

# UW-Whitewater Financial and Strategic Assessment

## *Current State Assessment*

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*Updated April 2024*

# Current State Assessment Table of Contents

The main objectives of this report are to 1) review the primary takeaways from the Whitewater 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' balance sheet?*

### Operational Review

- *Are non-academic programs effective in meeting student recruitment, retention, and success?*
- *Do administrative services effectively support the mission and are they delivered effectively?*
- *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

- **~20 interviews** to contextualize potential strengths, challenges, and opportunities
- **Financial health analysis** to assess revenue and expense trends, tuition pricing, 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

### 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

***Focus Area of this Report***



**Executive Summary**



# The Current State Assessment Highlights a Case for Change

The current state review of financial health, enrollment trends, and operations suggests that UW-Whitewater is on a trajectory of financial unsustainability and opportunities to improve financial performance should be explored.

**Whitewater's mission is to be a preeminent academic institution and core economic and cultural driver for the region**



Whitewater is a **top contributor to state workforce demand** in the areas of **business and education** and prepares students for success – certifying the most teachers and having the largest business school in the state



Whitewater combines **affordability with student success**, as the University has one of the **lowest tuition rates among the UW campuses** and 99% of Warhawks either attend graduate school or receive a job in their field of study post-graduation

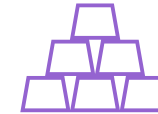
**...but several disruptors are challenging the status quo and suggest Whitewater is on a path of financial unsustainability**



**Declining total FTE enrollment** (-18.4% from Fall 2016-23) and a shrinking HS graduate population in the state, combined with limited state funding, are **creating top line pressure**



Meanwhile employee turnover, salary competition and compression, and aging facilities are **challenging Whitewater's mission delivery**



Although Whitewater had an enrollment uptick of 301 students in Fall 2023 (3.2% growth), the institution faces a **small deficit of \$0.5M in FY23 in the tuition fund that is projected to grow as COVID-19 funds are no longer available to fill budget gaps** and expense growth outpaces revenue growth

**...therefore, it's critical to evaluate transformative opportunities to enable Whitewater to continue to thrive in the future**



Absent change to the status quo, Whitewater will **struggle to resolve its structural deficit** as the state participation rate declines and the traditional college applicant pool shrinks; these trends **could result in limited tuition fund balances within the next 4-6 years**



Given Whitewater's structural deficit, rising expenses, and the potential for unforeseen events (e.g., economic contraction, unplanned CapEx) **the time for change is now** to solidify a sustainable future for the University

# The Path Forward Should Leverage Institutional Strengths...

Through interviews with ~20 stakeholders, the following strengths and themes emerged that can serve as a foundation to help UW-Whitewater drive necessary change in the future and achieve the vision of its strategic plan.

- 1** Commitment to Mission  
**Stakeholders**, both academic and administrative, consistently **emphasized their belief in the University mission** and how that mission should serve as a north star, guiding the campus to resolve current challenges and position Whitewater for success.
- 2** Strong, Energized Leadership  
Although Whitewater has seen frequent leadership changes, new leadership is galvanizing the culture to move forward productively, with interviewees expressing a **growing sense of optimism in the current Chancellor and the cabinet to drive change**.
- 3** Warhawk Brand Value  
Whitewater is well-known for its business, education, and athletics programs, which serve as a platform to **extend the Warhawk brand beyond the Whitewater region**.
- 4** Recognition of Case for Change  
**Interviewees** spoke candidly about the challenges that have resulted in deficits and **understand that each unit on campus should play a role in breaking the status quo** for Whitewater to continue to deliver on its mission.

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

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

1	2	3	4	5	6
<b>Enrollment Declines</b> <ul style="list-style-type: none"> <li>In Fall 2023, Whitewater's main campus UG population increased by 2.8%, however these enrollments are down 2,199 students or 21.1% from Whitewater's Fall 2016 peak</li> <li>Grad enrollment has been a bright spot, as WTW has added 223 students contributing to 32.2% growth since Fall 2016</li> </ul>	<b>Limited State Appropriations</b> <ul style="list-style-type: none"> <li>According to the <i>Wisconsin State Journal</i>, WI ranks 43<sup>rd</sup> in the nation in state funding per student</li> <li>Future state budgets, regulatory complexity, and economic uncertainty add further risk to Whitewater's long-term outlook as the institution has become increasingly dependent on State Appropriations</li> </ul>	<b>Historic Leadership Turnover</b> <ul style="list-style-type: none"> <li>Due to frequent campus leadership transitions in recent years (since 2018, Whitewater has had 6 chancellors), stakeholders feel there has not been a cohesive strategy uniting the University toward a common goal</li> </ul>	<b>Salary Compression and Vacancies</b> <ul style="list-style-type: none"> <li>Nearly every interviewee cited salary compression and the inability to fill vacancies due to competitive salaries in the market as key challenges to overcome under a new sustainable operating model</li> </ul>	<b>Limited Financial Tools</b> <ul style="list-style-type: none"> <li>The University needs enhanced financial tools (e.g., long-range planning, forecasting, multi-year budgeting, and scenario planning); the lack of these tools can inhibit the University's ability to both identify and resolve long-term financial challenges</li> </ul>	<b>Aged Facilities and Reactive Planning</b> <ul style="list-style-type: none"> <li>Facilities and infrastructure are aged, and capital planning and maintenance efforts are consistently reactive rather than proactive, limiting the campus' ability to execute a strategic approach to space and capital planning</li> </ul>
EXTERNAL MARKET PRESSURE			INTERNAL OPERATING MODEL CHALLENGES		

