiatives, Liberal Education and America's Promise (LEAP) and Give Students A Compass, and as a charter member of the Wisconsin Campus Compact, UW Oshkosh is committed to improving the quality of student learning.

For college learning to meet the needs of the people we serve, we have adopted a set of student learning outcomes adapted from the AAC&U report titled "College Learning for a New Global Century." The learning outcomes represent the very high expectations for knowledge and skills held by educators and employers in the 21st century, and they describe the forms of learning and accomplishments contemporary students need for life, work and citizenship.

We formed the Liberal Education Reform Team (LERT) in response to our Higher Learning Commission (HLC) site visit in 2007 to define and integrate the student learning outcomes into our general education program and to implement an assessment plan for the program. To develop performance indicators for assessment rubrics that can be used across campus to reinforce students' knowledge and skills, we participated as a partner campus in the AAC&U's Valid Assessment of Learning in Undergraduate Education (VALUE) initiative.

Through our participation in the Give Students A Compass project, in collaboration with the UW System and the AAC&U's LEAP initiative, we support the enhancement of designs for general education and assessment that foster integrative learning and demonstrated accomplishments of the student learning outcomes. The UW Oshkosh Foundation is raising funds for high-impact practices to increase levels of achievement for students from traditionally underserved groups.

By promoting pedagogies, programs and activities that have direct ties to student success, we are strengthening the educational experience and advancing the academic achievement of our students.

However, the elevation of the quality of student learning ultimately depends upon maximizing the efficiency of the complex and interrelated human, physical and financial resources of the institution. Our strategic and operational plans and action initiatives and our Governing Ideas are the institutional means of ensuring that we align our resources with our priorities.

The chart on the following pages summarizes and depicts the relationships among the various factors designed to enhance essential student learning outcomes.

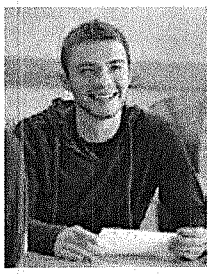
An emerging, national distinction as a change agent in general education

The University Studies Program (USP) is off, running and succeeding. And the nation is watching. UW Oshkosh's transformation of general education is the focus of one more emergent, national distinction for the state's third largest institution.

After several years in development, UW Oshkosh launched the USP in fall 2013. This transformation of general education prescribes small learning communities, student-on-student peer mentoring, a corps of alumni mentors and an array of high-impact courses that dovetail with the signature questions a 21st Century student must explore.

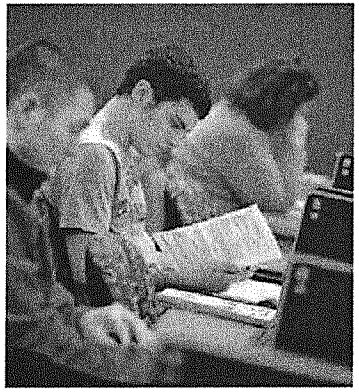
Students examine the ways to create a more sustainable world, appreciate cultural difference and begin to take part in the collaborative work necessary to lead a life of civic engagement.

Through community experiences set to begin in 2014, students will connect their classroom learning to service-learning projects and initiatives. They may embed in after school programs, food banks, shelter providers and other agencies, learning while they apply the wisdom necessary to help organizations and initiatives sustaining our communities thrive.



strategic focus

Enhancing Essential Student Learning Outcomes



See the full UW Oshkosh 2012–2013 Strategic Plan Update and Annual Report at **uwosh.edu/strategicplan**

Inputs

Student Demographics:
Socioeconomic status, educational level of mother, ethnicity, generation of college student, etc.

Academic Readiness:
Class rank, ACT score, demonstrated leadership in extracurricular activities, etc.

State and Federal Resource Investments:
GPR appropriations, student aid, grant funds, etc.

Private Resources Investments:
Tuition and fees collected, individual donors, private foundations, etc.

