

UW-Green Bay Financial and Strategic Assessment

Current State Assessment

Updated April 2024



Current State Assessment Table of Contents

The main objectives of this report are to 1) review the primary takeaways from the Green Bay current state assessment and 2) discuss next steps for the project.

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Project Objective:

The **main objective** of the project is to assist the Universities of Wisconsin in addressing the following questions:

Financial Health Assessment

- *What is the current operating performance on each campus and what do current revenue and expense trends portend for future performance?*
- *How diversified are the campus revenue streams and what strategies are in place to manage costs?*
- *How strong is each campus's balance sheet?*

Operational Review

- *Are non-academic programs effective in meeting student recruitment, retention, and success?*
- *Are admin. services effective in supporting mission and are they conducted in an efficient manner?*
- *Is the current academic portfolio aligned to student demand and the needs of the region and state?*
- *Are there mission-aligned revenue opportunities that the institution is not pursuing that could materially impact the overall financial position?*

Project Overview

In July 2023, the Universities of Wisconsin kicked-off an effort to conduct a financial and strategic assessment across its 12 member institutions (excluding UW-Madison) to guide a path toward a more sustainable future.

Approach:

The work at each campus is guided by **2 phases**, grounded in strong collaboration with leadership.

1 Current State Assessment

- **18+ interviews** to contextualize potential strengths, challenges and opportunities
- **Financial health analysis** to assess revenue and expense trends, tuition pricing setting, ratios (CFI, etc.) and pro-forma financials
- **Operational assessment**, to assess operational efficiencies and/or deficiencies
- **Academic program analysis** to reflect the current state of program demand in the context of state workforce needs

Focus Area of this Report

2 Future State Opportunities Development

- **Development of opportunity catalog** to promote a more sustainable future, taking into account the unique culture and context of each campus
- **Leadership workshop** to prioritize which opportunities the institution wants to continue evaluating with an eye toward implementation





Executive Summary

The Current State Assessment Highlights a Case for Change

A shift in student mix, strategic investments, and rising expenses have led to a deficit that will require Green Bay to make decisions about the University's future.

Green Bay embraces its mission as an access institution, serving as a regional comprehensive for Northeast Wisconsin

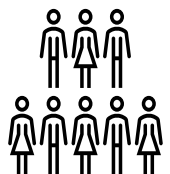


With nearly 200 majors and minors to choose from, **Green Bay serves a wide variety of student types** across high school, undergraduate, graduate, and a growing base of adult learners in the **profitable Continuing Education Program**. These learners are distributed across Green Bay's four distinct campuses through **a workforce-aligned culture and certificates/programs that meet students where they are**.



By leveraging innovative learning methods and teaching modalities, the University has enabled careers for the Class of 2022 **reporting average salaries of over \$53,000 after graduation** - well above the Wisconsin per capita income of \$40,000 according to the US Census Bureau.

...but it faces enrollment, retention, and expense challenges that have created a deficit and threaten its future success



Although **total student FTEs have risen by 11%** from Fall 2018 – 2023 (including a **24% increase in Graduate Students**), the strongest growth is seen in high school students (+234%) for **whom tuition rates are 1/3 that of traditional UG students**.

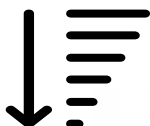


Net tuition revenues improved in FY 2023 by \$1.3M but are driven by Green Bay's evolving student mix, **Auxiliaries have slightly recovered to \$8.7M but have not yet fully reached pre-pandemic figures**, such as the high of \$9.9M seen in FY18.

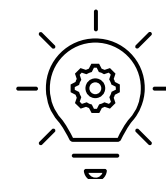


Revenues declined by \$8M in FY23 (in part due to HEERF funding expiration) and expenses continued to rise at an **average annual rate of 7%** (since FY 2018), creating a tuition fund deficit **that grew to \$7.2 million in FY 2023** (~\$1M of which was one-time spend), eroding nearly 50% of UW-Green Bay's tuition fund reserves.

...therefore, Green Bay leadership should act with urgency to steer the University on a path of financial sustainability



Green Bay has recognized these challenges and made budget reductions; however, absent further changes to the status quo, the university will struggle to resolve its deficit as **the state participation rate declines** and the traditional college applicant pool in Wisconsin shrinks. These trends could result in **depletion of the tuition fund balance by FY27**.



Given the magnitude of the deficit within the tuition fund (**-\$7.2M represents 8.2% of operating revenues**) and the exhaustion of COVID-19 aid, the university should consider **mission-aligned solutions** in the near- and long-term that will enable it to continue to fulfill its mission.

The Path Forward Should Leverage Institutional Strengths...

Through interviews with 15+ stakeholders, the following strengths and themes were identified – each of which can serve as part of the foundation to help UW-Green Bay drive necessary change in the future and achieve the vision of its strategic plan.

- 1 Cultural Agility Across the Institution**
Known for its “test and learn” culture, Green Bay embraces innovation; from pioneering direct enrollment to strategically restructuring branch campuses, the leadership team fosters a dynamic and forward-thinking culture among faculty and staff.
- 2 Enrollment Growth and Diversification**
Green Bay excels in attracting a diverse student body, particularly through innovative high school programs like *Rising Phoenix*, a strong Continuing Education program with local business partnerships, and a focus on graduate programs for adult learners; all of which have contributed to overall enrollment growth and revenue diversification.
- 3 Strategic Programming Aligned to Student Demand and Workforce Needs**
Driven by proactive academic leadership, Green Bay continually looks to evolve programming to meet the needs of its community and its students (e.g., introduction of Engineering). Green Bay is in the midst of making decisions to balance programming and services based on demand and financial sustainability.
- 4 “Bridge Builders, Not Gatekeepers”**
Green Bay has embraced its mission re-alignment as an access institution and has quickly gained faculty and staff buy-in to evolve all facets of the university to serve its future student base.

...And Seek to Address Existing External and Internal Challenges

The current external environment, coupled with internal operating model pain points, make overcoming the ongoing deficit challenging; similarly, top line pressure and limited expendable balances make investing in growth difficult.

1	2	3	4	5	6
Shift in Enrollment Mix	Limited State Appropriations	Shared Understanding of Budget Realities	Declining Retention	Legacy Funding Model	Role of Branch Campuses
<p>While Green Bay has seen an overall increase in enrollment, it faces similar challenges to other UW campuses in that traditional UG enrollments have declined.</p> <p>Graduate and High School student enrollment has improved, however tuition revenue for high school student is 1/3 that of an UG student.</p>	<p>According to the Wisconsin State Journal, Wisconsin ranks 43rd in the nation in state funding per student.</p> <p>Future state budgets, regulatory complexity, and economic uncertainty add further risk to Green Bay's long-term outlook as the institution has become increasingly dependent on State Appropriations.</p>	<p>The perception among staff is that there is a contradiction between "record" enrollment figures and a simultaneous deficit despite significant communication efforts from leadership.</p> <p>As financial stability work continues at Green Bay, the university should drive toward a common vision that stakeholders can rally around.</p>	<p>Green Bay surpassed the UW retention average in 2013 and peaked at 78.1% but has now fallen well below average, dropping to 70.4% for the Fall 2022 freshmen cohort.</p> <p>Following the current trajectory, retention rate challenges will only compound enrollment pressures in the coming years.</p>	<p>Green Bay's legacy funding model that provides incremental budgets to units across campuses creates challenges in tying true unit costs to true unit revenues.</p> <p>As a result, cross unit subsidization occurs to balance budgets (e.g. Athletics with \$1.8M in support in FY 2023) and fill gaps across the university.</p>	<p>The approach to the consolidation of branch campuses was unique for Green Bay, but enrollments have declined at Marinette (-27%) and Sheboygan (-13%) with Manitowoc growing 22% since Fall 2018.</p> <p>Assessing the unique role each of these campuses play in the future will be critical.</p>
EXTERNAL MARKET PRESSURE			INTERNAL OPERATING MODEL CHALLENGES		

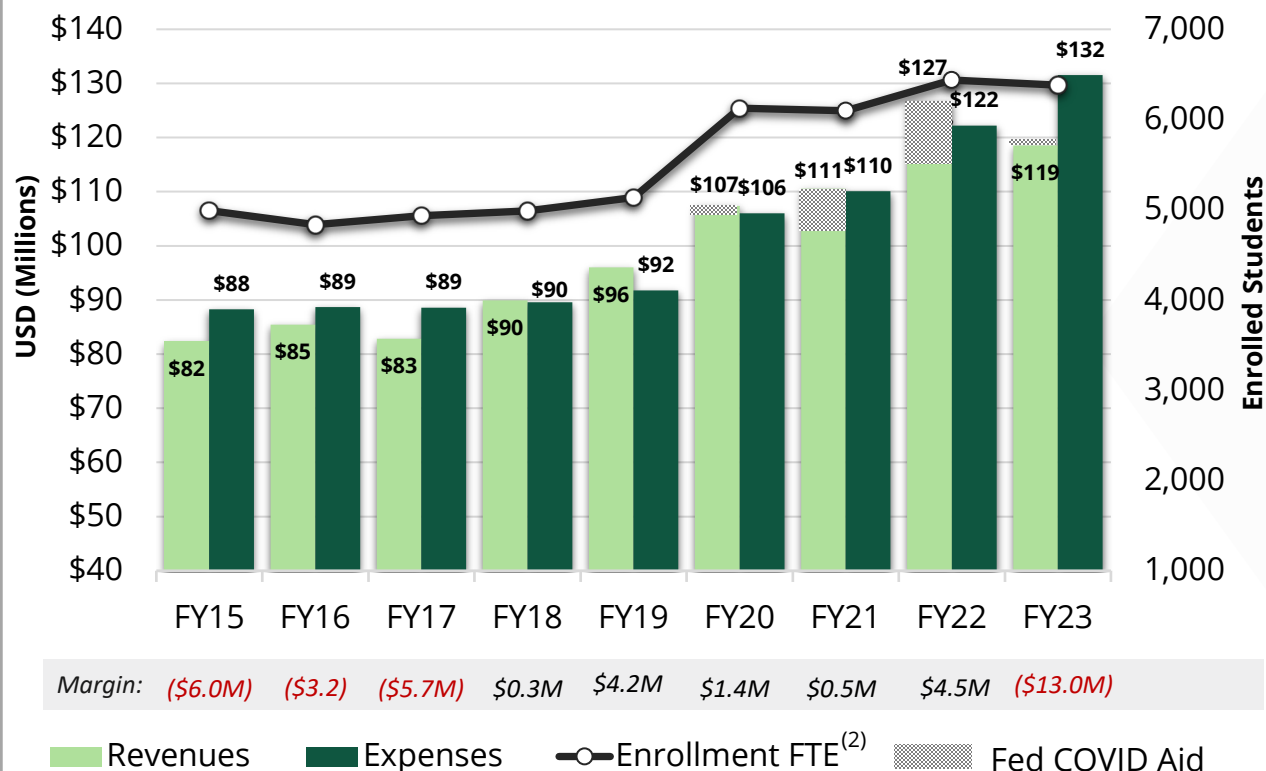


Financial Health Overview

UW-Green Bay All Funds Financials Overview

Per Green Bay's audited financial statements, the institution operated at a surplus from FY18 – FY22, boosted by federal COVID-19 aid. Absent this aid, expenses for Green Bay have outpaced revenues, growing by \$40M from FY19 to FY23 resulting in a -\$13M margin in FY23.

UW-Green Bay Actual Ending Results and Fall Enrollment⁽¹⁾



Key Takeaways



From FY18 – FY22, Green Bay maintained a surplus, but **with federal COVID aid winding down in FY23, expenses came in \$13M higher than revenues**



With the financial consolidation of the three branch campuses in FY20, expenses have increased meaningfully post FY19. **Emerging from the pandemic, expenses rose significantly from FY21 to FY23, with Salaries, Wages, and Benefits increasing from \$69.6 to \$79.2M** mostly from planned position investments.



From FY20 to FY23, revenues increased by \$11.1M mainly through growth in **Net Tuition and Fees (\$2.9M), Auxiliaries (\$1.7M), and State Appropriations (\$5.3M)**. While revenues increased by 10.4% over this period, expenses increased faster at a rate of 24.1%.



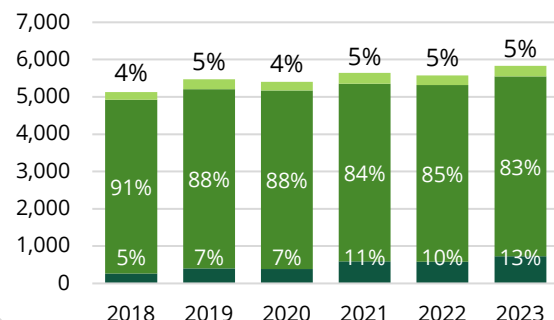
Enrollment at Green Bay's main campus increased from 4,834 to 5,838 FTEs from FY15 to FY23. Since branch campus consolidation in FY20, total Green Bay enrollment has increased from 6,098 FTEs to 6,382 FTEs. **These increases are driven primarily from growth in HS students. Although student FTEs have grown, operating expenses per student FTE grew from \$17.0K to \$20.3K.**

While Green Bay has generated surpluses in recent years, the institution will need to ensure costs are managed efficiently post-pandemic to maintain this financial performance as FY23 audited results show a -\$13M margin.

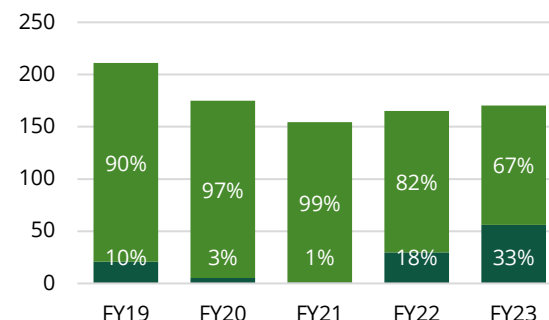
Enrollment Diversification is Driving Overall FTE and Tuition Growth

With the shift in enrollment mix to a more substantial high school dual enrollment and graduate student population, UW-Green Bay's overall enrollment has grown 11% since Fall 2018, but is creating a new revenue model that will need to be monitored.

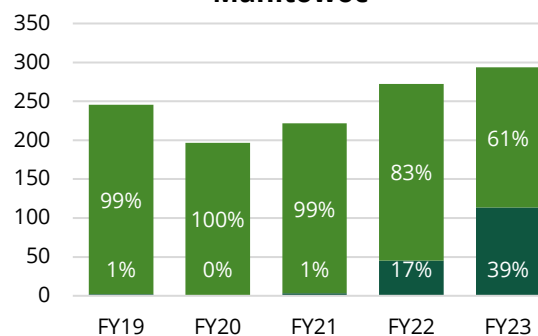
Green Bay



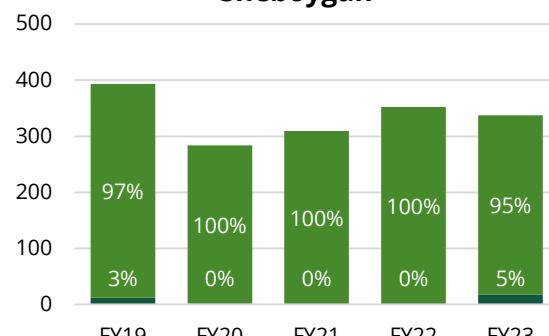
Marinette



Manitowoc



Sheboygan



High School FTEs

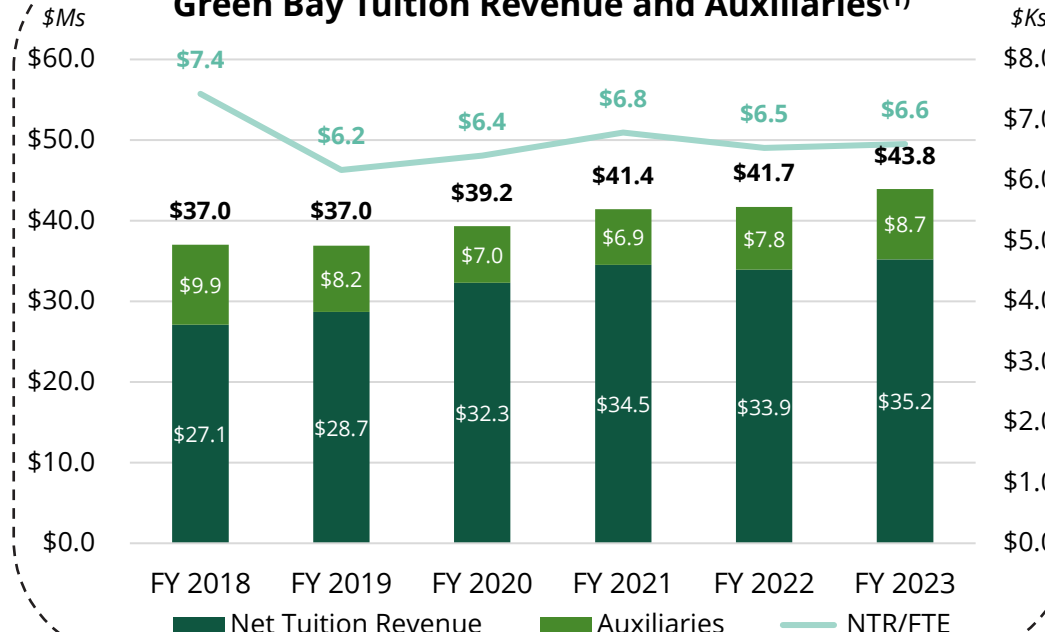
Undergraduate FTEs

Graduate FTEs

Green Bay's enrollment mix has shifted....

- Over the illustrated time horizon, **Green Bay Main Campus enrollment UG FTEs have declined from 91% of Total FTEs to 83%** as **High School FTEs and Grad Students have grown to 13% and 5% of Total FTEs** respectively.
- While HS FTEs at Sheboygan have remained a small portion of FTEs, **Marinette and Manitowoc have seen HS FTEs grow to 33% and 39% of Total FTEs**, respectively.