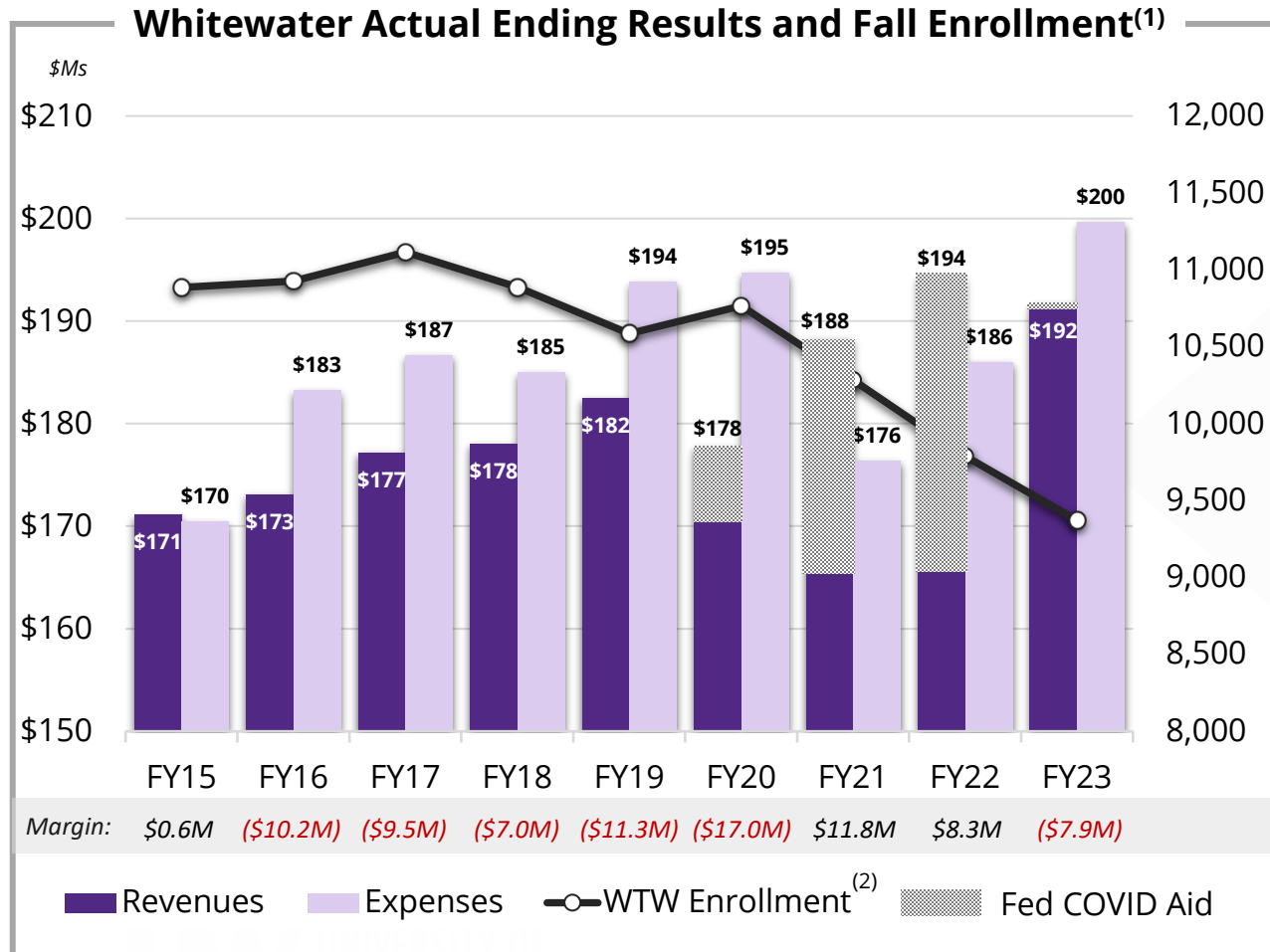


# Financial Health Overview



# UW-Whitewater All Funds Financials Overview

Per WTW's financial statements, the institution achieved surpluses in FY21 and FY22, buoyed by significant COVID aid, including \$18.2M and \$22.6M in FY21 and FY22, respectively. Accelerating expenses and exhaustion of COVID aid returned WTW to a deficit of -\$7.9M in FY23.



## Key Takeaways



After adjusting for one-time items (Fringe Benefits Related to Noncash Pension and OPEB and COVID Federal Grants and Aid) **WTW's changes in ending results show a deficit dating back to FY16**, offset in recent years by federal aid (HEERF) in FY21 and FY22.



**Although total expense growth at Whitewater has remained relatively consistent**, increasing on average 2.0% per year since FY15, **revenues have only increased on average 1.4% per year** during the same period, limiting Whitewater's ability to overcome structural challenges.



Over the past six years, from FY18 to FY23 (Rock County Branch campus consolidation was in FY20), State Appropriations increased from \$19.1M to \$33.6M. However, these increases were partially offset by **declines in Net Tuition & Fees from \$78.9M to \$74.2M**.

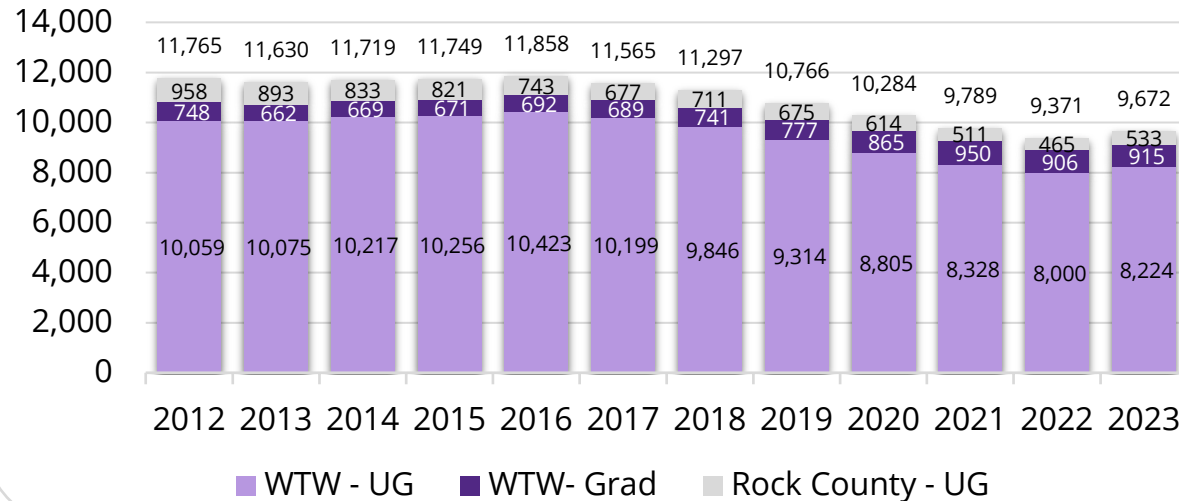


While Whitewater generated a positive change in net assets in FY21 and FY22, **this was aided by short-term decreases** in Salary, Wages, & Benefits and Supplies & Services as a result of measures taken during the pandemic. **Salaries and wages, along with total expenses have rebounded post-pandemic and total \$200M as of FY23.**

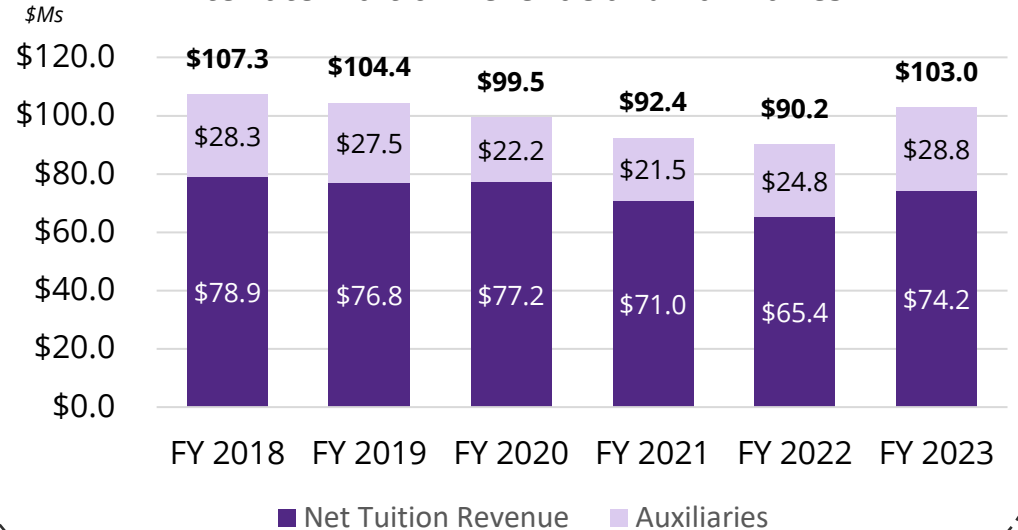
# Declining Enrollment Drives Top Line Pressure

Steadily decreasing enrollment from a peak of 11,858 FTE in Fall of 2016 to a low of 9,371 in Fall of 2022, combined with a freeze in tuition pricing, has created heavy top line pressure as tuition and fees typically account for approximately 40% of Whitewater revenues.

Whitewater Fall FTE Enrollments



Whitewater Tuition Revenue and Auxiliaries<sup>(1)</sup>



## Whitewater enrollment has been in decline....

- From Fall 2012 to Fall 2016, undergraduate **enrollment at Whitewater Main campus showed steady growth, reaching a peak of 10,423 FTEs.**
- However, increasing competition for students and a slowly declining participation rate in the System have challenged Whitewater to maintain enrollment, and from Fall 2016 to Fall 2023, **undergraduate enrollment at Whitewater has declined nearly 2,200 students**, or -3.3% per year on average.
- To help offset declining undergrad enrollment, graduate enrollment has demonstrated strong growth (particularly in the College of Business and Economics), with total graduate enrollment increasing from 692 FTEs in Fall 2016 to over 900 FTEs in Fall 2023.