Strategic and Operational Plans

Governing Ideas
(Mission, Vision, Values and Strategic Directions)

Operational Plans

1. Academic Program and Student Outcomes Assessment Plan
2. Enrollment Management and Student Support Plan
3. Human Resource Support and Development Plan
4. Information Technology Plan
5. Finance and Budgeting Plan
6. Facilities Master Plan
7. Advancement and Relationship Development Plan
8. Inclusive Excellence Plan

High Impact Practices

Curricular Experiences
- First-year seminars
- Common intellectual experiences
- Learning communities
- Writing-intensive courses
- Flipped classrooms

Co-Curricular Participation
- Organizations and clubs
- Governance and media
- Theatre, art and music
- Intercollegiate athletics

Projects
- Collaborative assignments
- Undergraduate research

Learning
- Diversity/global/service
- Community-based internships
- Employment-based internships
- Capstone courses

See George D. Kuh, High Impact Educational Practices (AAC&U).

Essential Learning Outcomes

- Knowledge of human cultures and the physical and natural world
- Identification and objective evaluation of theories and assumptions
- Critical and creative thinking
- Written and oral communication
- Quantitative literacy
- Technology and information literacy
- Teamwork, leadership and problem solving
- Knowledge of sustainability and its applications
- Civic knowledge and engagement — local and global
- Intercultural knowledge and competence
- Ethical reasoning and action
- Foundations and skills for lifelong learning
- Synthesis and advanced accomplishment across general and specialized studies
- Subject matter mastery in a major

UW Oshkosh Student Learning Outcomes, approved by Faculty Senate May 2008.

Outputs

Graduates who are talented, liberally educated, technically skilled global citizens and who are fully engaged as leaders and participants in civic, political, economic and social life.

Assessment/Evaluation: Select indicators, develop ePortfolios, demonstrate and measure results, assess, adjust (and provide report to "investors").

alignment of Governing Ideas to Guide Us

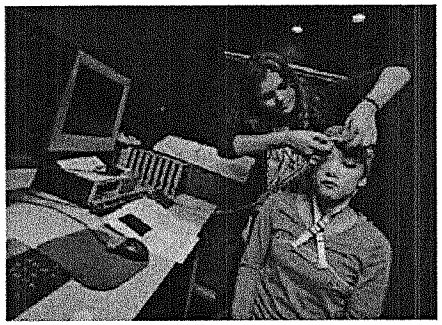
The alignment chart on the next page portrays how the ideals of UW Oshkosh's Governing Ideas start with a strong core — our mission, vision, values and strategic direction — and radiate out to the units', colleges' and institution-wide strategic plans, processes, priorities and action initiatives, including the UW System Strategic Framework, Advantage Wisconsin.

We call the mission, vision, values and strategic directions the Governing Ideas of the University to reflect the conviction that a university should be guided by ideas. Plans, procedures and strategic action initiatives are the means to realize these ideas and to enhance the future success of the state's businesses, residents and students in the decade ahead.

The horizontal distinctiveness of the institution — its national reputation for sustainability, service as a catalytic community collaborator and leadership in the transformation of general education — along with its vertical distinctiveness college-by-college and division-by-division are included in the University-wide strategic action initiatives.

The alignment of the complex and interrelated human, physical and financial resources and Governing Ideas of the institution with the Advantage Wisconsin framework helps to clarify priorities and fortify the institution's integrity and strategic focus.

As the chart indicates, we are engaged in supporting a collective agenda by preparing students with the integrative learning skills, multicultural competencies and practical knowledge needed to succeed in and contribute to a rapidly changing, increasingly global society.



For more information about the University's comprehensive strategic plan, including the Key Operational Plans, visit **uwosh.edu/strategicplan**

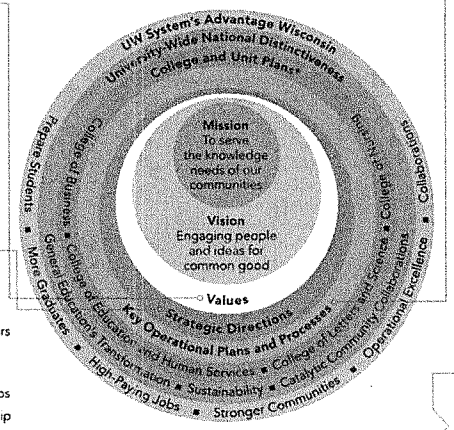
Aligning Governing Ideas and Resources

Values

- Knowledge and continuous learning
- Diversity and inclusivity
- Quality and achievement
- Freedom and responsibility
- Engagement and support
- Social awareness and responsiveness