Green Bay Tuition Revenue and Auxiliaries⁽¹⁾

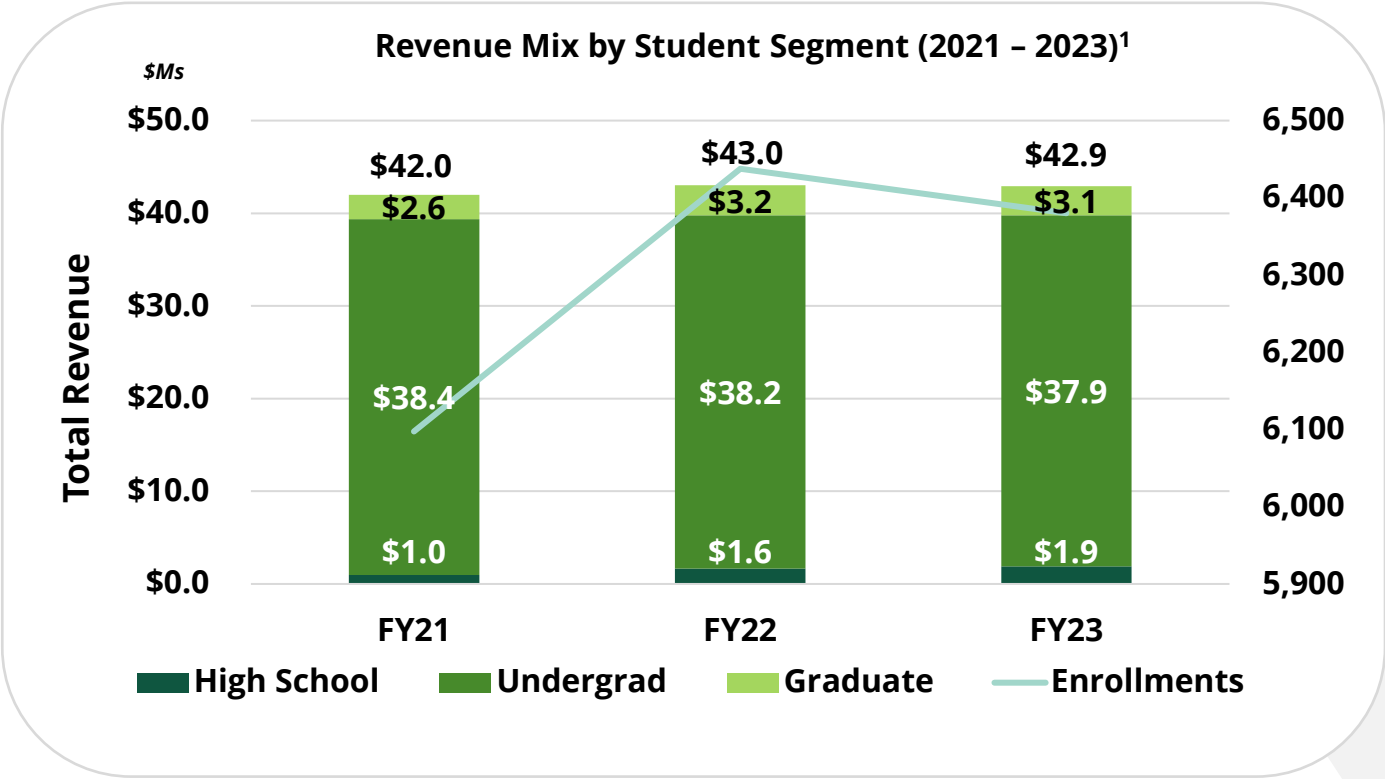


....which creates a new revenue model

- Net tuition revenue increased by \$2.9M since FY20**, while auxiliary revenues increased by \$1.7M, showing modest recovery post-pandemic campus closures.
- Green Bay housing had 1,959 Revenue Generating Occupants in Fall 2023 which is 34 more occupants than Fall 2018; **however auxiliary revenues have not fully returned to pre-COVID-19 levels seen in FY18.**
- As the student mix shifts, **Net Tuition Revenue per FTE has declined** from \$7,428 in FY2018 to \$6,602 in FT 2023.

Diversification of Enrollments Creates a New Revenue Mix

A concerted effort has been put forth to diversify revenue streams to reduce reliance on the traditional Undergraduate population, with a focus on growth areas such as High School, Graduate and Continuing Education Students.



AVERAGE TUITION RATES BY STUDENT LEVEL ⁽²⁾

\$348

UG Rate per Credit

\$117

Avg. HS Rate per Credit⁽³⁾

\$552

Grad Rate per Credit

Key Takeaways



While total enrollments are showing growth, **Undergraduate tuition has declined as a share of total tuition revenues**, decreasing 3 percentage points from 91% in 2021 to 88% in 2023.



Proportionally, High School and Graduate tuitions have increased from 2021 to 4% and 7% of tuition revenues, respectively, helping support tuition revenues.



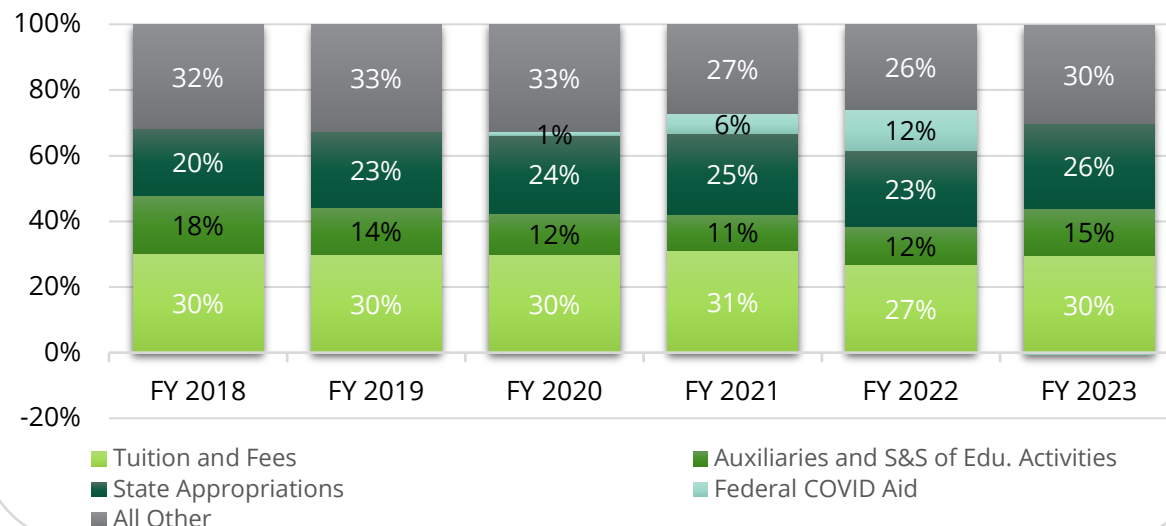
Supporting further diversification of revenues, **Continuing Education** is continuing to contribute a **positive margin with \$2M in cumulative net revenue from FY21-23**.

(1) Assumes avg tuition based on 2023 tuition rates and actual FTE enrollment; source UWGB (2) Rates provided assuming an in-person class for a Wisconsin resident, (2) Assumes average per credit cost across high school programs

Reliance on State Appropriations Creates Risk

Since FY 2018, tuition as a proportion of revenues has decreased while reliance on state appropriations has increased; these trends could leave Green Bay at risk as state appropriation funding is largely out of the institution's control.

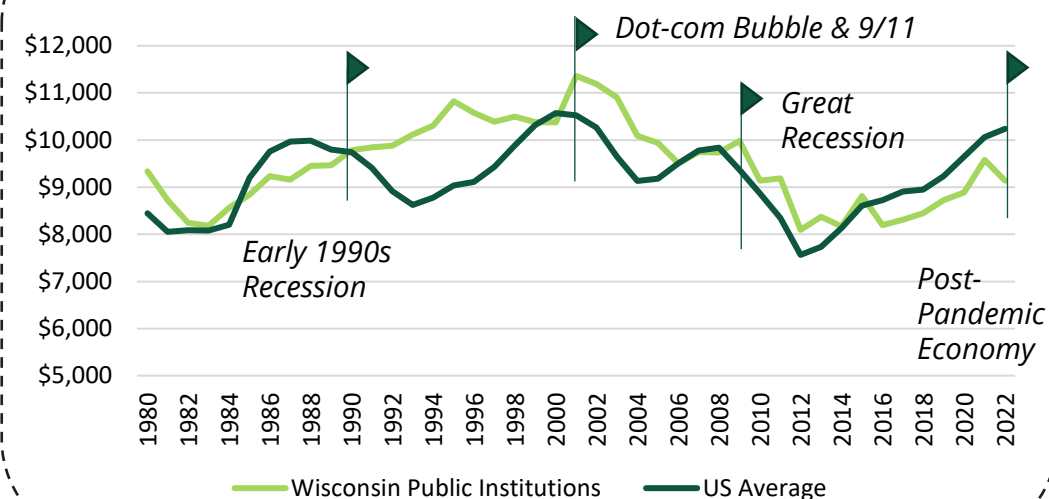
Actual Revenue Distribution by Category⁽¹⁾



Green Bay's revenue distribution is holding steady...

- **State appropriations as a percent of total revenues grew to 26% in FY23 from 20% in FY18**, an increase of \$12.4M in absolute terms.
- Tuition and Fees combined with Auxiliaries and Sales & Services of Educational Activities, two student-driven revenue streams, decreased from a combined share of 48% to 45%.
- **Maintaining enrollments and diversifying revenue streams will ensure Green Bay does not become overly reliant on state support**, which could potentially prove problematic given uncertain economic conditions.

Total State Appropriations by Student FTE⁽²⁾

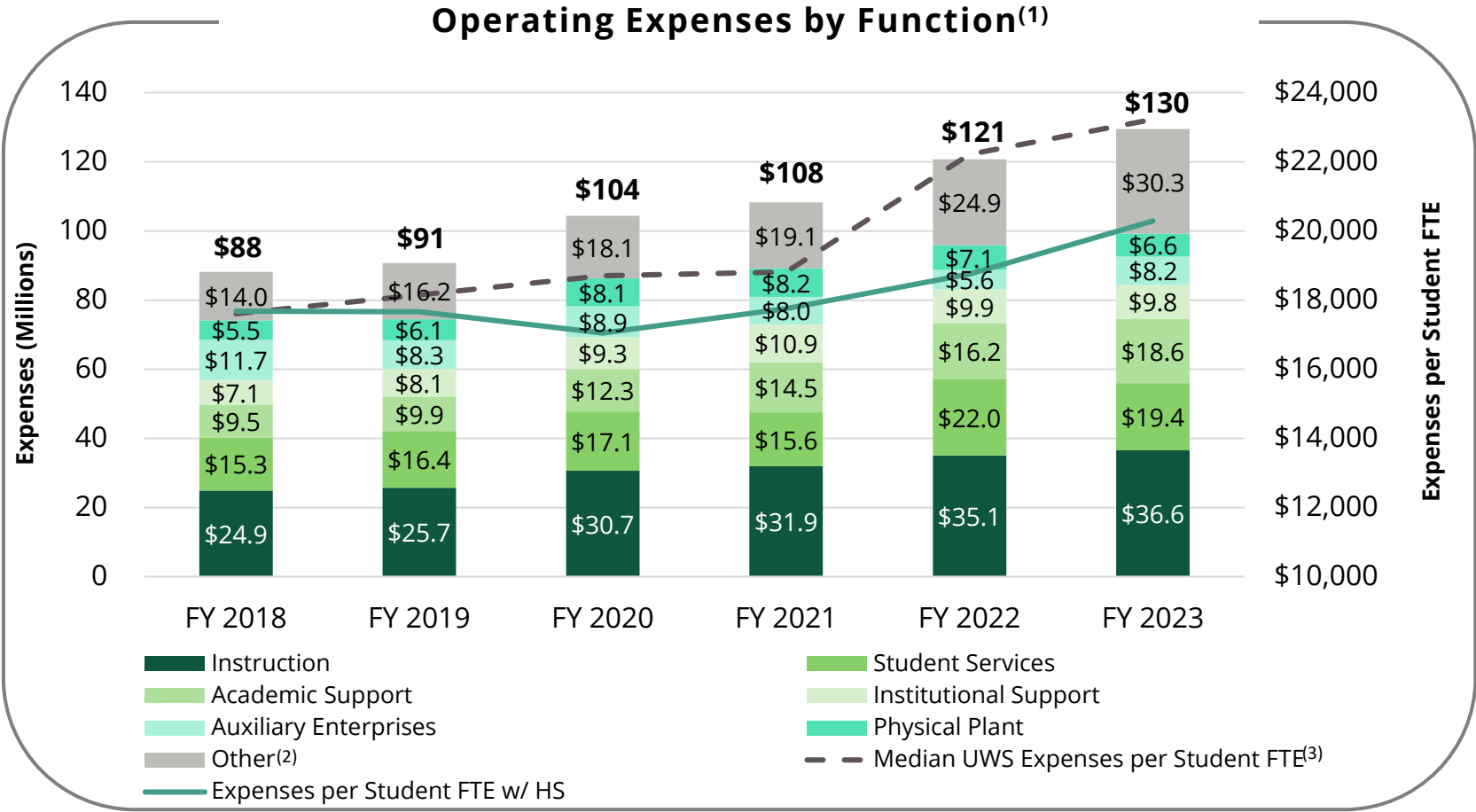


...but could lead to further financial stress


- Average appropriations per student for public Wisconsin institutions (light green) have been relatively correlated with the U.S. average (dark green)
- **Wisconsin ranks 43rd in the US** for Four-Year Education Appropriations per FTE
- 1990, 2001, and 2008 demonstrate **substantial drops in state appropriations** which correspond to U.S. economic contraction events.
- Given post-pandemic economic uncertainty in a higher rate environment, a corresponding drop in state appropriations could be on the horizon – making it a **risk for institutions to heavily rely on those funds** as a foundation for financial stability.

Less Costly HS Students Keep Green Bay Below UWS Expense Medians


Since branch campus financial consolidation in FY20, operating expenses have increased both on a gross and per student FTE basis. While UW-Green Bay’s per student operating expenses are lower than the UW median, managing the cost structure will be critical for maintaining this performance post-pandemic.




KEY TAKEAWAYS



Losing Efficiency
On a per student basis, Green Bay’s expenses have been rising considerably in recent years, though still remain below the Universities of Wisconsin system median.



Rising Student Costs
Since FY20 Instructional, Student Services, and Academic Support costs have notably risen. Instruction expenses increased by \$5.9M, Student Services by \$2.3M, and Academic Support by \$6.4M as the cost of providing needed services for a new student mix across campuses continues to increase.

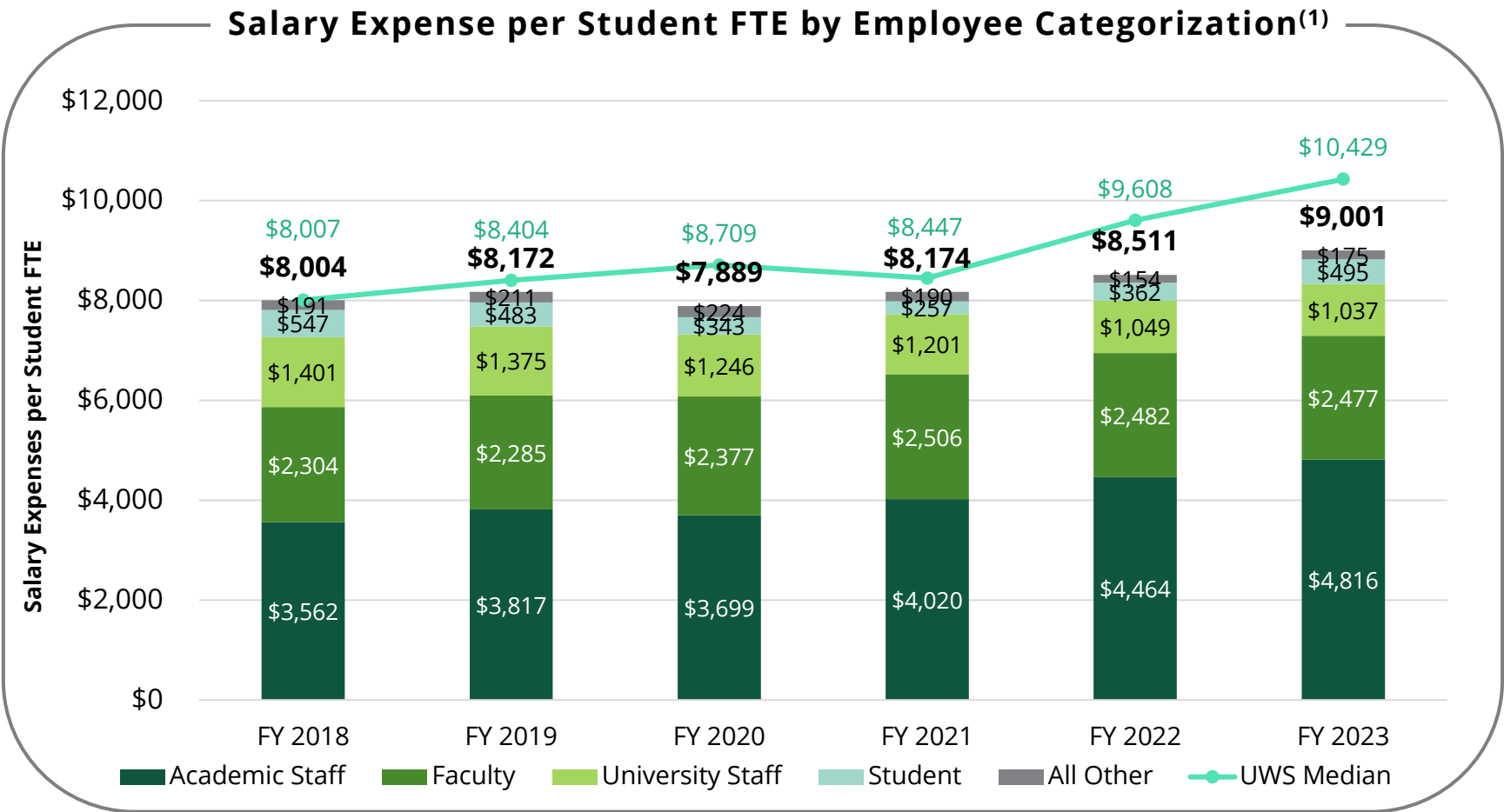


Aligning Expenses with Student Body
As the High School population grows, cost management will need to be monitored closely as these students generated \$1.9M in 2023 at a cost of \$1.4M, resulting in a margin of \$500K.