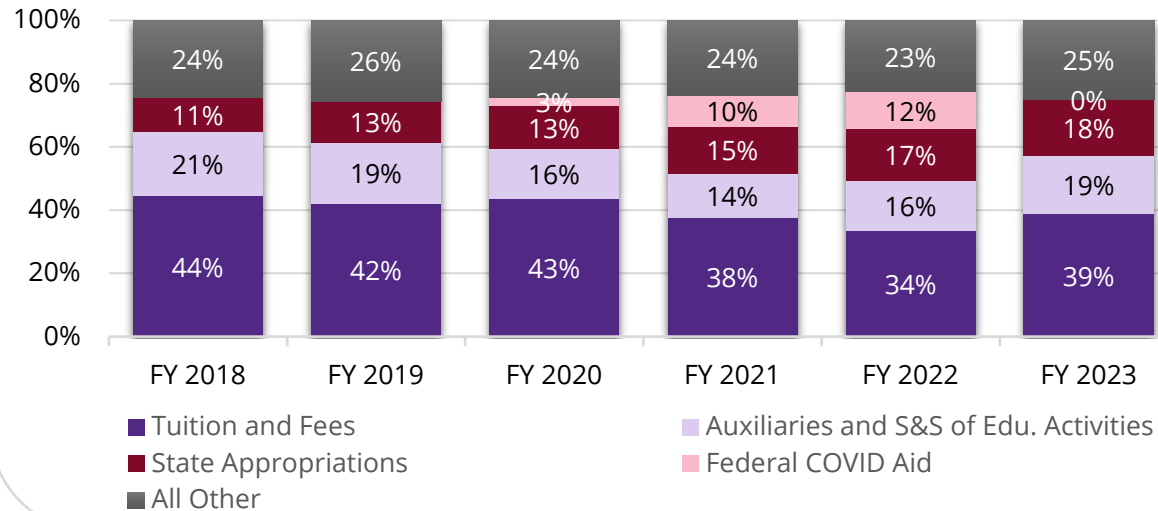
## ....which has compressed student revenues

- Net Tuition Revenues have declined to \$74.2M in FY23, a decrease of approximately \$4.7M since FY18**, while Auxiliary revenues have remained relatively flat and have rebounded from pandemic lows.
- The \$4.3M decline in total Tuition and Auxiliaries since FY18, even with the consolidation of the Rock County campus in FY20, **illustrates the impact of declining enrollments on revenue generation at Whitewater.**
- Whitewater is showing signs of reversing these trends in FY 2023, with **Net Tuition Revenue and Auxiliary revenues up 14.1% from FY 2022.**

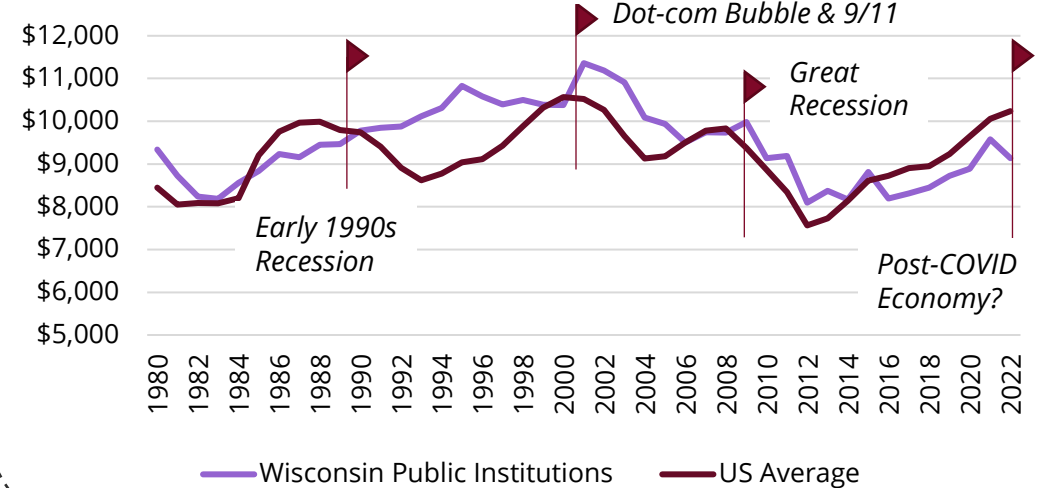
# Reliance on State Appropriations Creates Risk

In recent years, tuition as a proportion of revenues has decreased while reliance on state appropriations has grown; these trends leave Whitewater at risk as state appropriation funding is largely out of the institution's control.

Actual Revenue Distribution by Category<sup>(1)</sup>



Total State Appropriations by Student FTE<sup>(2)</sup>



## Whitewater's reliance on appropriations is growing...

- **State appropriations as a percent of total revenues grew to 18% in FY23 from 11% in FY18**, an increase of \$14.5 million in absolute terms.
- Tuition and Fees, combined with Auxiliaries and Sales & Services of Educational Activities decreased from a combined 65% to 58% due to declining enrollment and decreases in student housing and other auxiliary service revenues.
- **As enrollment has fallen**, driving down revenues related to Tuition and Auxiliaries, **Whitewater has become increasingly reliant on state support**, which could prove problematic given uncertain economic conditions.

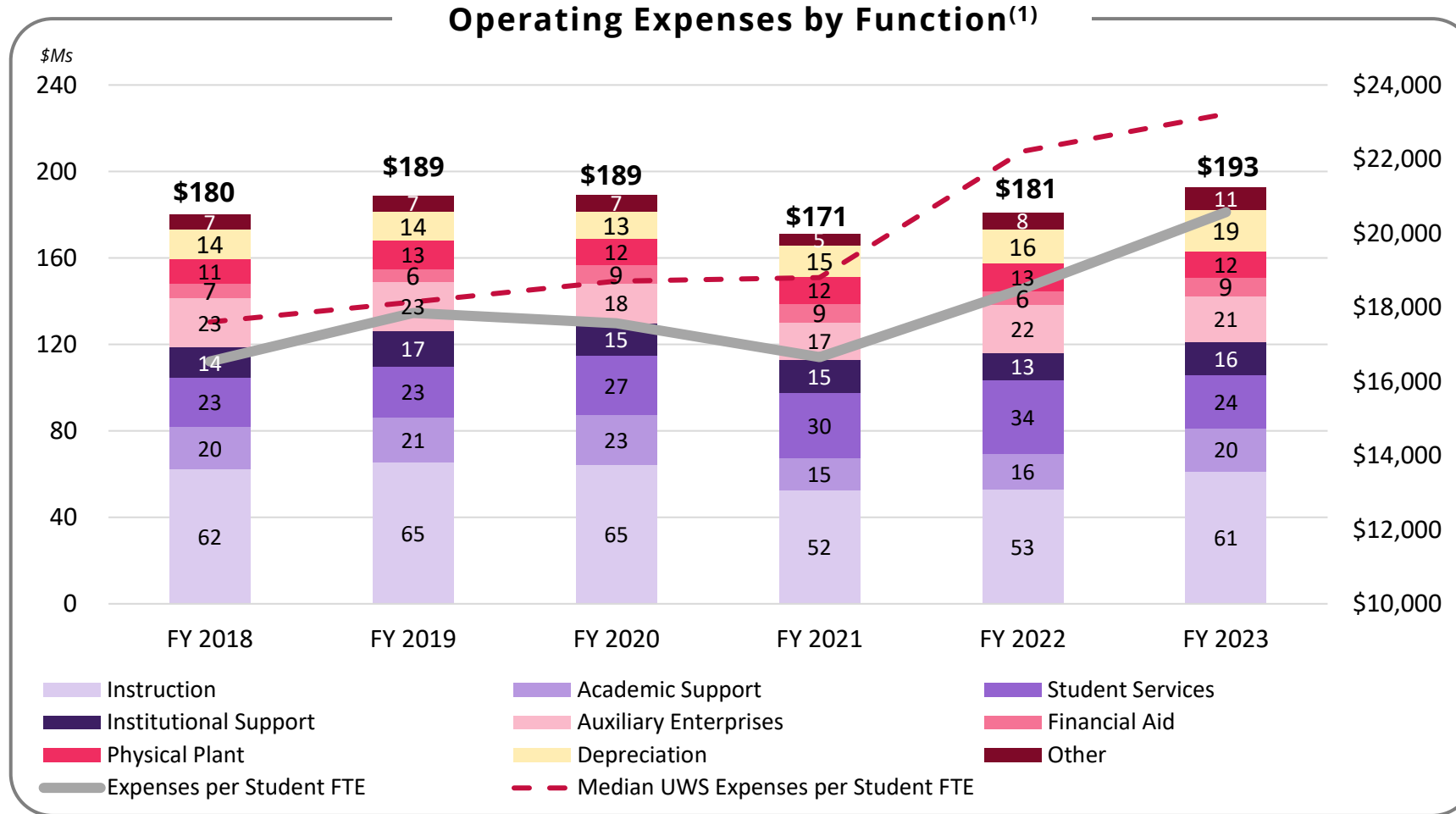
## ...which could lead to further financial stress

- Average appropriations per student for public Wisconsin institutions (purple) have been relatively correlated with the U.S. average (dark red).
- **Wisconsin ranks 43<sup>rd</sup> 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 increasingly rely on those funds** as a foundation for financial stability.