Strategic Directions

- Enhance quality of learning and teaching excellence
- Develop a community of lifelong learners and collaborative scholars
- Foster research and creative expression
- Expand outreach and partnerships
- Promote representative leadership and resource stewardship



Key Operational Plans and Processes

- Academic Program and Student Outcome Assessment Plan
- Enrollment and Student Support Plan
- Human Resources Support and Development Plan
- Facilities Master Plan
- Information Technology Plan
- Finance and Budgeting Plan
- Advancement and Relationship Development Plan
- Inclusive Excellence Plan

*For more information about the College and Unit Plans, visit uwosh.edu/strategicplan

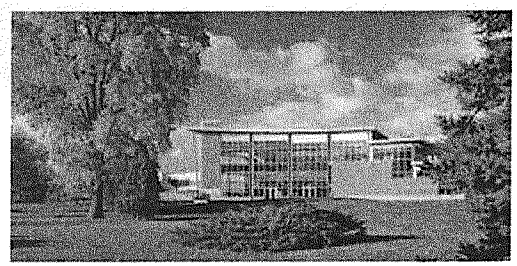
uw oshkosh Facts

Enrolled Students	Fall 2000	Fall 2013	% Change
Total Head Count	11,684	13,902	19.0%
Full-Time Equivalent	9,285	10,829	16.6%
Freshmen	2,589	2,661	2.8%
Sophomores	1,900	2,028	6.7%
Juniors	1,835	2,334	27.2%
Seniors	2,524	3,596	42.5%
Undergrad Special	217	76	-65.0%
High School Special	978	1,928	97.1%
Undergrad Total	10,043	12,623	25.7%
Graduate Special	439	334	-23.9%
Graduate	1,202	945	-21.4%
Graduate Total	1,641	1,279	-22.1%
Transfer	719	1,008	40.2%
New First-Year	1,650	1,747	5.9%
Academic Profile	Fall 2000	Fall 2013	% Change
Avg. Comp. ACT	22.1	22.5	1.8%
Avg. H.S. Rank	67.1	68.5	2.1%

	Fall 2000			Fall 2013			
Student Profile	U.G.	GRAD	TOTAL	U.G.	GRAD	TOTAL	% Change
All Students	10,043	1,641	11,684	12,623	1,279	13,902	19.0%
Men	4,054	575	4,629	5,100	395	5,495	18.7%
Women	5,989	1,066	7,055	7,523	884	8,407	19.2%
Race/Ethnicity							
African American	92	12	104	296	21	317	204.8%
American Indian	47	6	53	186	21	207	290.6%
Hispanic	105	9	114	369	24	393	244.7%
Southeast Asian	57	6	63	356	9	365	479.4%
Pac Islander	0	0	0	28	0	28	
Other Asian	80	24	104	149	17	166	59.6%
Sub-Total	381	57	438	1,384	92	1,476	237.0%
International	69	19	88	93	29	122	38.6%
White	9,593	1,565	11,158	11,081	1,156	12,237	9.7%
Residency Status							
Wisconsin	9,725	1,601	11,326	12,072	1,212	13,284	17.3%
Non-Resident	247	35	282	237	44	281	-0.4%
Midwest Exchange Student	0	0	0	248	17	265	
Return to Wisconsin	0	0	0	4	0	4	
Reciprocity with Minn.	71	5	76	62	6	68	-10.5%
Out of State Total	318	40	358	551	67	618	72.6%
Age 25+	1,386			1,886			36.1%
Degrees Conferred	1,368	344	1,712	1,990	284	2,274	32.8%

1st- to-2nd-Year Retention*	Fall 2012	Fall 2013	% Change
Average	75.4%	75.1%	-0.4%
African American	57.4%	68.2%	18.8%
American Indian	44.4%	50.0%	12.6%
Southeast Asian	75.0%	73.7%	-1.7%
Asian	66.7%	71.4%	7.0%
Hispanic	57.1%	58.8%	3.0%
Pac Islander	100.0%	66.7%	
Two or more races	73.7%	70.4%	-4.5%
Subtotal	64.7%	66.1%	2.2%
White/Unknown	76.9%	76.4%	-0.7%
International	90.0%	93.3%	3.7%

* Data examines 2012–2013 due to changes in collection between 2000–2012.