Green Bay appears to be one of the more efficient and effective campuses at managing costs, with Expenses per Student FTE ~\$2,930 lower than the Universities of Wisconsin median (excluding Madison), but this is primarily driven by the volume of High School students.

Salary Expenses per Student FTE Are Also Below UWS Medians

Analysis of the growth in salary expenses per Student FTE indicates Green Bay is trending in line with the overall Universities of Wisconsin median that also continues to increase but remains below the average.



KEY TAKEAWAYS

Growing Admin Costs

Analysis shows that ‘Academic Staff’ salary expenses on a per student basis have grown at a faster rate than other areas across the institution (+30% over this time period). Further, 99 new positions were added during Green Bay’s FY21-FY23 Compensation Adjustments for a total cost increase of \$5.4M.



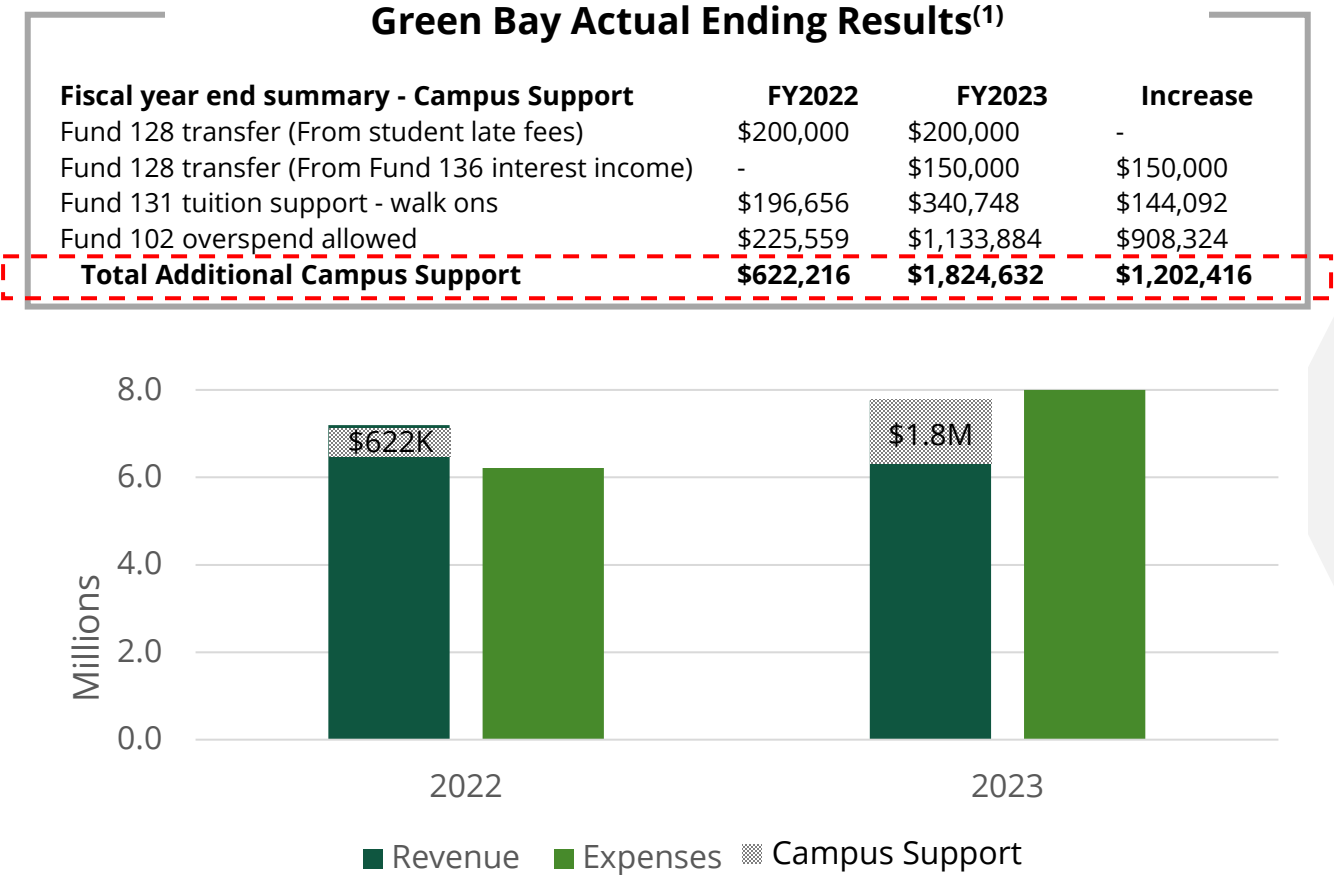
UWS Median

Green Bay’s salary expenses per Student FTE experienced large increases in FY22 and FY23, however the institution still remains below the UW median showing efficiencies gained by the increasing number of HS students.


Notes (1): Based on Account Description field in GL data; Excludes pension/OPEB, reflects dollars just in the 500_Salaries financial report line item, and does not include benefits; All Other includes Work Study, LTE, Research Associate – Annual, University Staff: An employee who is non-exempt from the overtime provisions of the federal Fair Labor Standards Act (FLSA) and therefore is eligible to receive overtime for all hours worked over forty in a pay period. University Staff appointments may be ongoing or Fixed-term Finite. Academic Staff: A professional and administrative employee whose duties are exempt from the overtime provisions of the federal Fair Labor Standards Act (FLSA) and who performs work that is primarily associated with a higher education institution or its administration. Faculty A person who holds the rank of professor, associate professor, assistant professor, or instructor in an academic department or its functional equivalent; Source: University of Wisconsin System

Athletics Overages Supporting Detail


While Division 1 Athletics provides a unique differentiator for Green Bay, continuing to use campus funds to cover recurring Athletics expenses will pose budgetary challenges given that the university recorded a significant deficit in FY 2023.



Key Takeaways



Athletics expenses are increasing across multiple categories (including salaries, student support, travel, medical services, scholarships, and equipment) while revenues remain relatively flat, requiring additional campus support annually to balance the Athletics budget.

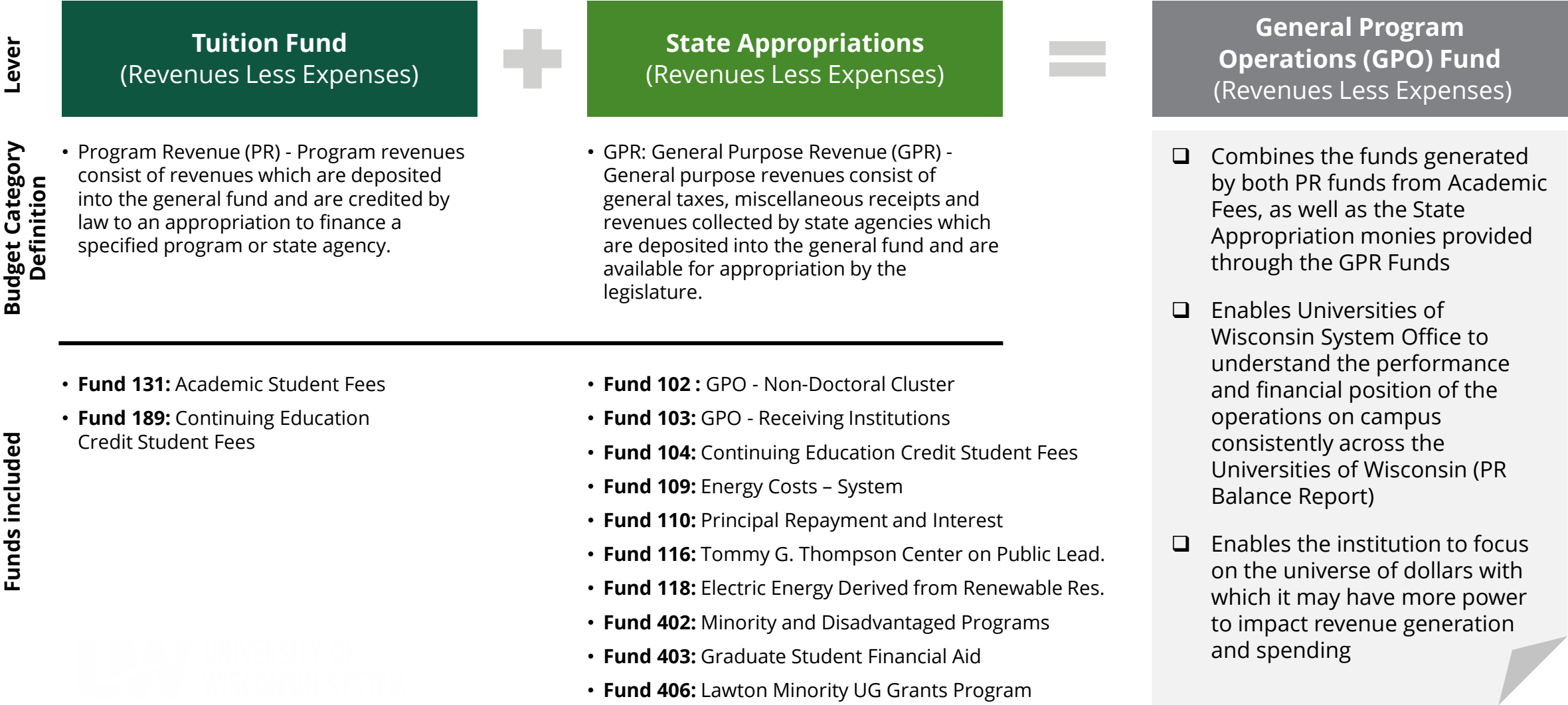


To support these increased expenses, **Campus Support has increased YoY from FY22 to FY23 by \$1.2M.** Green Bay has utilized a variety of revenue sources such as interest income from Fund 136, tuition support for walk-on athletes, Game Guarantees, Fund 233 gifts, and ticket sales to cover overages in athletics.

(1) GB provided Financial Data

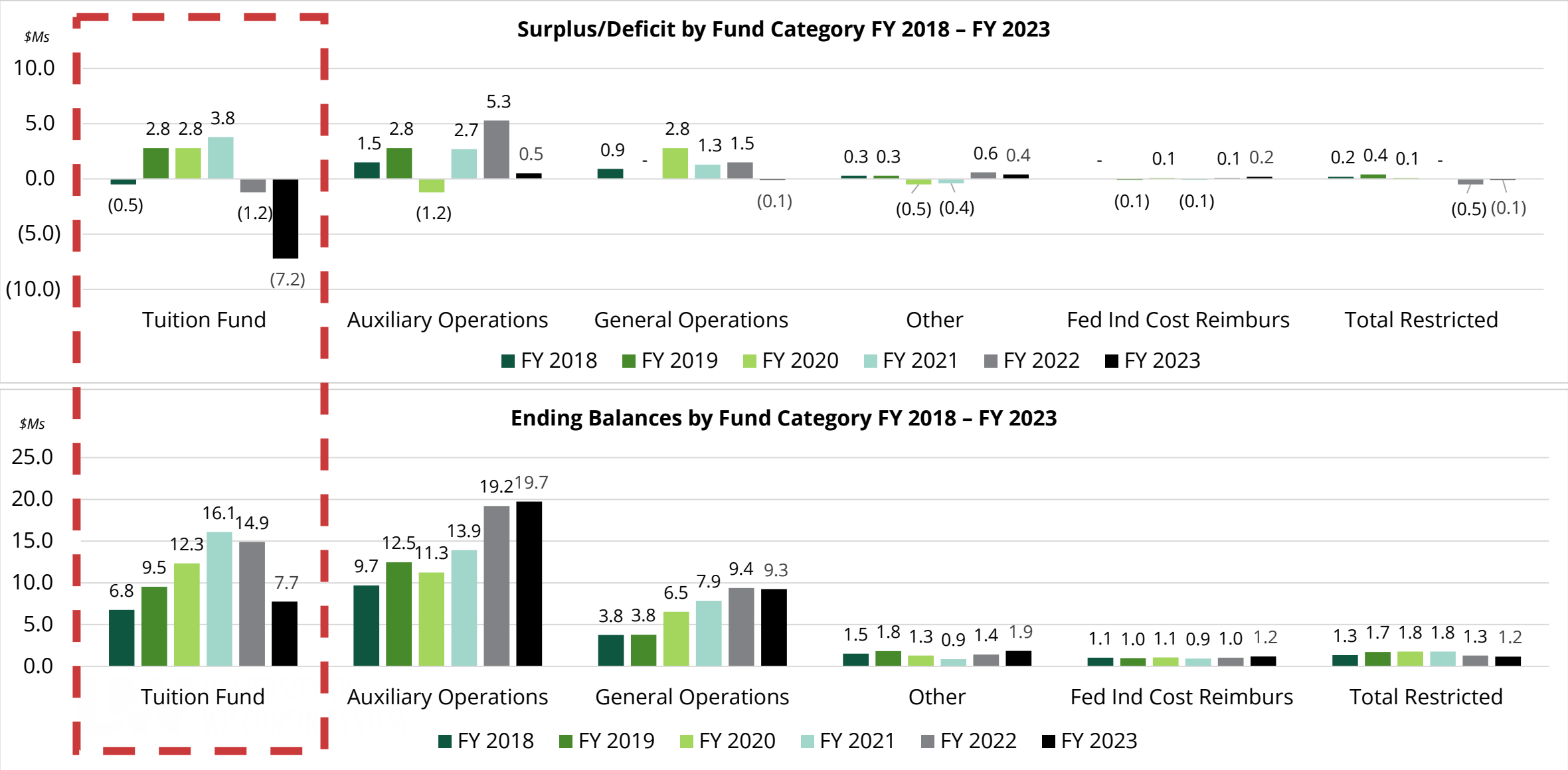
How The Universities of Wisconsin Define the Structural Deficit

To ensure Green Bay and Universities of Wisconsin System Office leadership are aligned on the definition of the “Structural Deficit” throughout the Financial Health Forecast, the chart below illustrates which funds and dollars are included in the forecast.



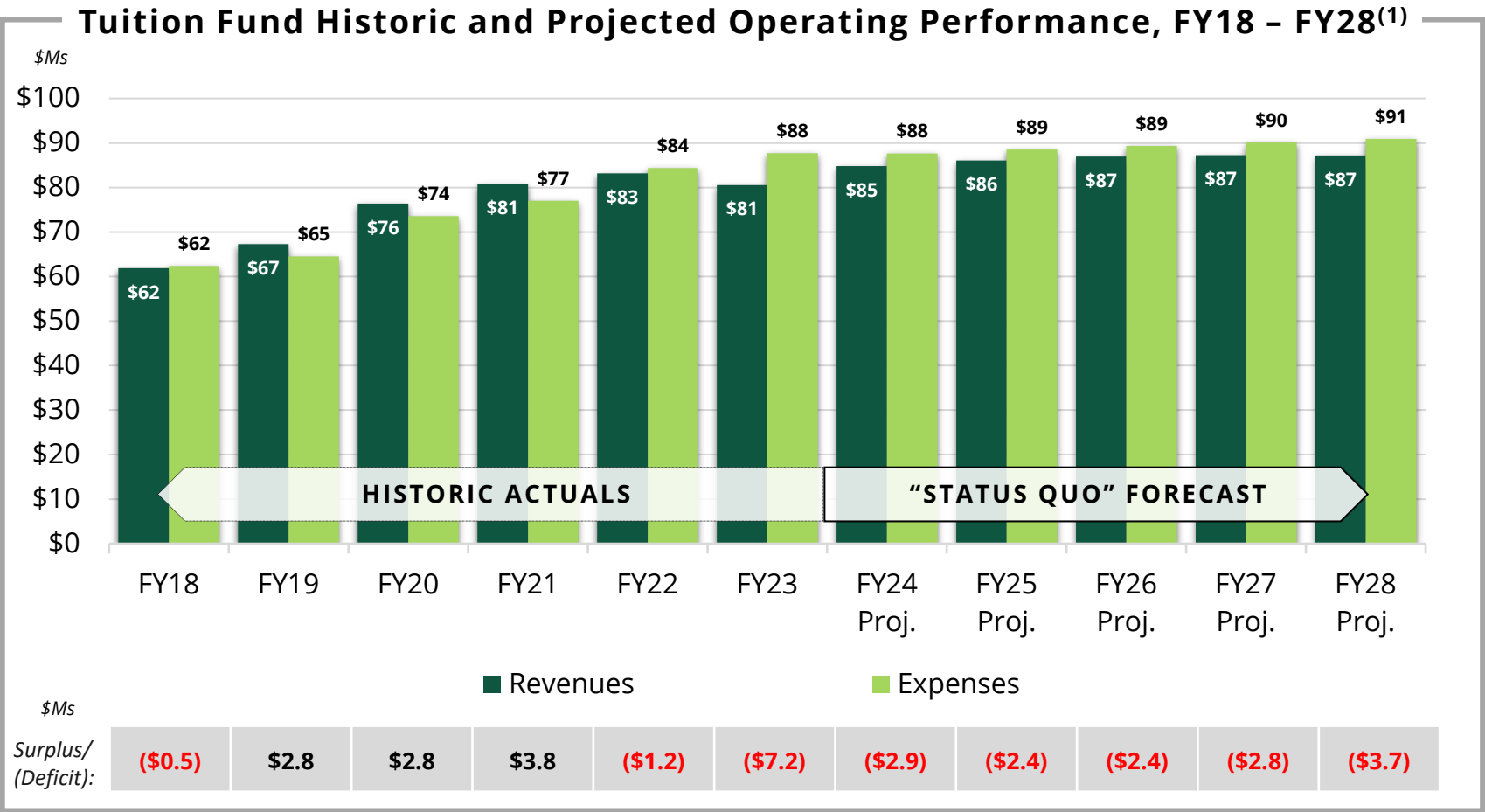
Overall Deficits Have Been Masked by Federal COVID-19 Aid

As a result of the -\$7.2M deficit in FY 2023, Green Bay's fund balances fell by 48% to \$7.7M. Although some of this balance spending was intentional, if deficits worsen in the future Green Bay runs the risk of fully depleting its balance.