# Operating Expenses Have Rebounded Past Pre-Pandemic Levels

While recent history demonstrates Whitewater's ability to manage operating expenses, a student population with larger student services demand, as well as growing wage pressures, could challenge the institution's expense structure in the future.



## KEY TAKEAWAYS



### Expense Management

Whitewater has closely managed expenses over the past 6 years, especially during FY21 and FY22 through the pandemic. In FY23, expenses grew by \$12M moving past pre-pandemic levels, mainly as a result of depreciation expenses, a non-cash item, that has moved \$5M higher from FY18 to FY23.



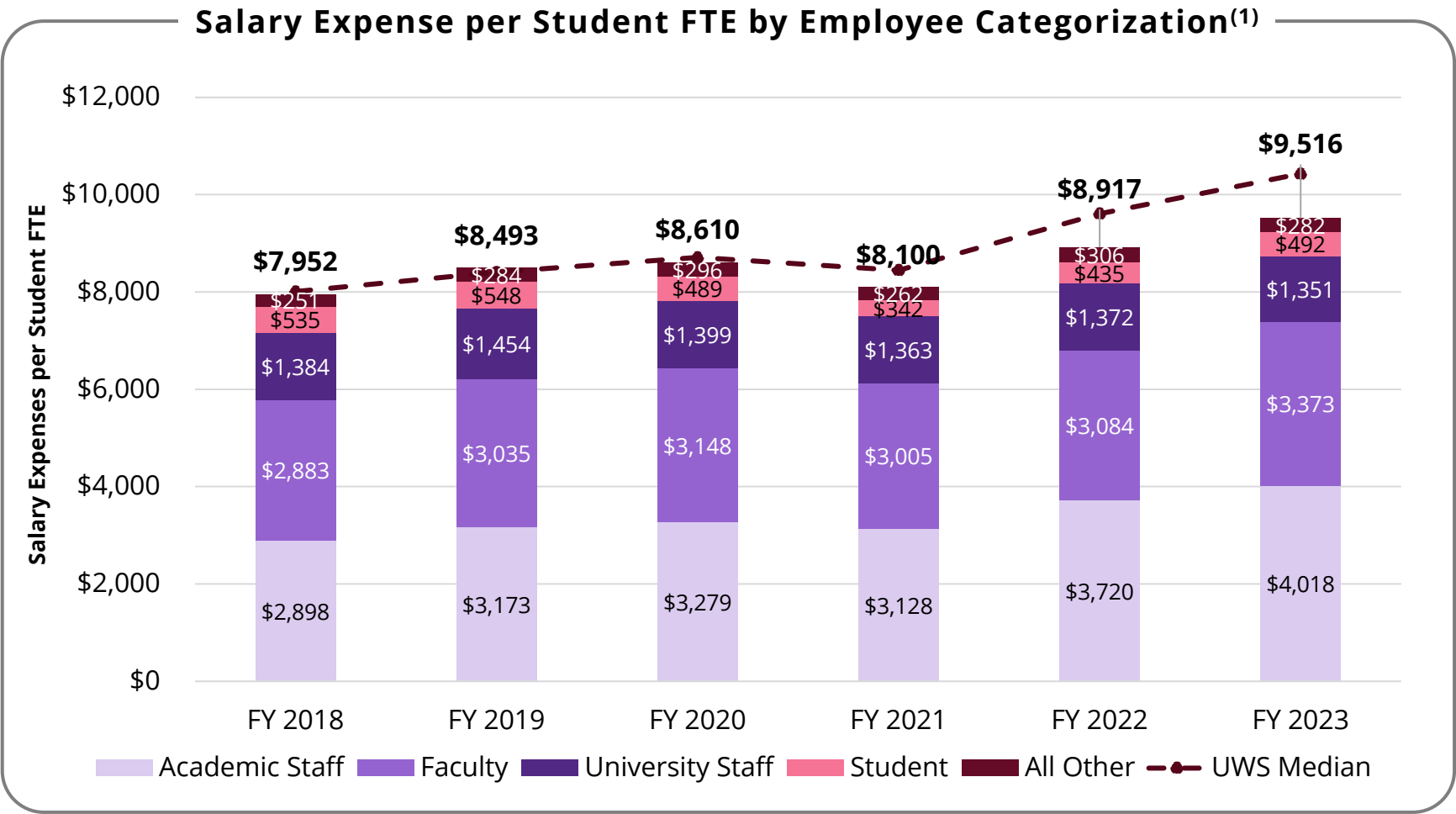
### Expenses per Student FTE

As shown by the gray line, Expenses per Student FTE have begun to increase from \$16.5k in FY18 to \$20.6k in FY23 as total costs have begun to increase yet total enrollment has declined. Whitewater's Expenses per Student FTE are currently over \$2,500 less per student than the UWS median.

**Although historic expense management has lessened financial stress on the University, contraction of expenses could lead to deteriorating quality, declines in the student experience, low employee morale, and losses in talent.**

# Salary Expenses per Student FTE Over Time Are Also Climbing

Analysis of the growth in salary expenses per Student FTE indicates a number of factors, most notably the declining student enrollment, but also growing salary costs.



## KEY TAKEAWAYS



### Growing Academic Staff and Faculty Costs

Analysis shows that 'Academic Staff' and Faculty salary expenses per student FTE have grown at a faster rate than other areas (+39% and 17% respectively from FY18 to FY23).

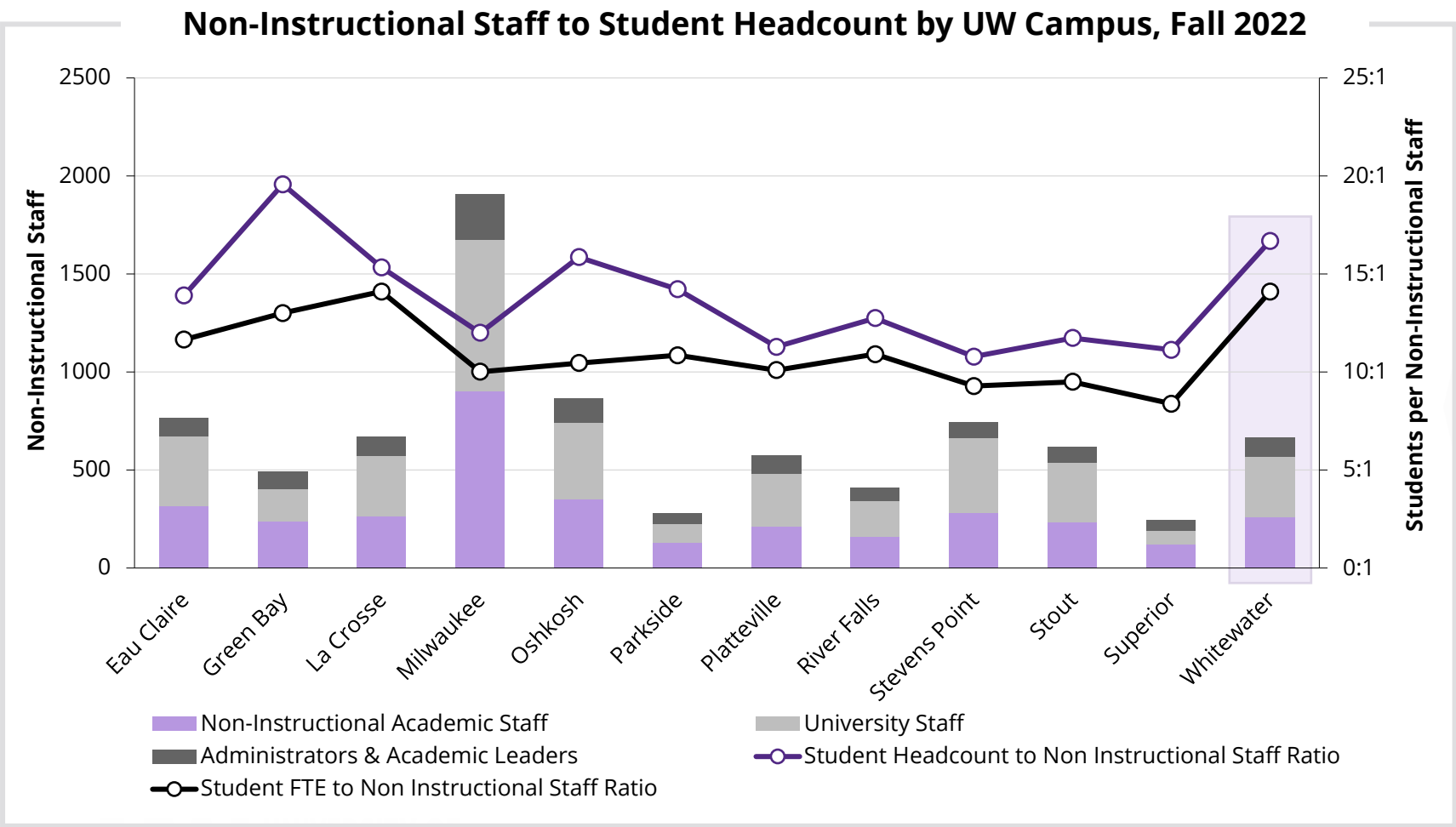


### UWS Median

Whitewater's salary expenses per student FTE have remained below the UWS median, signaling that Whitewater is managing its salary expenses per student FTE more conservatively than some UWS peers. However, salary expenses per Student FTE have increased as enrollment has declined and will be key for Whitewater to monitor moving forward.