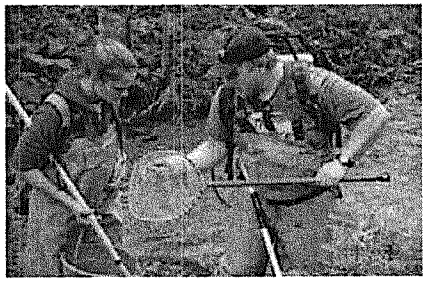
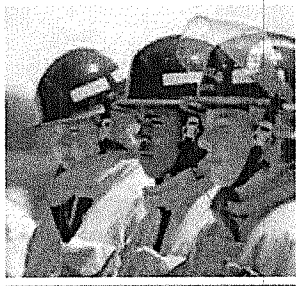
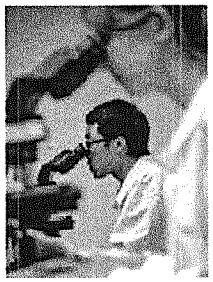
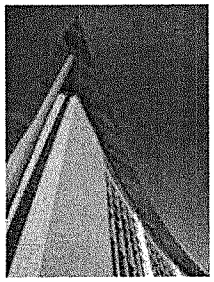
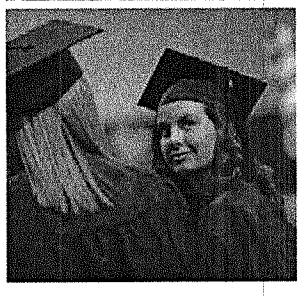
Alumni Welcome and Conference Center

uw oshkosh Facts

Advancement	Fall 2000	Fall 2013	% Change*
Alumni	61,847	82,296	33.1%
Foundation Gifts & Pledges (millions)	1.7	10	488.2%
Foundation Endowment (millions)	6.0	14.9	148.3%
Assets	**Fall 2000**	**Fall 2013**	**% Change**
Foundation Total Net Assets (millions)	7.2	18.2	152.8%
Foundation Total Assets (millions)	7.4	48.0	548.6%
Faculty/Staff Resources	**Fall 2000**	**Fall 2013**	**% Change**
Faculty	329	325	-1.2%
Instructional Academic Staff	224	314	40.2%
Total	553	639	15.6%
Student/Faculty Ratio**	19:1	22:1	15.8%
Students Taught per FTE	118.5	103.4	-1.5%
Grant Awards (millions)	8.8	11.2	27.3%
Academic Resources	**Fall 2000**	**Fall 2013**	**% Change**
Undergraduate Majors	55	60	9.1%
Master's Programs	15	17	13.3%
Doctorate Programs	0	1	100.0%
Courses in Catalog	1,138	1,237	8.7%
Sections Offered	2,507	2,868	14.4%
Volumes in Library	543,183	640,100	17.8%
Library Database Usage	457,953	3,013,955	558.1%

* For fiscal 2013.
** The student/faculty ratio uses the formula: full-time plus 1/3 part time.

Facilities	Fall 2000	Fall 2013	% Change
Total campus space (gross sq. ft.)	2,724,139	3,396,467	24.7%
Classroom Space (sq. ft.)	100,158	138,993	38.8%
Laboratory Space (sq. ft.)	198,977	210,531	5.8%
Number of Buildings	48	52	8.3%
Campus Size (acres)	163	173.5	6.4%
Extracurricular	**Fall 2000**	**Fall 2013**	**% Change**
Student Organizations	121	163	34.7%
Varsity Teams	21	21	0.0%
Men	10	10	0.0%
Women	11	11	0.0%
Annual Average Student Costs	**Fall 2000**	**Fall 2013**	**% Change**
Resident Fees & Tuition	$3,024	$7,556	149.9%
Non-Resident Fees/ Tuition	$10,551	$15,128	43.4%
Room & Board	$3,234	$9,638	198.0%
Books & Supplies	$600	$1,200	100.0%
Total Student Costs	**Fall 2000**	**Fall 2013**	**% Change**
Resident	$6,858	$18,394	168.2%
Non-Resident	$14,385	$25,966	80.5%

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