"Status Quo" Baseline Financial Forecast Results

The "Status Quo" forecast, which assumes current trends continue and Green Bay does not make any changes to existing operations, illustrates the 'Case for Change' and emphasizes the importance of prioritizing and executing on revenue and expense opportunities.



KEY DRIVERS

Enrollment

Enrollment is modeled to slightly increase in the near term to ~6,841 FTEs by Fall 25 (FY26), before slightly declining in FY27 and FY28 given the declining high school graduates in Wisconsin and falling participation rates across the UW campuses. However, even as total enrollment at Green Bay increases, as the student mix shifts towards the high school population, this mitigates potential revenue increases traditionally associated with enrollment growth.

Expense Growth

Expenses have rebounded post-pandemic. However, one-time expenses in FY23 are estimated to be up to ~\$1M. Expenses are projected to moderately increase though over the forecast period (0.7% FY23-FY28 CAGR), as Salaries, Wages, and Benefits (1.1% FY23-FY28 CAGR) and Supplies & Services (1.0% FY23-FY28 CAGR) are expected to show marginal growth.

Stabilizing expenses at much higher levels, combined with pressures to UW-Green Bay’s traditional revenue-generating student populations, are forecasted to cause the deficit at Green Bay to persist over the coming years.

"Status Quo" Baseline Tuition Fund Balance Forecast

Green Bay's forecasted changes in net assets are projected to have a negative financial impact on the university's tuition fund equity balance, fully deteriorating the balance by the beginning of Fiscal Year 2027, reinforcing the 'Case for Change' at the institution.

Projected Financial Impact on Tuition Fund Equity Balance

Green Bay Tuition Fund Equity Balance Baseline Projections						
Green Bay (\$Ms)	FY End 2023 Actual	FYE24 Proj.	FYE25 Proj.	FYE26 Proj.	FYE27 Proj.	FYE28 Proj.
Beginning Tuition Fund Equity Balance	\$14.9	\$7.7	\$4.9	\$2.4	\$0.0	(\$2.8)
Change in Net Assets	(\$7.2)	(\$2.9)	(\$2.4)	(\$2.4)	(\$2.8)	(\$3.7)
Ending Fund Equity Balance	\$7.7	\$4.9	\$2.4	\$0.0	(\$2.8)	(\$6.5)
Cumulative Impact on Fund Balance	---	(\$2.9)	(\$5.3)	(\$7.7)	(\$10.5)	(\$14.3)

TAKEAWAYS



Current Fund Equity Balance

Green Bay had \$14.9M in equity in the tuition fund at FYE23. After being buoyed by COVID-19 Aid and expense reductions in recent years, the \$7.2M tuition fund deficit in FY23 cut the balance nearly in half (-48%).



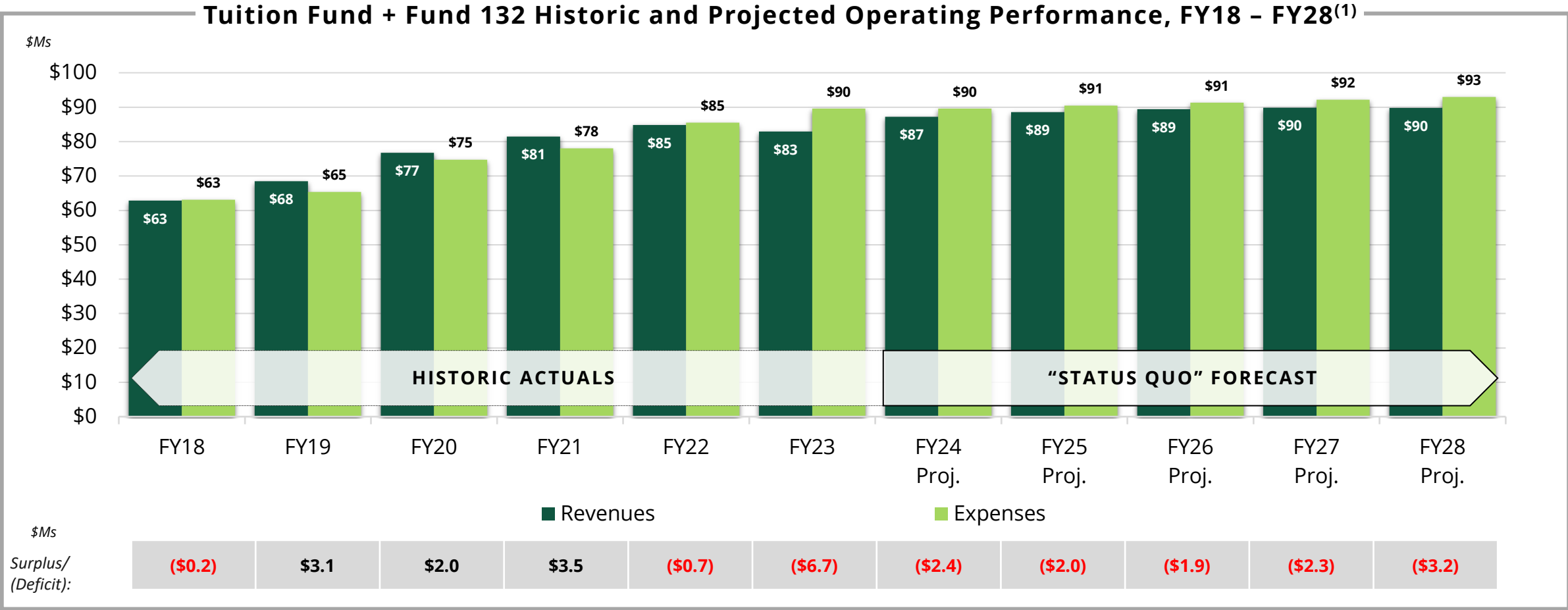
Expense Growth Outpacing Revenue Generation

As expenses have significantly outpaced revenues in recent history (Expenses growing at 7.1% CAGR, Revenues at 5.4% average annual growth from FY18 to FY23), Green Bay should right-size operations at the institution given the current student population to resolve the existing deficit and enable investment for long-term sustainability.

If the Tuition Fund Equity balance falls at this rate, Green Bay will not be able to meet current obligations and will need support from the Universities of Wisconsin to fund operations at the beginning of Fiscal Year 2027.

"Status Quo + Fund 132" Baseline Financial Forecast Results

The "Status Quo + Fund 132" forecast includes the addition of Fund 132 (Non-Credit Program Receipts) which accounts for the performance of the significant Extension Program operated by Green Bay.



Including Fund 132 in the forecast, to fully account for the Extension Program, closes the forecasted deficit by an incremental ~\$500k annually in comparison to the "Status Quo" forecast, which can serve to help reduce the deficit in the Tuition Fund.

"Status Quo + Fund 132" Baseline Tuition Fund Balance Forecast

With the addition of Fund 132 to the "Status Quo" Baseline Forecast, Green Bay's Ending Fund Equity Balance remains positive into Fiscal Year 2028, extending the timeframe with which Green Bay can meet its future obligations for one year.

Projected Financial Impact on Tuition Fund Equity Balance

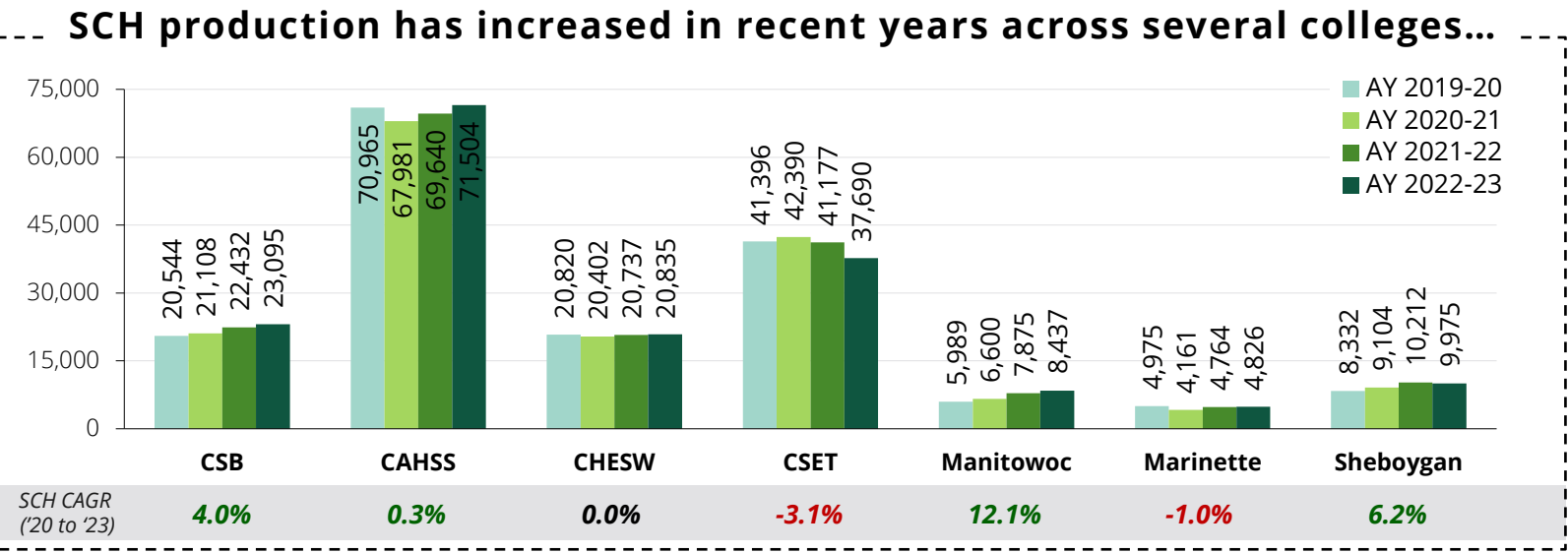
Green Bay Tuition Fund Equity Balance Baseline + Fund 132 Projections						
Green Bay (\$Ms)	FY End 2023 Actual	FYE24 Proj.	FYE25 Proj.	FYE26 Proj.	FYE27 Proj.	FYE28 Proj.
Beginning Tuition Fund Equity Balance	\$16.2	\$9.5	\$7.1	\$5.1	\$3.2	\$0.9
Change in Net Assets	(\$6.7)	(\$2.4)	(\$2.0)	(\$1.9)	(\$2.3)	(\$3.2)
Ending Fund Equity Balance	\$9.5	\$7.1	\$5.1	\$3.2	\$0.9	(\$2.3)
Cumulative Impact on Fund Balance	---	(\$2.4)	(\$4.4)	(\$6.3)	(\$8.6)	(\$11.8)

Including Fund 132 (Non-Credit Program Receipts), which includes the full Extension Program, can help provide additional support to the Tuition Fund Balance at Green Bay, enabling the institution to maintain positive fund balances for an additional year.



**Academic Production and Workforce
Alignment**

Unbalanced SCH Production and Retention Declines Present Risk

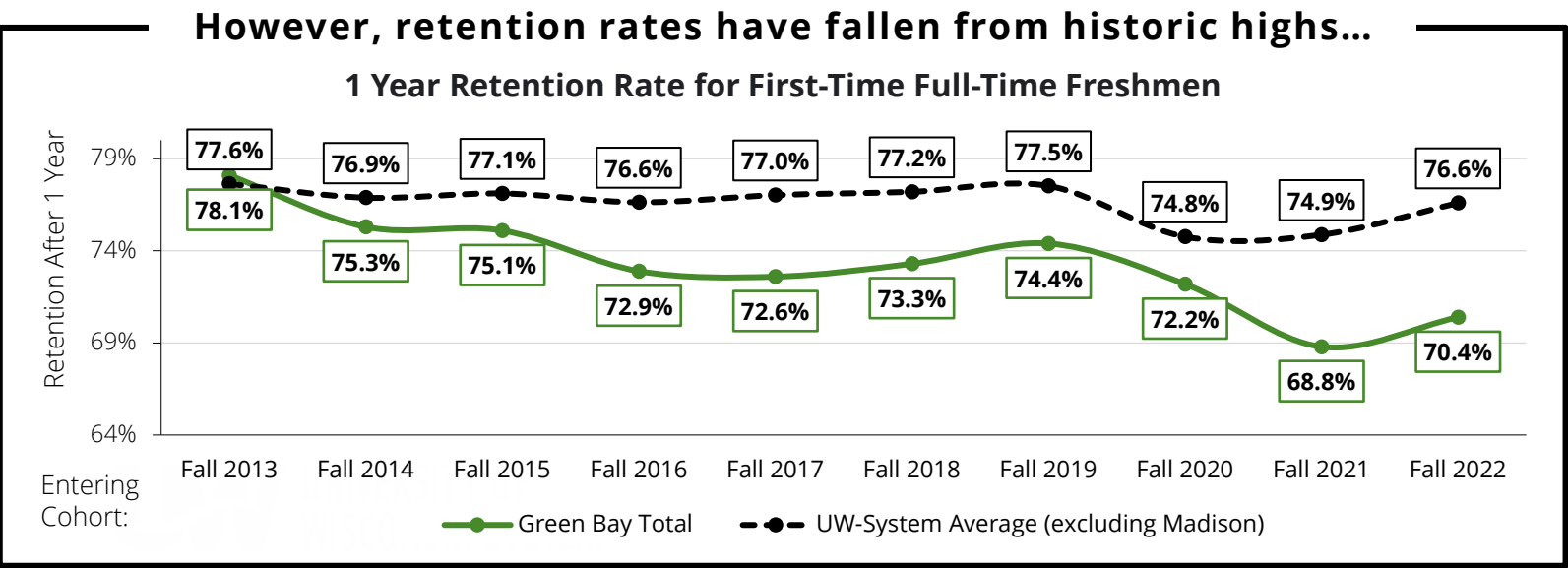


KEY RISK AREAS

SCH Production Variability Across Colleges

In the last 4 years, Green Bay’s total SCH production improved by a 0.48% compound annual growth rate (CAGR). This was primarily driven by CAHSS SCH production.

CSET (-3.1%) and Marinette (-1.0%) were the only two areas to see declines over this period with CHESW remaining flat.



Retention Rates are Declining and Still Lag Behind UW Peers

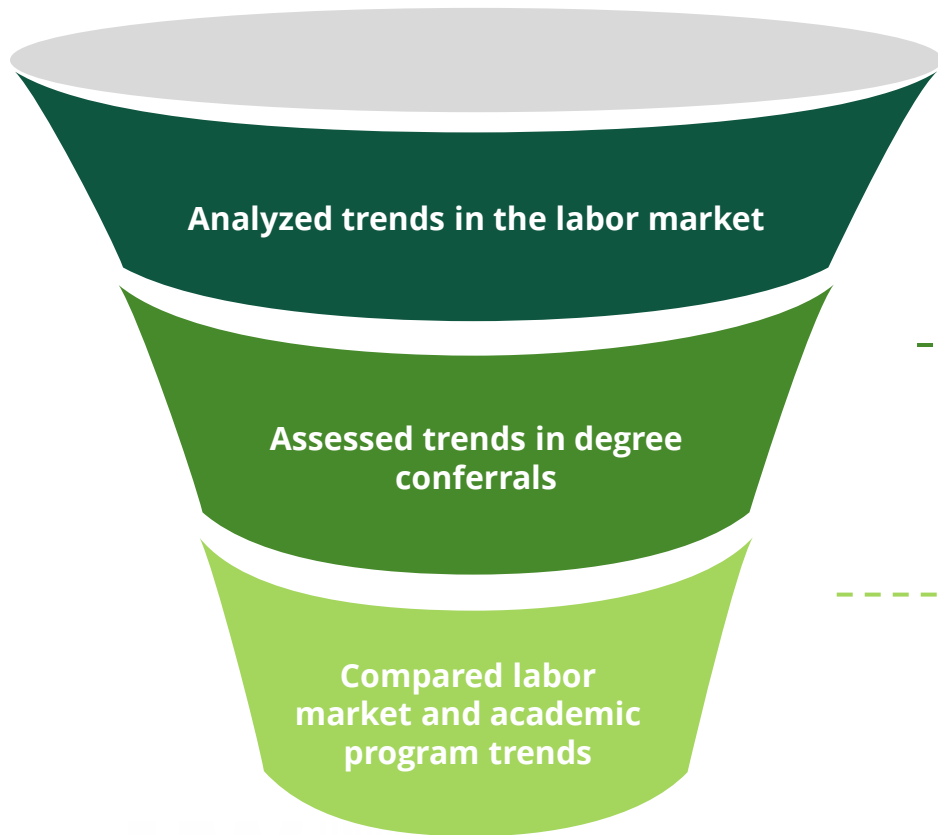
Retention rates for first-time, full-time (FTFT) freshmen fell over five percentage points from Fall '20 (74.4%) to Fall '22 (68.8%) and rebounded slightly in Fall '23 (70.4%).