# Administrative Staffing Runs Lean Relative to System Averages

Compared to nearly all UW Institutions, Whitewater's Non-Instructional Staff supports more students per headcount (and FTE) despite enrollment declines in recent years.



## KEY TAKEAWAYS



### Lean Operations

Staff members on campus highlighted the need to be nimble, cross train, and take on additional workload to maintain service levels in a lean organizational structure.



### Hiring Challenges

Increases in private sector pay, remote work opportunities, and an often-time-consuming hiring process have challenged Whitewater's ability to both retain talent and fill vacancies.



### Ratio Increases/Decreases

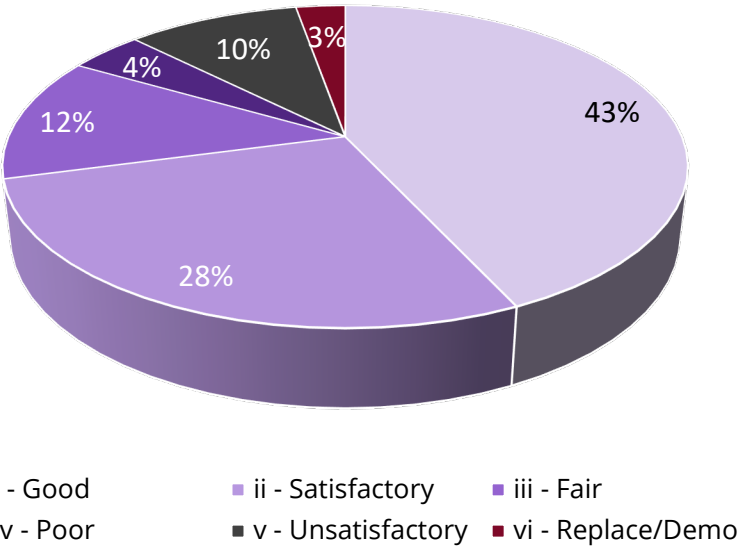
To reach the UW average of 13.8:1 student headcount to non-instructional staff would require an admin headcount increase of 140 (assuming enrollment is held constant). This demonstrates the ability of Whitewater staff to leanly support a relatively large UW campus.



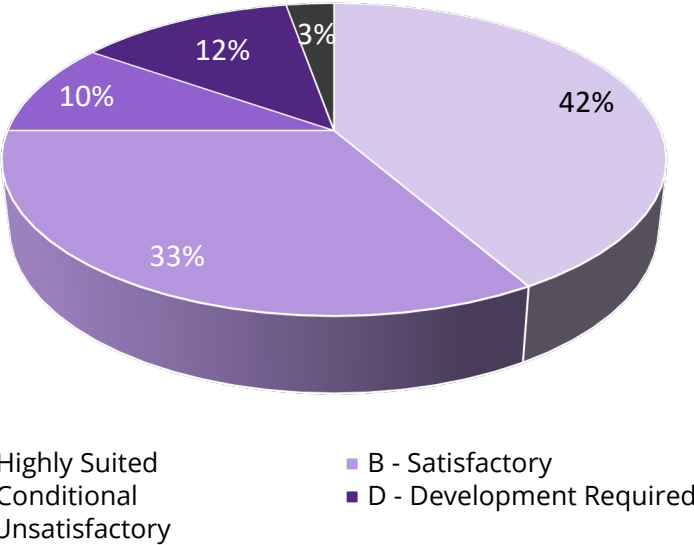
# Future Expense Risk Heightened by Aged Building Conditions

Physical and Functional condition are two key factors in assessing the facilities portfolio and the future strategic capital plan.

**\*Mission Specific Facilities**  
*Physical Condition*



**\*Mission Specific Facilities**  
*Functional Condition*



## KEY TAKEAWAYS

### Declining Building Conditions

Whitewater facility reports show that close to one of every five (17%) mission specific facilities has been evaluated as Poor or Unsatisfactory condition or in need of Replacement/Demolition.

### Functional Challenges

Similarly, Whitewater reports that 15% of their mission specific facilities require Development or are Unsatisfactory for their current designated function.

### Impacted Strategic Planning

The average age of mission specific facilities, excluding building additions, is ~42 years old. Facilities planning staff noted that building age and infrastructure issues have limited their ability to repurpose building uses.

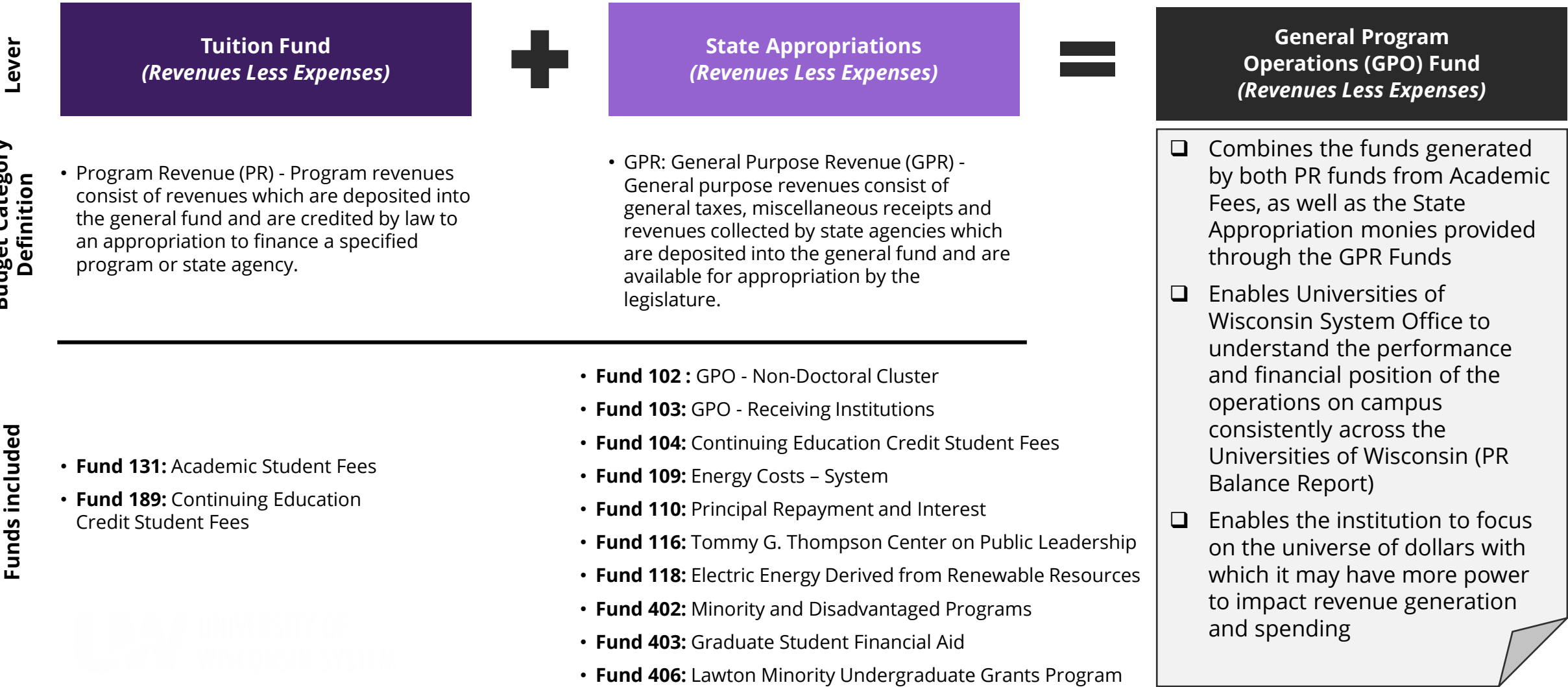
### Mission Specific Facilities – Defined

University buildings and their applicable additions serving an instructional, administrative, student services function, or combined purpose. Does not include facilities/maintenance structures or historical landmarks. A list of the 72 buildings/additions has been provided in the appendix.