Retention rates were last on par with UW peers 10 years ago, and have since declined from historic highs, trailing consistently below the UW average (76.6% as of Fall 2023).

Program and Labor Market Analysis Methodology Overview

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

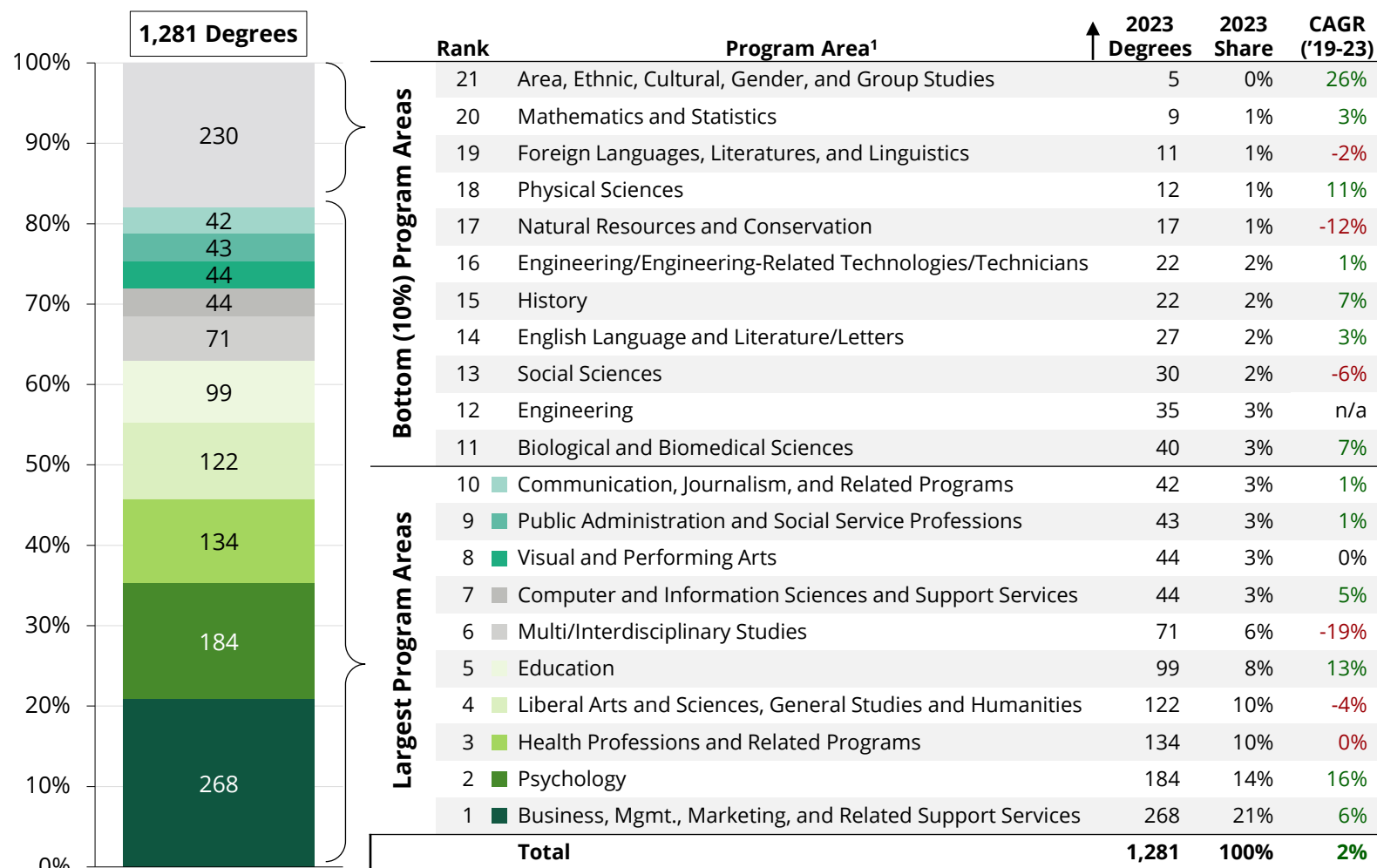
KEY QUESTION: Is the current academic portfolio **aligned to student demand and the needs of the region and the state?**



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 Green Bay's regional workforce development areas (WDA)
- 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
- 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 Green Bay regional labor market

2023 Main Campus UG Degree Conferrals Highlight Green Bay Strengths



Key Takeaways

Top Degrees Areas

Green Bay's main campus conferred 1,281 UG degrees across 21 program areas¹ in AY2022-2023, of which 82% came from the top 10 program areas. **Nearly 55% of degrees** came from business, psychology, health related program areas, and general studies and humanities¹.

The top programs² included psychology (184 degrees), business (178), registered nursing (108) and education (108).

Potential Areas of Low Demand

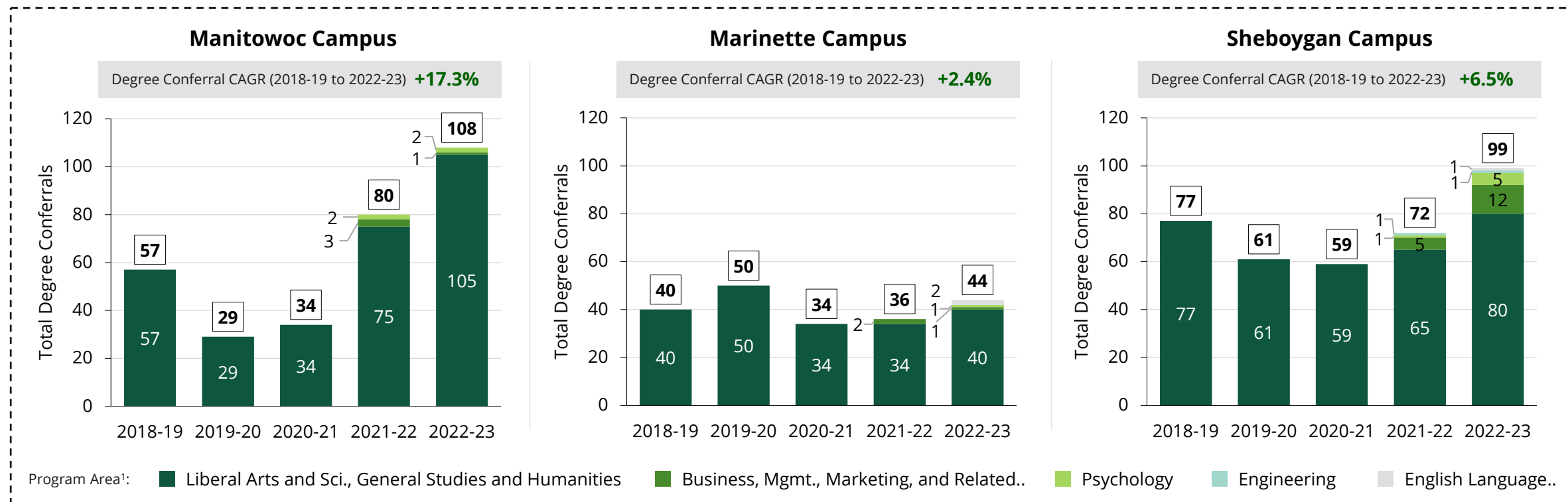
The bottom 4 program areas each conferred less than 15 UG degrees in the 2022 - 2023 Academic Year. Programs² in these areas are:

Low Degree Areas	Degrees
American Indian/Native American Stud..	5
Mathematics, General	9
Spanish Language and Literature	7
Germanic Languages, Literatures..	4
Hydrology and Water Resources Science	2
Geology/Earth Science, General	2
Chemistry, General	8

Green Bay's main campus share of undergraduate degree conferrals by program area highlights the institution's primary strengths in business, psychology, and nursing, as well as areas of low conferrals and potential misalignment to market demand.

2023 UG Degree Conferrals for Manitowoc, Marinette, and Sheboygan

Green Bay's branch campuses, on average confer 90% of all degrees in general studies and humanities. Since AY 2018-19, Manitowoc campus has seen solid growth in conferrals while Marinette and Sheboygan campuses have experienced moderate fluctuations.



Manitowoc campus conferred 108 UG degrees across 3 program areas¹ in AY2022-2023. **Nearly 97% of all Manitowoc degrees** came from liberal arts and sciences, general studies and humanities. Recent growth in degree conferrals was driven by liberal arts, as well as the addition of new degrees conferred for business and psychology

Marinette campus conferred 44 UG degrees across 4 program areas¹ in AY2022-2023. **Nearly 91% of all Marinette degrees** came from liberal arts and sciences, general studies and humanities. Since AY 2018-19, Marinette's degree conferrals have fluctuated between 34-50 total degrees conferred per year.

Sheboygan campus conferred 99 UG degrees across 5 program areas¹ in AY2022-2023, of which **81% came from liberal arts and sciences, general studies and humanities**. Recent growth in degree conferrals was driven by liberal arts, as well as the addition of new degrees conferred primarily within business and psychology program areas.

Green Bay’s Graduate Program is Seeing Growth

Positive momentum among many of Green Bay’s graduate programs is a bright spot for the institution. Examining trends across the gradate portfolio may signal opportunities to further invest and align with student interests.

Graduate Degree Conferrals by Program Area ¹					
Program Area ¹	2019	2020	2021	2022	↓ 2023
Public Admin. and Social Service Professions	57	60	59	62	63
Multi/Interdisciplinary Studies	36	34	36	28	48
Business, Management, Marketing, and Related	12	14	10	24	30
Natural Resources and Conservation	19	18	15	14	21
Education	13	22	26	30	21
Health Professions and Related Programs	10	37	12	31	8
Psychology				13	4
Biological and Biomedical Sciences				2	2
Computer and Information Sciences					1
Total	147	185	158	204	198

Graduate SCH Production by Program Area ¹					
Program Area ¹	2019	2020	2021	2022	2023
Public Admin. and Social Service Professions	1,672	2,122	1,919	2,033	1,925
Multi/Interdisciplinary Studies	670	2,217	1,448	1,444	1,240
Business, Management, Marketing, and Related	301	220	432	838	750
Natural Resources and Conservation	432	501	459	487	438
Education	493	513	792	425	508
Health Professions and Related Programs	327	785	401	445	597
Psychology			365	454	335
Biological and Biomedical Sciences			78	93	84
Computer and Information Sciences					108
Liberal Arts and Sciences, General Studies	74	180	131	448	291
Communication, Journalism, and Related			9	3	
English Language and Literature/Letters		15			
Visual and Performing Arts	9				
Total	3,978	6,553	6,034	6,670	6,276

Graduate Conferrals Grew 35% in the Last 5 Years...

- Over the last five years², Green Bay saw a **35% increase in graduate degree conferrals** from 147 in AY 2018-19 to 198 as of AY 2022-23.
- This was **largely driven by growth** in several graduate programs, including **Data Science, Teacher Education and Professional Development, Social Work, and Business Administration and Management Programs.**

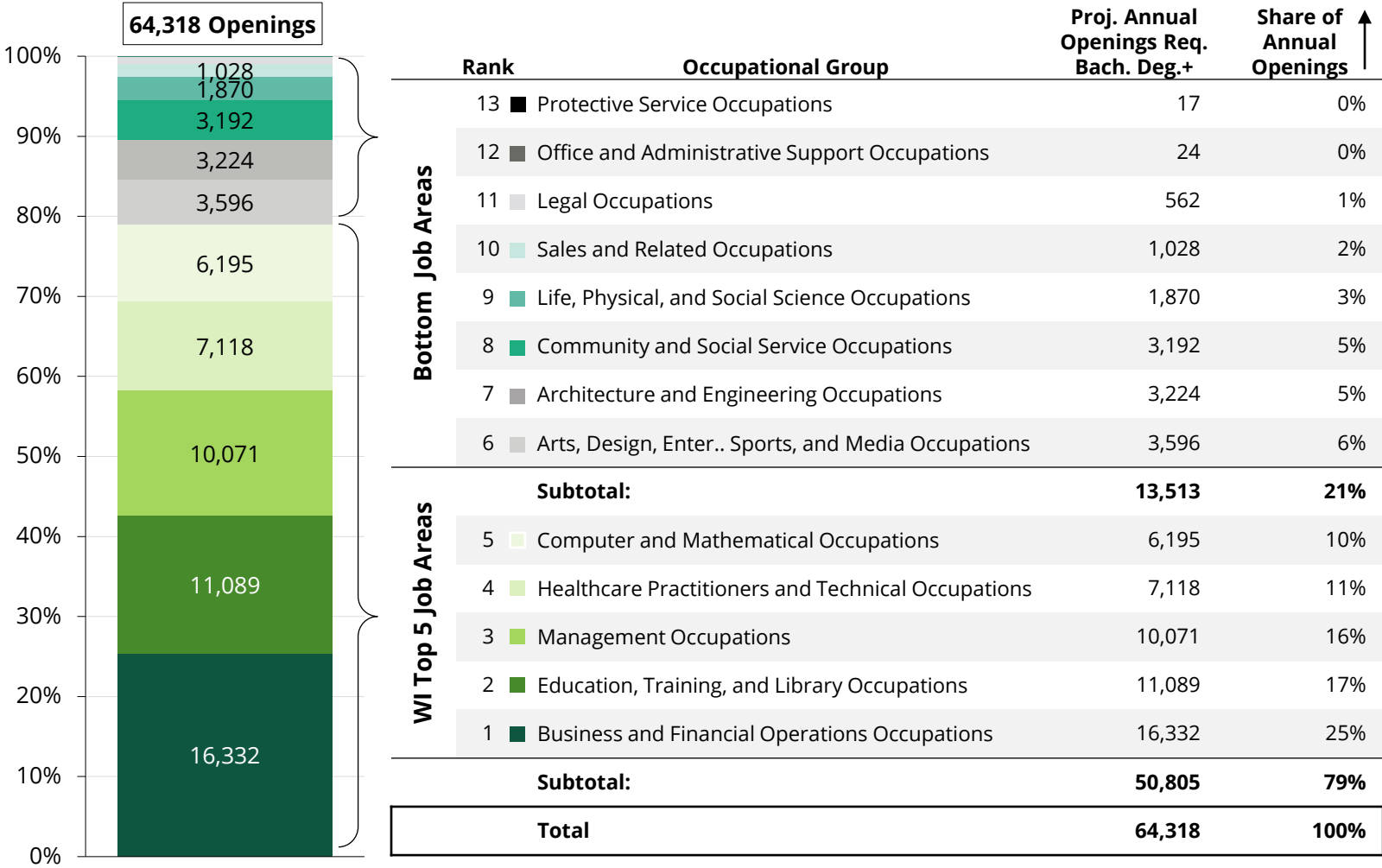
...while Graduate SCH Production is up 58%

- Green Bay’s **graduate SCH production saw strong growth (58%) over the last five years** from AY 2018-19 to AY 2022-23.
- However, **graduate SCH production declined -6% from AY 2021-22 to AY 2022-23.**

Note: (1) Program area is defined as the first 2-digits of CIP code. Source: OPAR UWS Degrees Conferred by CIP; OPAR UWS Enroll and Credits by CIP; NCES [CIPCode2020](#)

Green Bay Shows Primary Alignment to Workforce Demand

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.

Green Bay demonstrates primary alignment to state workforce demand in the areas of business and healthcare (31% of Main Campus UG conferrals vs. 36% of annual projected openings), with primary gaps across degrees supporting engineering occupations.