**As critical administrative, instructional, and student service buildings continue to age, Whitewater will need to be strategic in assessing the cost of renovation and repair versus other mission critical activities.**

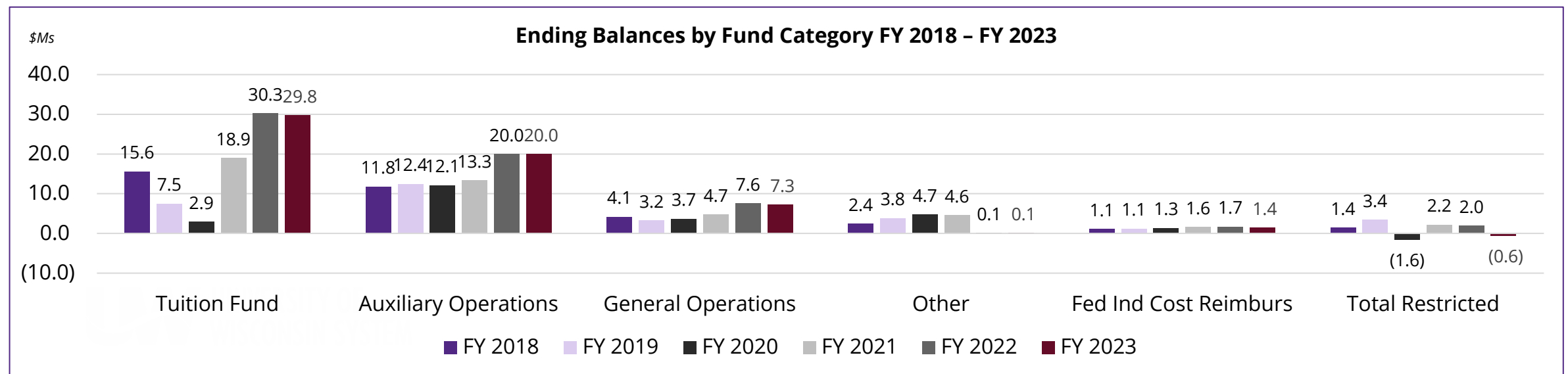
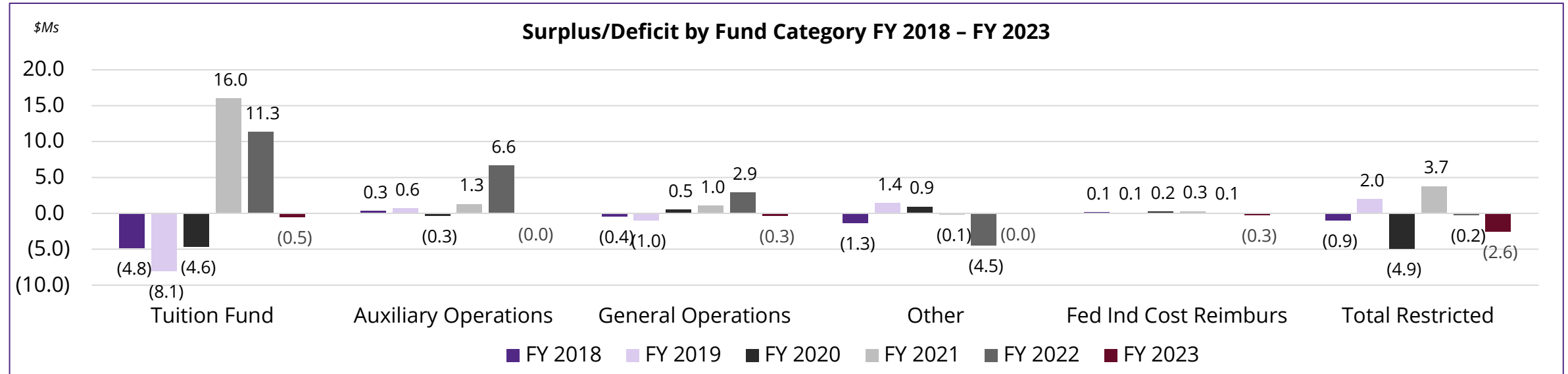
# Defining the “Structural Deficit” in the Financial Health Forecast

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



# Overall Structural Deficits Have Been Masked by Federal COVID Aid

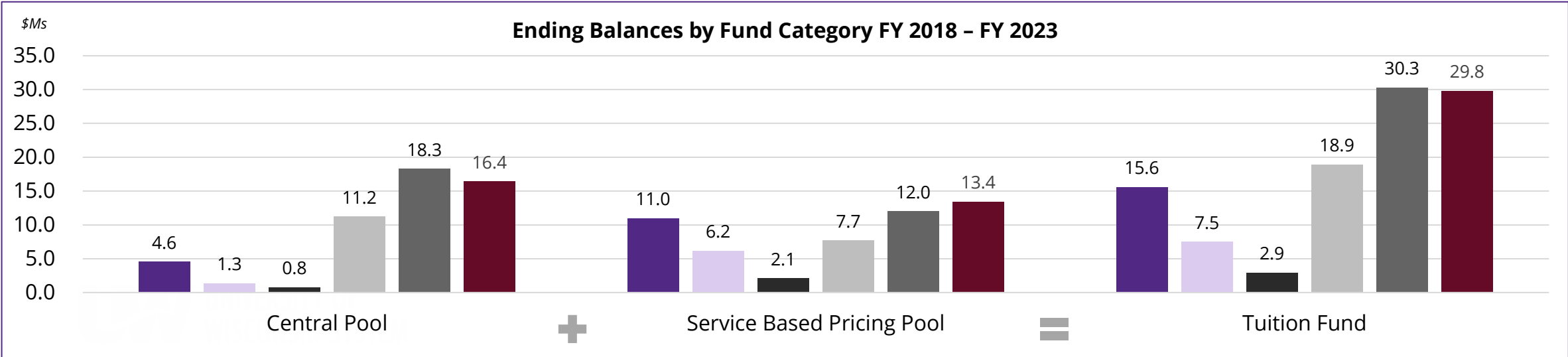
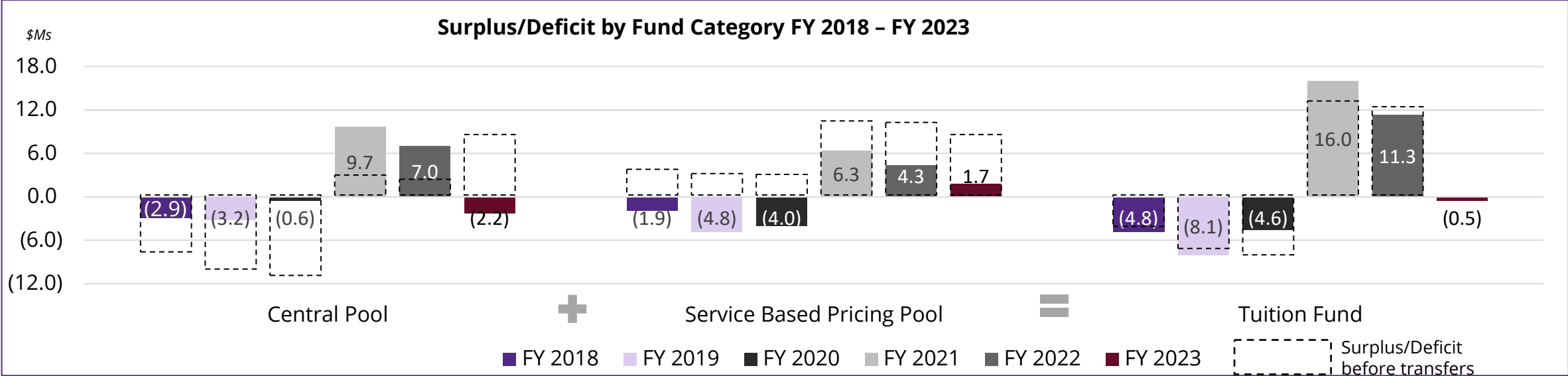
Whitewater's tuition balances fell to \$2.9 million before recovering due to COVID-19 federal aid; although balances as of FYE 2023 have grown significantly since FYE 2020, a small deficit remains for Whitewater and balances are expected to fall in future years.