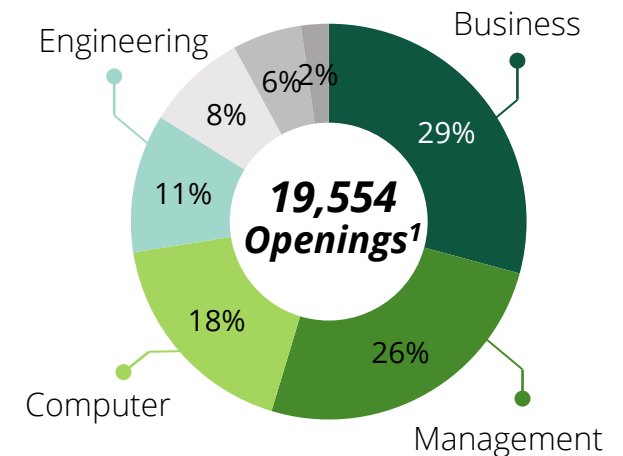
WI Top 20 *Hot Jobs* Requiring Bachelor's Degree+ from 2020-30

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-GB Confer Deg?	UG Deg Conf. In 2023 ¹
■	Business and Financial Operations Occupations		5,714			
13-1111	Management Analysts	Bachelor's	1,780	\$81,340	Yes	192
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's	1,693	\$58,060	Yes	26
13-1071	Human Resources Specialists	Bachelor's	1,655	\$59,370	Yes	203
13-1081	Logisticians	Bachelor's	586	\$62,870	Yes	192
■	Management Occupations		4,975			
11-1021	General and Operations Managers	Bachelor's	2,608	\$117,070	Yes	219
11-3031	Financial Managers	Bachelor's	680	\$131,200	Yes	22
11-9111	Medical and Health Services Managers	Bachelor's	616	\$106,020	Yes	26
11-9021	Construction Managers	Bachelor's	553	\$109,100	Yes	192
11-3051	Industrial Production Managers	Bachelor's	518	\$108,830	Yes	192
■	Computer and Mathematical Occupations		3,490			
15-1256	Software Dev. and Software QA Analysts and Testers	Bachelor's	2,961	\$91,810	Yes	44
15-1257	Web Developers and Digital Interface Designers	Bachelor's	529	\$60,710	Yes	58
■	Architecture and Engineering Occupations		2,213			
17-2112	Industrial Engineers	Bachelor's	946	\$75,390	No	-
17-2141	Mechanical Engineers	Bachelor's	774	\$77,920	Yes	33
17-2051	Civil Engineers	Bachelor's	493	\$79,400	No	-
□	Community and Social Service Occupations		1,616			
21-1018	Substance, Behavioral, and Mental Health Counselors	Bachelor's	765	\$43,750	Yes	38
21-1021	Child, Family, and School Social Workers	Bachelor's	447	\$45,620	Yes	38
21-1022	Healthcare Social Workers	Master's	404	\$55,460	Yes	38
■	Healthcare Practitioners and Technical Occupations		1,107			
29-2010	Clinical Laboratory Technologists and Technicians	Bachelor's	603	\$55,770	No	-
29-1171	Nurse Practitioners	Master's	504	\$113,100	No	-
■	Sales and Related Occupations		439			
41-4011	Sales Representatives, Wholesale and Manufacturing.	Bachelor's	439	\$74,330	No	-

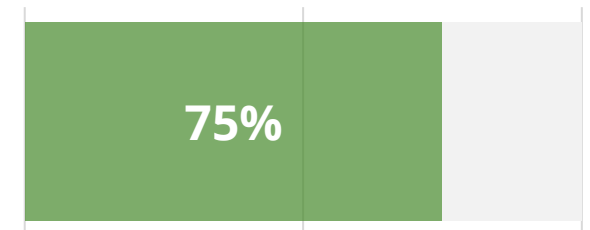
Top 20 *Hot Jobs* Requiring a Bachelor's Degree+

% of annual openings by occ. group, 2020-30



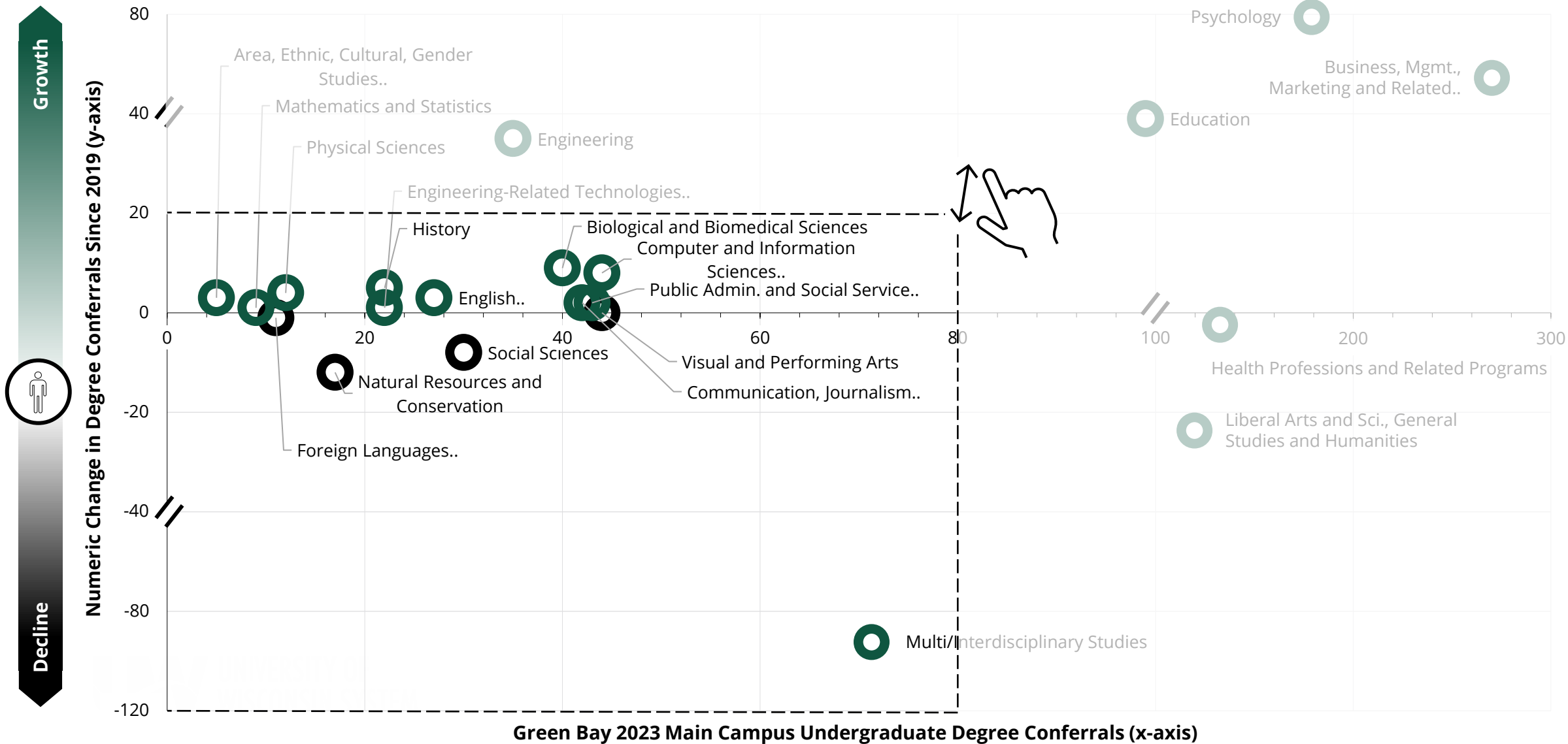
Share of Top 20 *Hot Jobs* UW-GB Confers Degrees For

Based on FY 2023 Degree Conferalls



Trend of UG Degree Conferrals by Program Area May Signal Opportunities

Examining areas with low or declining conferral rates across Main Campus may signal opportunities to further align programming with job market shifts and student interests.



Note: (1) Program area is defined as the first 2-digits of CIP code. Source: OPAR UWS Degrees Conferred by CIP; NCES [CIPCode2020](#)



Next Steps

Next Steps

Following today's meeting, the team will work to incorporate any feedback to finalize the Current State Assessment, after which the focus will shift to further refining and developing the list of potential opportunity areas.

1

Build Opportunity Catalog based on CSA

2

Opportunity Prioritization Session with Green Bay campus leadership (1/29)

3

Review **Final Opportunity Report** with Green Bay campus leadership (2/12)

4

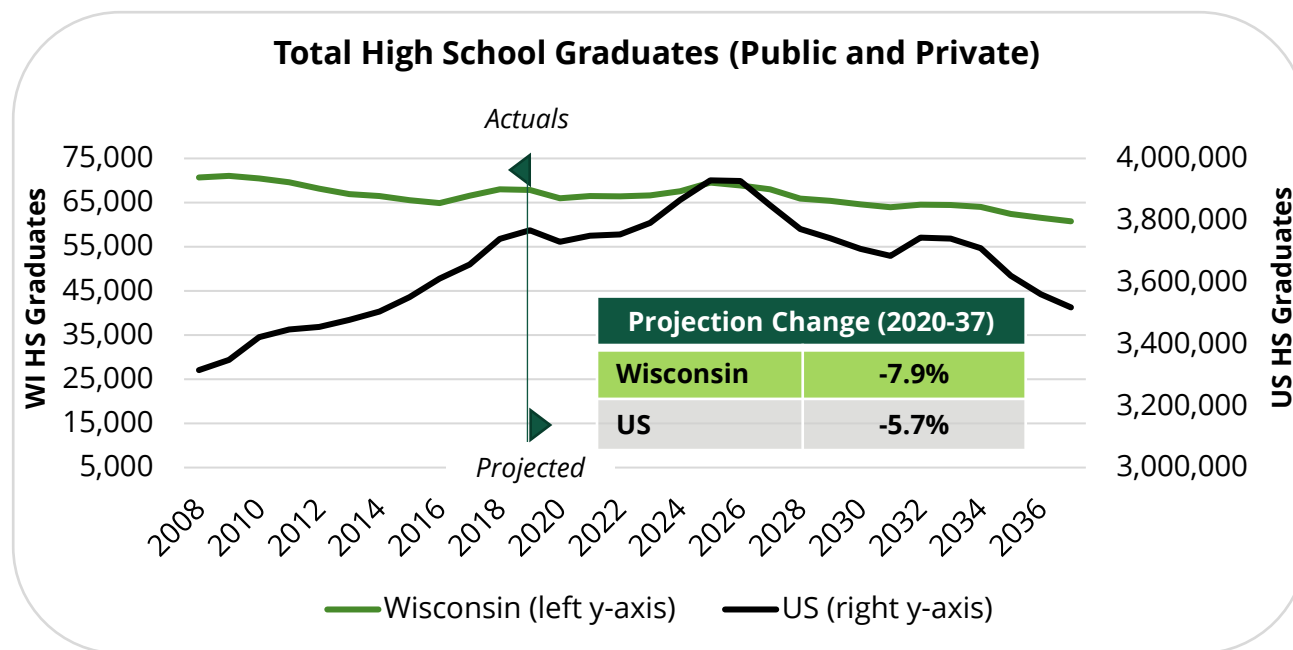
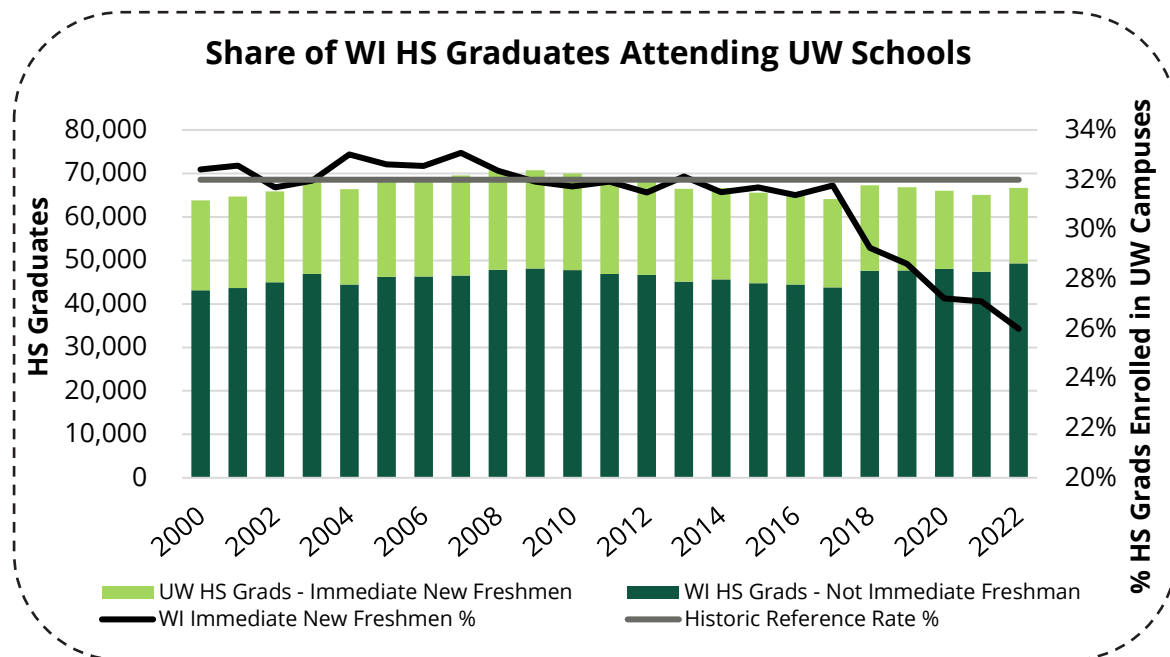
Solicit feedback from both Green Bay and the Universities of Wisconsin and refine as appropriate



Appendix: Financial Data

State of Wisconsin Traditional Student Supply

While the participation rate in the Universities of Wisconsin has declined, the number of high school graduates in Wisconsin is also expected to fall faster than the nationwide trend, creating increased pressure and competition for the traditional student population.



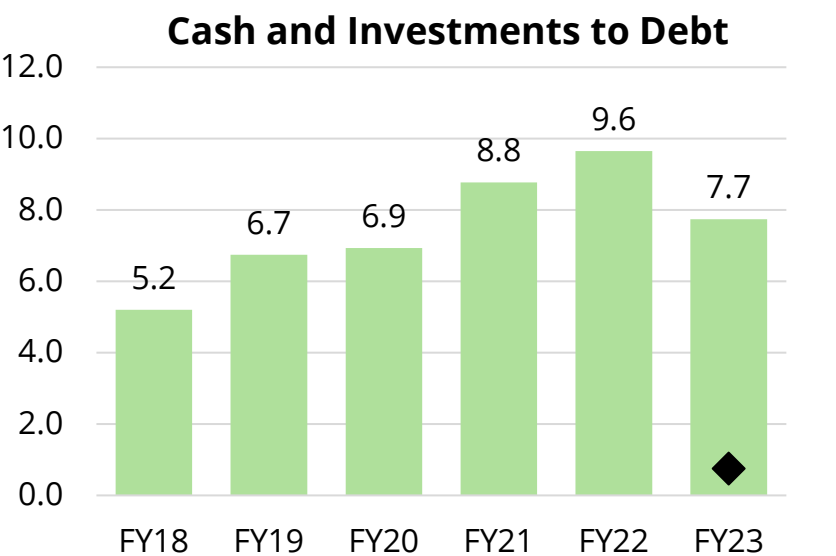
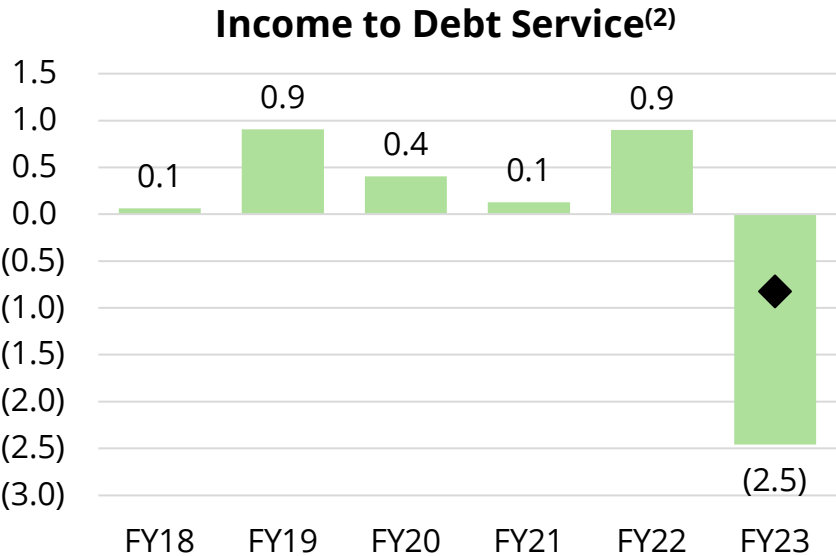
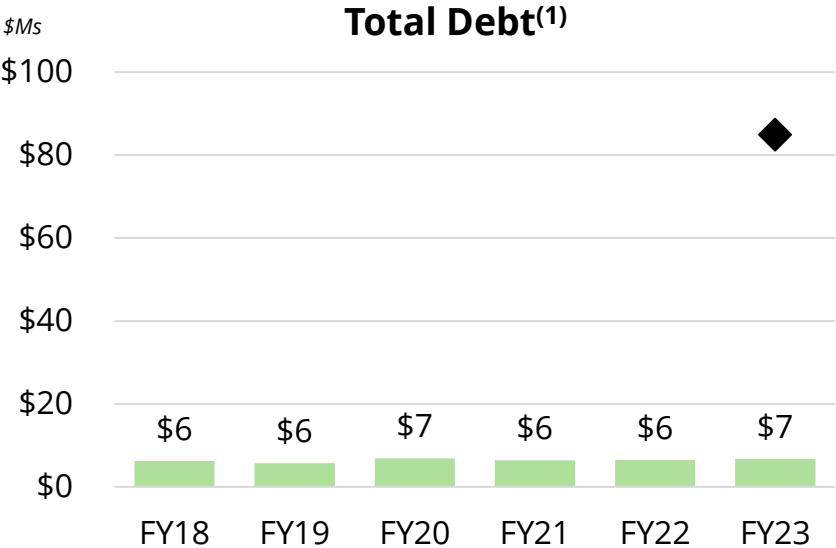
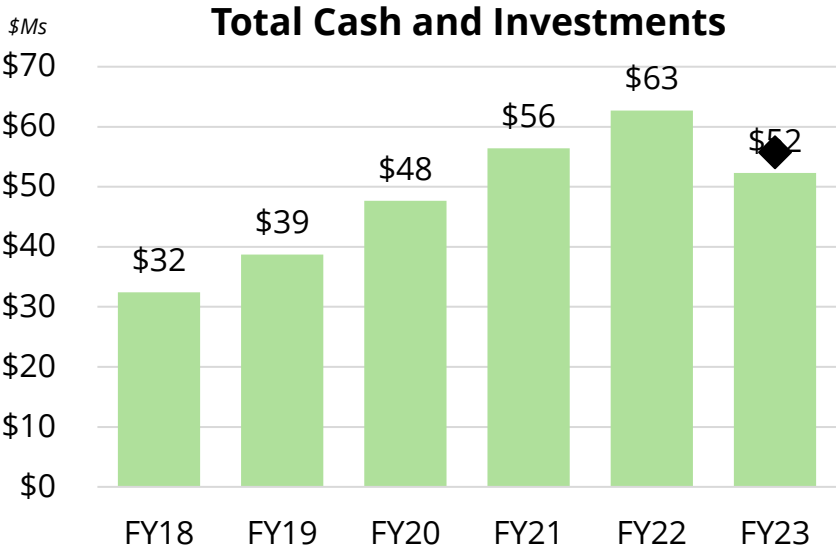
UW's share of Wisconsin HS graduates has fallen...

- Not only is the Wisconsin high school graduate population expected to decline in the future as the industry faces the "Demographic Cliff," the share of Wisconsin high school graduates attending Universities of Wisconsin schools has dropped in recent years.
- Historically, **32% of WI HS students have enrolled in UW** immediately after graduation. From a high of 33.1% in 2007, the latest recorded rate of WI high school graduates to attend UW Schools **has fallen to a low of 26% in 2022, 6% below the historic reference rate.**

...while total WI HS graduates are also expected to decline.

- A challenge facing higher education leaders is the large projected decline in high school graduates across the nation expected in the 2020s and 2030s, spurred by a decline in birth rates since the Great Recession.
- The number of high school graduates in Wisconsin is expected to decrease at a faster rate than the US,** further increasing the competition for the traditional student population.
- However, a population of ~794K people in the state of Wisconsin 25 and over have some college, but no degree, and may represent additional opportunity to bolster enrollments.

Balance Sheet Summary



KEY TAKEAWAYS

Cash and Investments

Increases in Net Position through operations, as well as \$23.5M in COVID-19 Federal Grants and Aid received from FY20–FY22 have helped to grow Cash & Investment balances, before declines in FY23 as operating performance declined.

Leverage Position

As compared to the Universities of Wisconsin median level, Green Bay is well above its peers from C&I to Debt ratio perspective. This signals that the institution’s capital structure is very strong and provides a solid foundation with which Green Bay can be flexible to support future decisions.

Debt Service Coverage

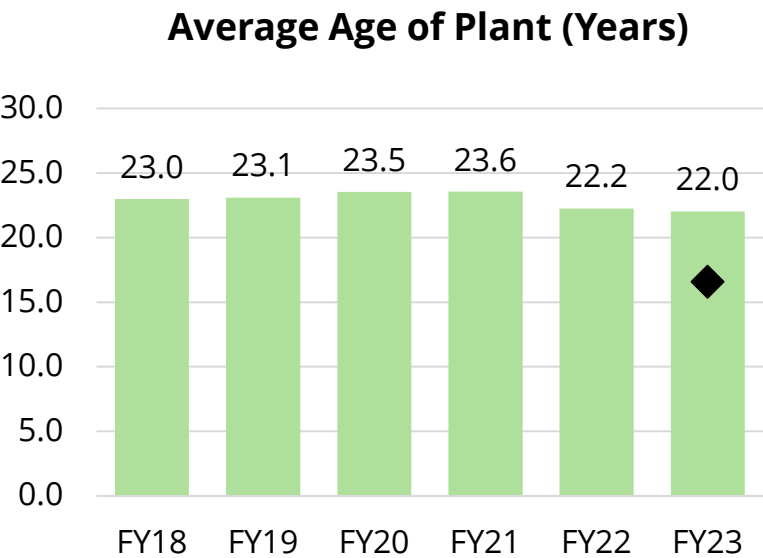
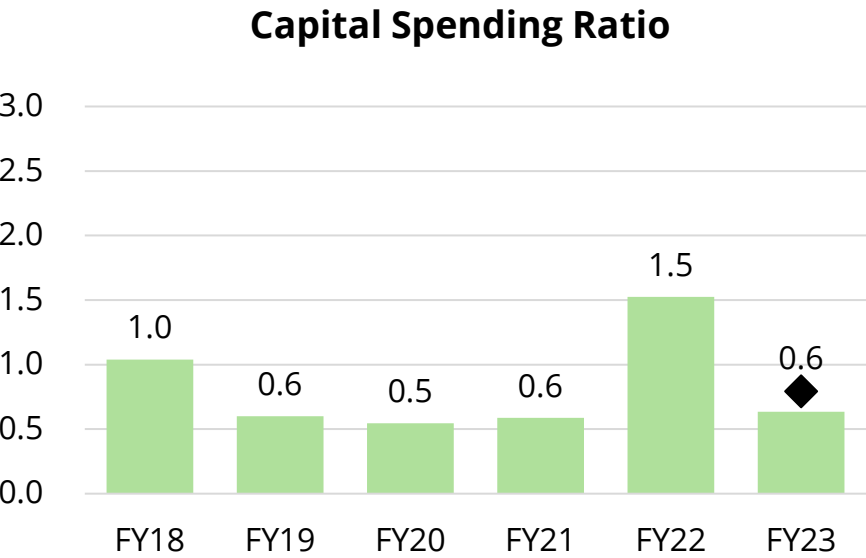
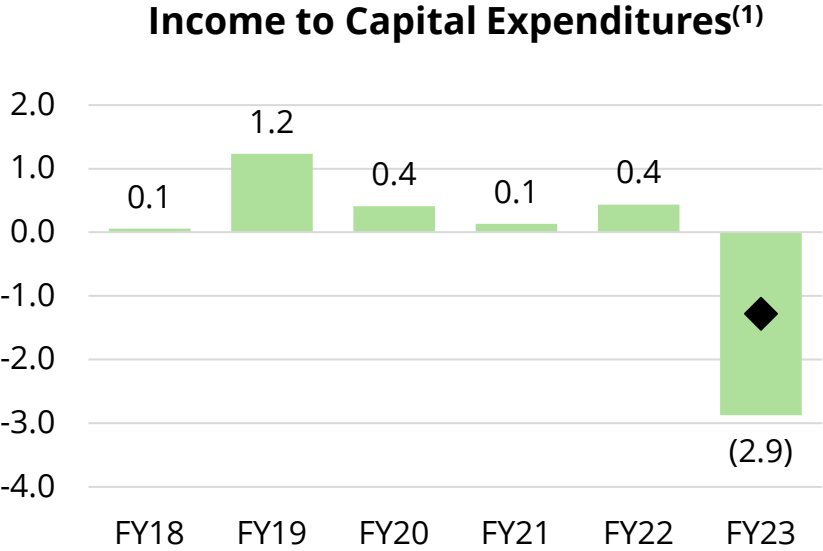
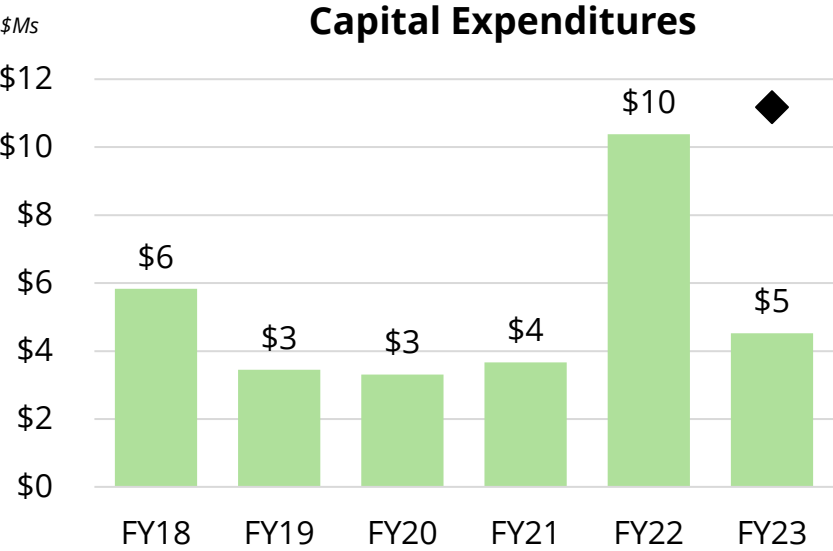
Green Bay’s historically strong operating performance signals its ability to comfortably meet principal and interest debt service payments on both bonds and capital lease obligations, however that performance significantly worsened in FY23 which may challenge coverage in the future.



Universities of Wisconsin
FY23 Median⁽³⁾

Note (1): Reflects Notes and Bonds Payable and Capital Lease Obligations. Note (2): Reflects Income (Loss) before Capital & Endowment Additions, Debt Service is Interest Expense plus Principal Payments on Capital Debt and Leases per Statement of Cash Flows; Note (3): Includes GRB, excludes Madison; Source: Universities of Wisconsin Audited Financial Statements by Institution;

Capital Expenditures Summary



KEY TAKEAWAYS

Low Capital Spend

Total capital expenditures at Green Bay have been relatively low in recent years, outside of larger spend in FY22, which was supported by \$12.6M in Capital Appropriations collectively received over FY21 and FY22.

Aging Facilities

In four of the past six years, Green Bay has had depreciation outpace capital spend, signifying aging facilities. This is illustrated by a very high Average Age of Plant of 22.0 years in FY23, which is well above the Universities of Wisconsin median.

Operations Supporting CapEx

Over the coming years, it will be important for Green Bay to ensure appropriate investments are made in the campus as facilities continue to age.



Universities of Wisconsin
FY23 Median⁽²⁾

Note (1): Reflects Income (Loss) before Capital & Endowment Additions; Note (2): Includes GBY, excludes Madison; Source: Universities of Wisconsin Audited Financial Statements by Institution

CFI Overview

The Composite Financial Index (CFI) is used by the Higher Learning Commission (HLC) for accreditation. While the HLC uses the methodology that excludes Pension/OPEB but includes Foundation funds (first score in each dimension), to evaluate funds available to, and within the control of a UW campus, this report also includes the CFI scores excluding both Pension/OPEB and Foundation funds.

Net Operating Ratio:

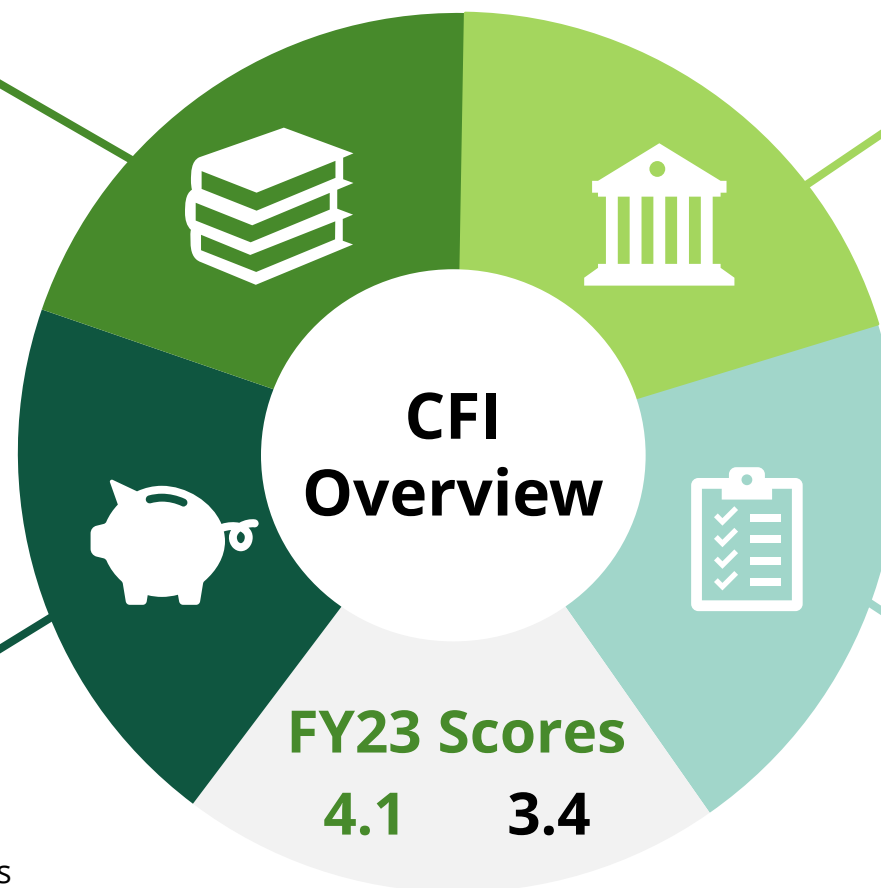
FY23 Green Bay: -11.0% / -11.0%

- Measures whether or not an institution is living within available resources
- A surplus or deficit directly impacts the amount of funds an institution adds to or subtracts from net assets, which impacts all other CFI ratios
- NACUBO suggests a **ratio of 2 to 4 percent** which ensures revenues cover all operating expenses

Viability Ratio:

FY23 Green Bay: 11.0 / 7.0

- Measures if an institution has adequate available resources to meet debt obligations
- NACUBO suggests a **ratio of 1.0**, which means expendable resources equal total debt, however if this ratio drops below one, it can limit an institution's financial flexibility



Key: ■ CFI score excluding Pension/OPEB, including Foundation funds
■ CFI score excluding both Pension/OPEB and Foundation funds

Return on Net Assets Ratio:

FY23 Green Bay: -4.0 / -7.0%

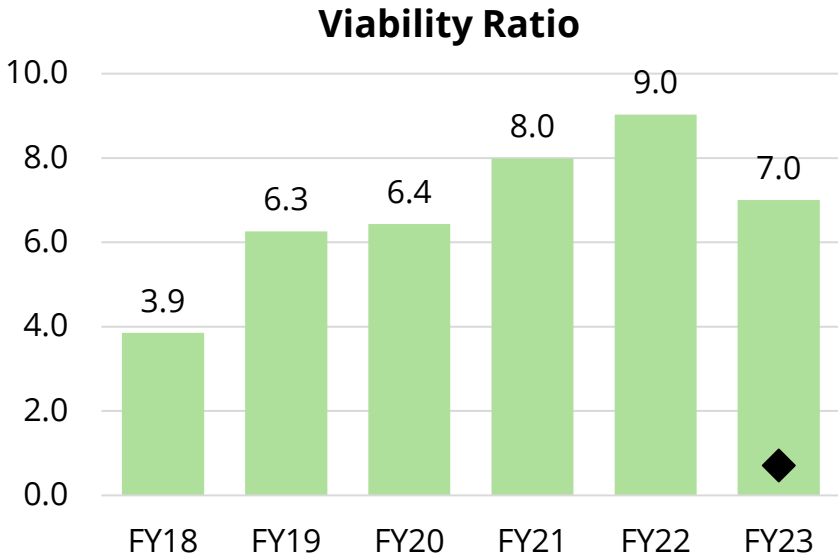
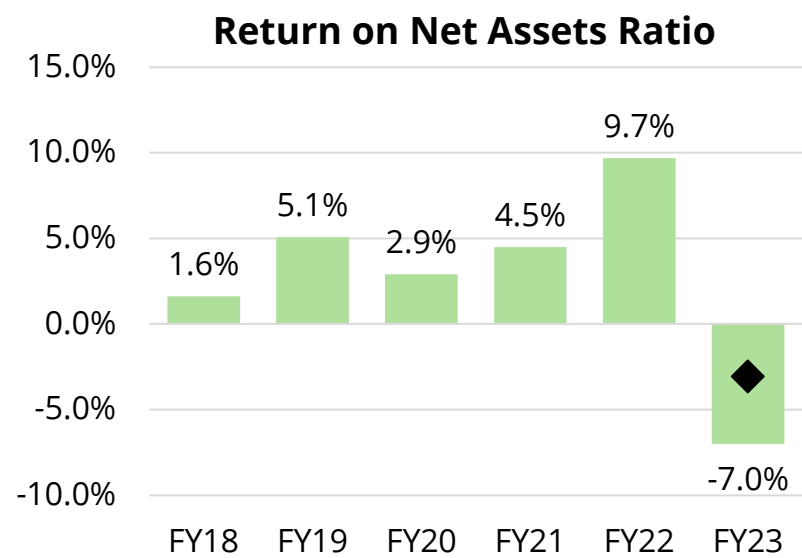
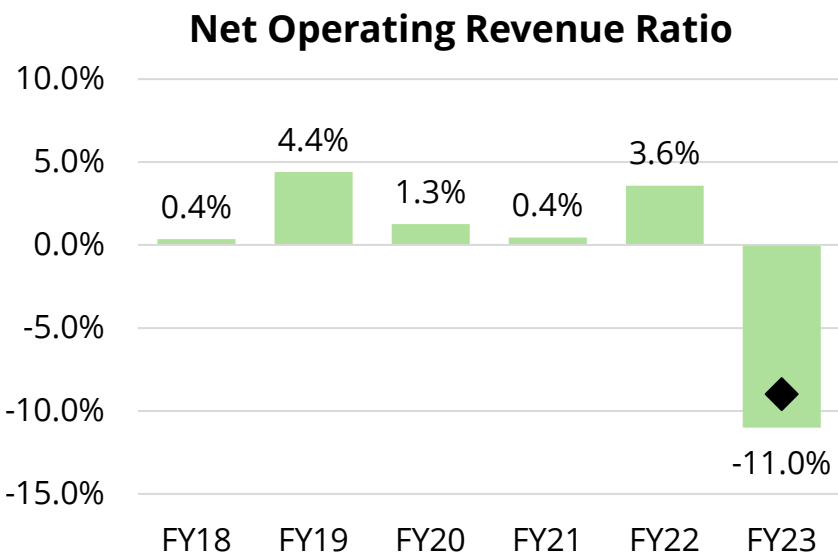
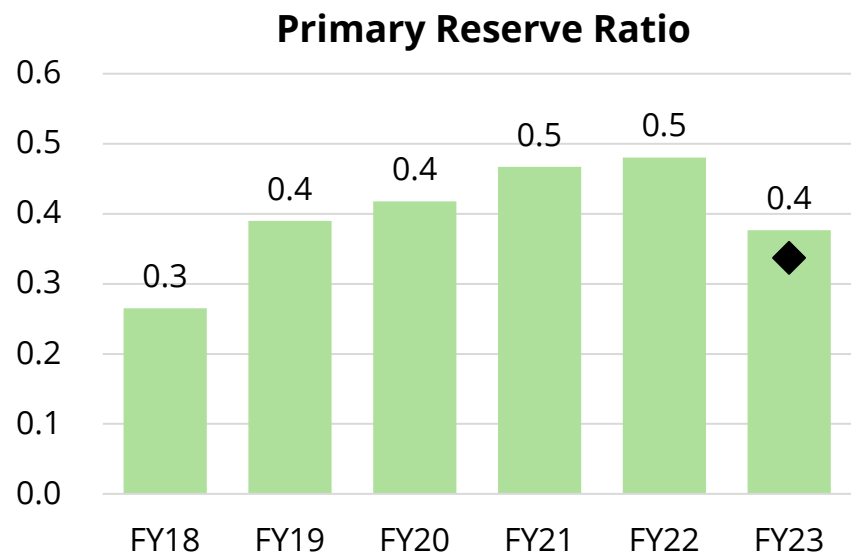
- Measures whether the institution is better off financially by measuring total economic return – i.e., are net assets growing over time?
- A positive ratio indicates net assets are growing and balance sheet strength is increasing
- NACUBO suggests a **3-4% real return** a general target, however in the short term, a negative ratio may be appropriate if resources are being directed for strategic investments

Primary Reserve Ratio:

FY23 Green Bay: 0.5 / 0.4

- Measures how long the university can function with existing reserves given current operating expenses
- NACUBO suggests a ratio of **.4 is advisable**, meaning that a university's expendable resources can cover ~4.8 months of expenses

CFI Ratios Over Time



KEY TAKEAWAYS

Primary Reserves

Green Bay’s Primary Reserve Ratio has remained above the UW median. A ratio of 0.4 signals available resources can cover ~4.8 months of expenses, illustrating Green Bay’s financial position and flexibility.