# Tuition Fund Supporting Detail

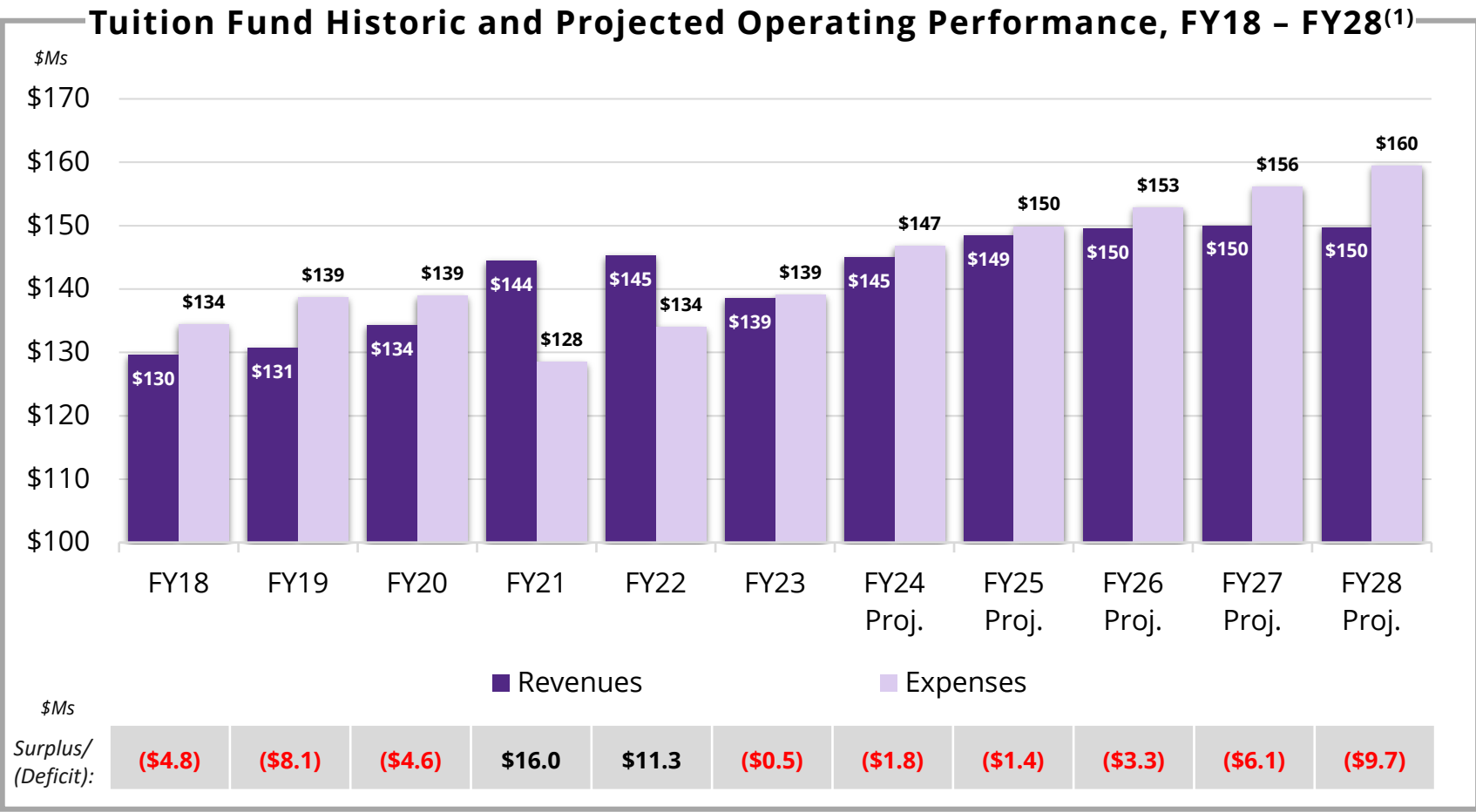
The charts below break out the Tuition Fund's (Fund 131 + 189) net results and balances by the Central Pool and Service Based Pricing Pool. The dotted bars show Surplus/Deficit before transfers to better illustrate the trends in fund performance over recent history.



Source: UW System GL Data; Notes: Service Based Pricing includes "Service Based Pricing / Differential / Distance Education / Other"; "Course Exchange" and "Credit Outreach" with Rock County included in Central Pool;  
Note (1): Surplus/Deficit before transfers adjusts for Revenue Account 460\_Transfers/Other

# "Status Quo" Baseline Tuition Fund Financial Forecast Results

Whitewater is at a critical moment in its history as persistent operating deficits signal the need for innovative strategies to chart a course back to financial sustainability before the deficit widens.



## KEY DRIVERS



### Net Tuition Fees

Net tuition revenues are expected to grow by ~\$8 million from FY23 to FY28. Much of this growth occurs in the near-term due to Whitewater's uptick in enrollment for the Fall of 2023, before the traditional HS student population begins to shrink in '25/'26 and beyond.



### Expense Growth

While expenses have remained relatively flat dating back to FY18 due to vacancy and other COVID savings, the expense base is projected to steadily grow over time as a result of rebounding supply expenditures, aging building / infrastructure, and increasing pressure to raise salaries and wages.

**The Baseline Model forecasts worsening operating performance through FY 2028, resulting in a forecasted cumulative deficit of \$22.4 million.**

# "Status Quo" Baseline Tuition Fund Balance Forecast

Whitewater's annual forecasted changes in net assets are projected to have a negative impact on the University's Tuition fund equity balance leaving the campus with \$7.4M at FYE28 compared to \$29.8M at FYE23.

## Projected Financial Impact on Tuition Fund Equity Balance

Whitewater Tuition Fund Equity Balance Baseline Projections						
Whitewater (\$Ms)	FY End 2023 Actual	FYE24 Proj.	FYE25 Proj.	FYE26 Proj.	FYE27 Proj.	FYE28 Proj.
Beginning Tuition Fund Equity Balance	\$30.3	\$29.8	\$28.0	\$26.6	\$23.2	\$17.1
Change in Net Assets	(\$0.5)	(\$1.8)	(\$1.4)	(\$3.3)	(\$6.1)	(\$9.7)
Ending Fund Equity Balance	\$29.8	\$28.0	\$26.6	\$23.2	\$17.1	\$7.4
Cumulative Impact on Fund Balance	---	(\$1.8)	(\$3.2)	(\$6.5)	(\$12.7)	(\$22.4)

## TAKEAWAYS



### Current Cash Balance

Whitewater had \$29.8M in equity in the tuition fund at FYE23. This balance has been bolstered by COVID-19 Aid in recent years, enabling the institution to increase balances from a low of \$2.9M at FYE20.



### Liquidity Strain

As the fund equity balance declines, Whitewater's ability to spend on initiatives and make strategic investments becomes increasingly constrained over time.



### Cash Runway

Continued negative operating results will erode the fund equity balance over time. Optimizing operations and resolving the structural deficit will be critical for lengthening that runway and gaining long-term fiscal stability.