Economic Return

Green Bay has generated a positive Return on Net Assets five of the past six years, which signals positive economic return. A positive economic return can enable Green Bay to continue building upon its existing financial performance, however a significant deficit in FY23 lead to a negative economic return.

Capital Flexibility

Green Bay’s low level of debt has kept the Viability ratio well above 1.0. Given the size and relationship of expendable resources to the debt load, Green Bay’s viability ratio is extremely strong.



Universities of Wisconsin
FY23 Median⁽¹⁾

Note (1): Includes GBY, excludes Madison
Source: Universities of Wisconsin Audited Financial Statements by Institution: All ratios are calculated without Foundation and OPEB/Pension expense: Sourced per System CFI Calculation document

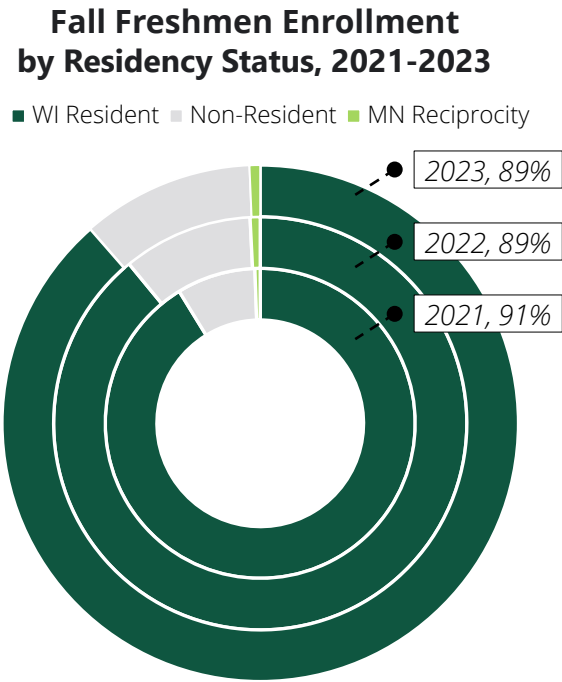


Appendix: Workforce Alignment

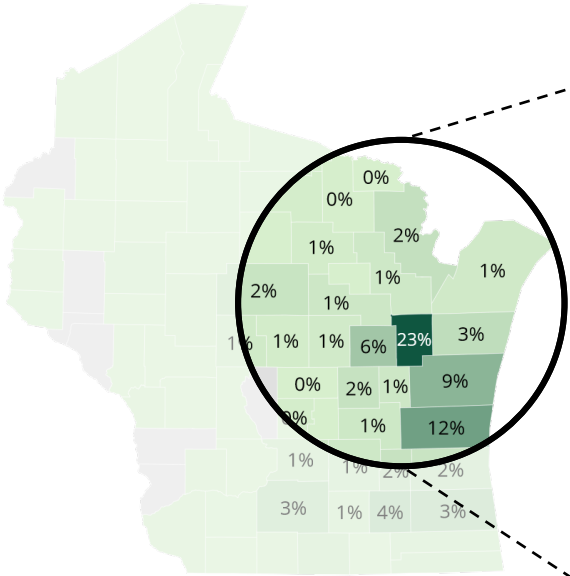
Regional Workforce Analysis Overview

Green Bay receives nearly 90% of its enrollment from Wisconsin, primarily from the northeast region of the state, covering WDA #5.

Profile of Green Bay Incoming Students



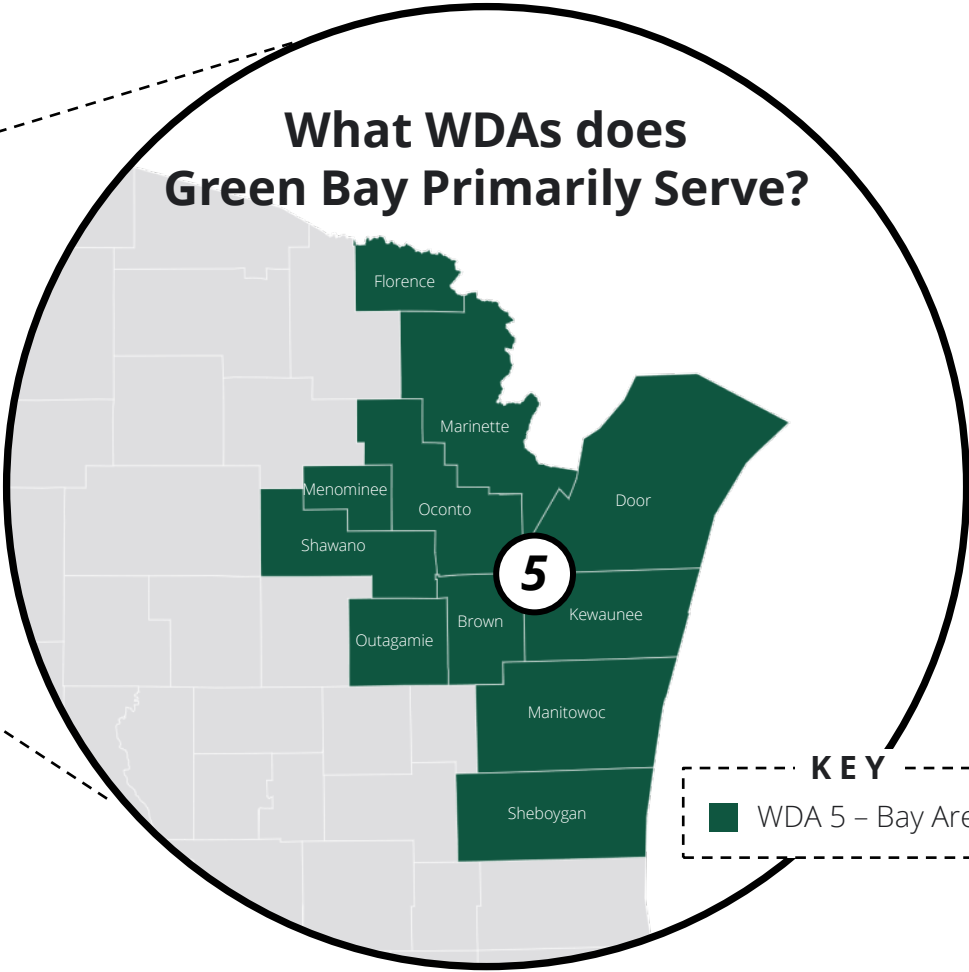
New WI Freshmen by Geographic Region, Fall 2023



Where are Incoming Freshmen from?

















- 1** On average, **90% of Green Bay freshmen were Wisconsin residents** over the last three years from Fall 2021 to 2023
- 2** In 2023, among WI resident new freshmen, **nearly 60% came from Brown, Sheboygan, Manitowoc, Outagamie, Kewaunee, and Marinette counties**, which comprise WDA #5

Regional Workforce Development Areas



WI Regional Workforce Analysis Overview

Top 20 Hot Jobs Requiring a Bachelor's Degree+ Across Regional WDA #5

SOC	Occupational Group / Title	Typical Education	Annual Openings	Median Wage	Does UW-GB Confer Deg?	UG Deg Conf. In 2023 ¹
11-1021	General and Operations Managers	Bachelor's	349	\$111,721	Yes 	219
13-2011	Accountants and Auditors	Bachelor's	334	\$64,884	Yes 	31
25-2021	Elementary School Teachers, Except Special Ed.	Bachelor's	331	\$56,555	No	-
15-1256	Software Developers and Software QA Analysts	Bachelor's	319	\$82,635	Yes 	44
13-1198	Project Mgmt. and Business Operations Specialists	Bachelor's	260	\$66,632	Yes 	192
25-2031	Secondary School Teachers, Except Special and Career	Bachelor's	226	\$56,551	Yes 	79
13-1111	Management Analysts	Bachelor's	222	\$77,861	Yes 	192
13-1071	Human Resources Specialists	Bachelor's	221	\$58,242	Yes 	203
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's	217	\$52,875	Yes 	26
11-9198	Personal Service Managers; Entertainment and Rec.	Bachelor's	160	\$78,121	Yes 	192
17-2112	Industrial Engineers	Bachelor's	153	\$71,875	No	-
25-2022	Middle School Teachers, Except Special and Career	Bachelor's	131	\$57,504	No	-
15-1211	Computer Systems Analysts	Bachelor's	105	\$76,670	No	-
11-9021	Construction Managers	Bachelor's	100	\$99,258	Yes 	192
17-2141	Mechanical Engineers	Bachelor's	98	\$80,610	Yes 	33
27-3031	Public Relations Specialists	Bachelor's	89	\$54,552	Yes 	42
13-1151	Training and Development Specialists	Bachelor's	84	\$54,060	Yes 	11
11-3031	Financial Managers	Bachelor's	84	\$119,636	Yes 	22
11-3051	Industrial Production Managers	Bachelor's	83	\$102,171	Yes 	192
13-1081	Logisticians	Bachelor's	76	\$57,021	Yes 	192

Key Takeaways

Strong Alignment to Regional Demand for Business and Mgmt. Occupations

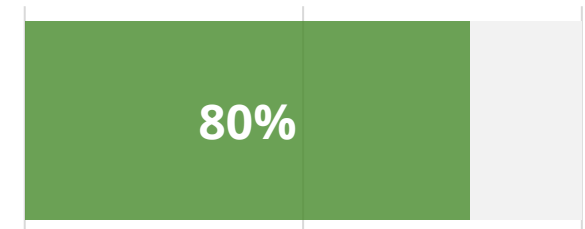
Similar to the state, a majority (60%) of the regional WDA's top 20 hot jobs requiring a bachelor's degree+ are within business and management occupations.

Primary Gap Areas Across Engineering and Education Occupations

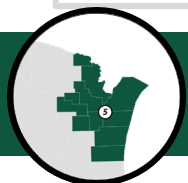
Green Bay's primary academic gap areas in relation to regional workforce demand are within healthcare and education.

Share of Regional Top 20 Hot Jobs UW-GB Confers Degrees For

Based on FY 2023 Degree Conferrals



Among the primary regional WDA (#5), Green Bay shows alignment to regional workforce demand across business, management, and healthcare occupations with primary gaps across engineering and education occupations.



UW-Green Bay Trend of SCH by Undergraduate Curricular Area (1/2)

Curricular Area	SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
1 Psychology	8,759	14,282	13,568	16,464	15,193	8.9%	6%
2 English	6,422	4,972	8,981	12,150	13,827	8.1%	178%
3 Business Administration	16,373	7,731	7,731	8,995	9,913	5.8%	28%
4 Education	8,208	9,118	10,103	10,362	9,781	5.8%	7%
5 Mathematics	10,607	10,777	9,805	9,596	9,442	5.6%	-12%
6 Human Biology	6,266	7,267	7,571	7,577	7,051	4.1%	-3%
7 History	4,973	5,300	5,484	5,210	6,222	3.7%	17%
8 Communication	6,151	5,875	5,638	5,701	5,953	3.5%	1%
9 Management		3,675	4,256	4,818	5,211	3.1%	42%
10 Chemistry	5,693	5,932	5,963	5,771	5,210	3.1%	-12%
11 Biology	6,035	4,781	5,081	5,130	4,891	2.9%	2%
12 Nursing Degree Completion	2,773	2,784	3,191	3,573	4,452	2.6%	60%
13 Art	3,594	3,626	3,726	4,309	4,344	2.6%	20%
14 Accounting	3,806	4,455	4,438	3,763	4,236	2.5%	-5%
15 Philosophy	2,982	3,202	3,648	4,140	4,236	2.5%	32%
16 Environmental Sciences	4,710	4,808	5,025	4,587	3,691	2.2%	-23%
17 Economics	2,631	3,074	3,624	3,025	3,312	1.9%	8%
18 Spanish	3,232	3,456	2,995	3,461	3,262	1.9%	-6%
19 Sociology	1,884	1,700	1,287	1,620	3,081	1.8%	81%
20 Computer Science	2,869	2,957	3,358	3,240	3,079	1.8%	4%
21 Marketing		2,826	2,889	3,176	2,984	1.8%	6%
22 Public and Environmental Affairs	3,274	3,991	3,130	2,819	2,904	1.7%	-27%
23 Humanistic Studies	4,187	4,357	3,699	3,257	2,842	1.7%	-35%
24 Finance		2,520	3,470	3,444	2,794	1.6%	11%
25 Social Work	1,793	2,019	2,337	2,500	2,695	1.6%	33%
26 Nutritional Sciences	2,350	2,481	2,852	2,654	2,529	1.5%	2%
27 Engineering	694	759	1,298	2,195	2,379	1.4%	213%
28 Music	1,591	2,174	2,041	1,606	2,204	1.3%	1%
29 Political Science	3,473	2,586	2,743	2,052	1,998	1.2%	-23%
30 Anthropology	1,112			1,575	1,935	1.1%	n/a

Curricular Area	SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
31 Organizational Leadership	1,075	1,180	1,532	1,835	1,839	1.1%	56%
32 First Nation Studies	2,129	2,173	1,995	2,001	1,582	0.9%	-27%
33 Physics	2,243	2,459	2,629	1,867	1,473	0.9%	-40%
34 Community Sciences	2,624	2,588	3,700	1,375	1,434	0.8%	-45%
35 Theatre	1,783	2,196	1,882	1,601	1,397	0.8%	-36%
36 Democracy and Justice	1,568	3,141	2,991	1,532	1,324	0.8%	-58%
37 Engineering Technology	1,709	2,181	2,302	1,736	1,276	0.8%	-41%
38 Health Information Mgmt & Tech.	768	3,458	1,917	1,640	1,262	0.7%	-64%
39 Women's & Gender Studies	933	525	1,065	1,200	1,070	0.6%	104%
40 Geography	1,005	558	828	617	999	0.6%	79%
41 Geoscience	1,192	1,096	843	1,174	752	0.4%	-31%
42 Design	619	750	875	801	723	0.4%	-4%
43 French	559	555	486	665	670	0.4%	21%
44 Information Science	327	258	345	399	437	0.3%	69%
45 German	549	534	516	567	403	0.2%	-25%
46 Urban Studies	372	477	246	471	336	0.2%	-30%
47 Music Ensemble	498	528	273	329	289	0.2%	-45%
48 Arts Management	516	416	313	592	254	0.1%	-39%
49 Health Management				375	246	0.1%	n/a
50 Music Applied	256	236	235	199	161	0.1%	-32%
51 Water Science		235	496	343	159	0.1%	-32%
52 Military Science	114	119	81	95	85	0.1%	-29%
53 Arabic	48	40			48	0.0%	20%
54 Japanese	40	35	59	43	45	0.0%	29%
55 Russian					32	0.0%	n/a
56 National Exchange Program		5	0	0	0	0.0%	-100%
57 Physical Education	720	108	46	77		0.0%	-100%
58 Chinese	28	44				0.0%	-100%
59 English Composition	4,995	6,645				0.0%	-100%
60 Religious Studies	117					0.0%	n/a

UW-Green Bay Trend of SCH by Undergraduate Curricular Area (2/2)

Curricular Area		SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
61	Learning Resources	198					0.0%	n/a
62	Astronomy	336					0.0%	n/a
63	Meteorology	32					0.0%	n/a
64	Geology	85					0.0%	n/a
65	Lecture Forum	70					0.0%	n/a
66	Human Development	6,524	340				0.0%	-100%
Total		160,474	166,364	165,587	170,304	169,947	100.0%	2%

UW-Green Bay Trend of SCH by Graduate Curricular Area

Curricular Area		SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
1	Social Work	2,229	2,291	2,103	2,366	2,410	37.6%	5%
2	Sustainable Management	340	1,073	734	730	678	10.6%	-37%
3	Data Science	381	1,263	852	840	675	10.5%	-47%
4	Psychology			332	346	350	5.5%	n/a
5	Education	360	480	619	273	312	4.9%	-35%
6	Environmental Science & Policy	285	359	297	317	267	4.2%	-26%
7	Nursing Degree Completion	275	273	207	261	255	4.0%	-7%
8	Management	233	138	150	397	224	3.5%	62%
9	First Nations Education	231	72	177	150	213	3.3%	196%
10	Masters Business Administration			90	216	162	2.5%	n/a
11	Athletic Training		24	93	110	154	2.4%	542%
12	Health & Wellness Management	201	624	261	237	153	2.4%	-75%
13	Cybersecurity			15	66	139	2.2%	n/a
14	Nutritional Sciences				18	113	1.8%	n/a
15	Applied Biotechnology		6	78	93	105	1.6%	1650%
16	Business Administration	24	12	72	9	90	1.4%	650%
17	Marketing			33	66	66	1.0%	n/a
18	Economics					27	0.4%	n/a
19	Music	9	9	12	6	18	0.3%	100%
20	Geoscience				1	4	0.1%	n/a
21	Accounting				3		0.0%	n/a
22	English	3					0.0%	n/a
23	Environmental Sciences	36	17	4	13		0.0%	-100%
24	Public and Environmental Affairs	15	21	30	15		0.0%	-100%
Total		4,622	6,662	6,159	6,533	6,415	100.0%	-4%