**A combination of aligning operations to enrollment and prudent, thoughtful investments will need to be made and carefully monitored to put the institution on a path to long term fiscal sustainability.**



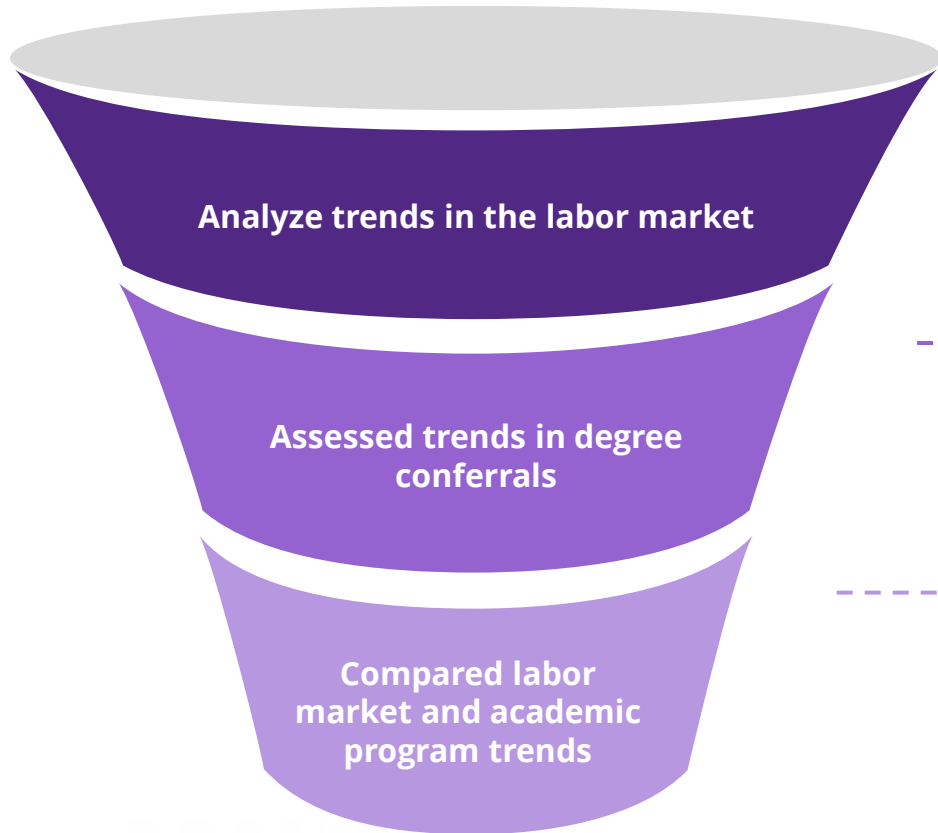


**Academic Production and Workforce  
Alignment**

# Program and Labor Market Analysis Methodology Overview

We assessed trends in the Wisconsin labor market and academic program degree conferrals for Whitewater 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?**

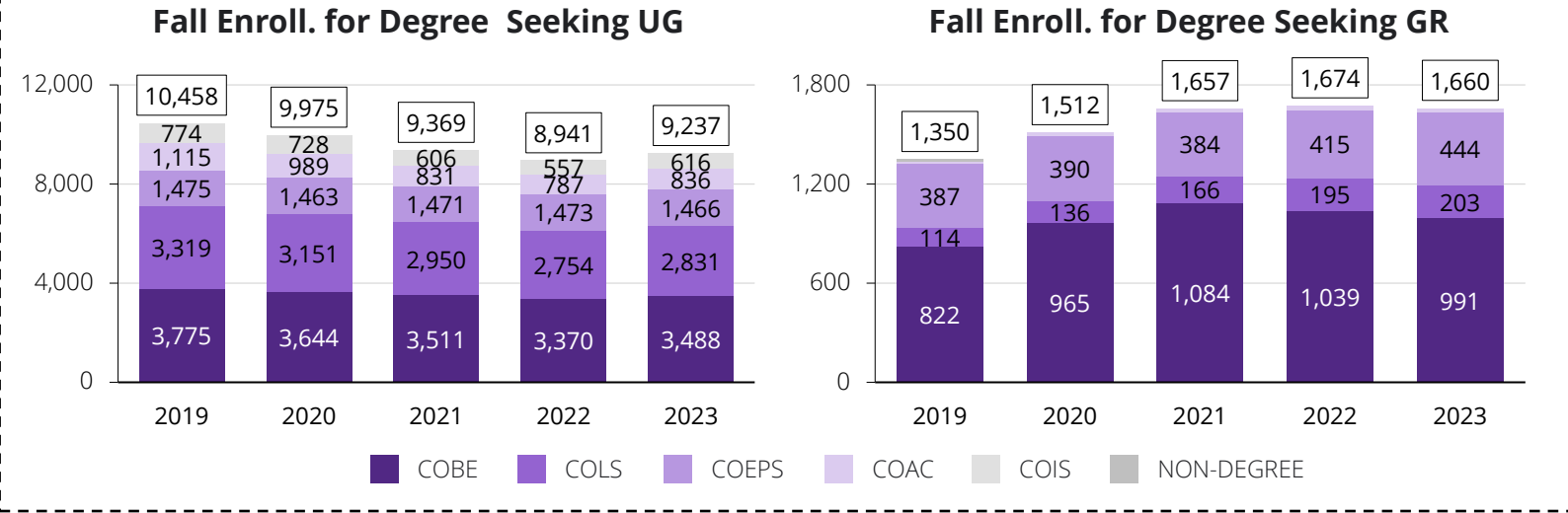


## DATA ASSESSED:

- 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 Whitewater'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 Whitewater regional labor market

# Declining Enrollment and Retention Present Risk to Academic Programs

Whitewater UG enrollment<sup>1</sup> has declined across most colleges...



## KEY RISK AREAS

### Declining UG Enrollment Across Majority of Colleges

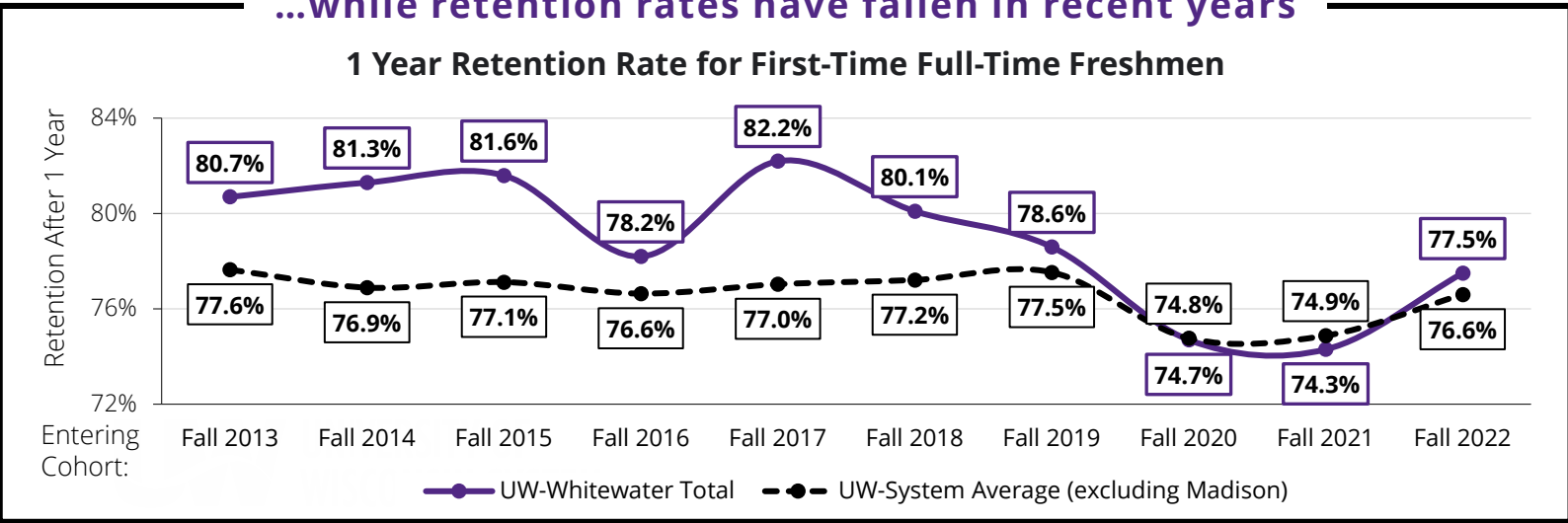
Despite a modest uptick in Fall 2023, undergraduate enrollment by headcount remains below historic levels and has declined by a -3.1% compound annual growth rate (CAGR) from Fall 2019 to Fall 2023.

Over this same period, the Colleges of Arts and Comm. (-6.9% CAGR), Integrated Studies (-5.5%), Letters and Sciences (-3.9%) and Business and Econ. (-2.0%) reported overall declines while the College of Education maintained relatively steady enrollment.

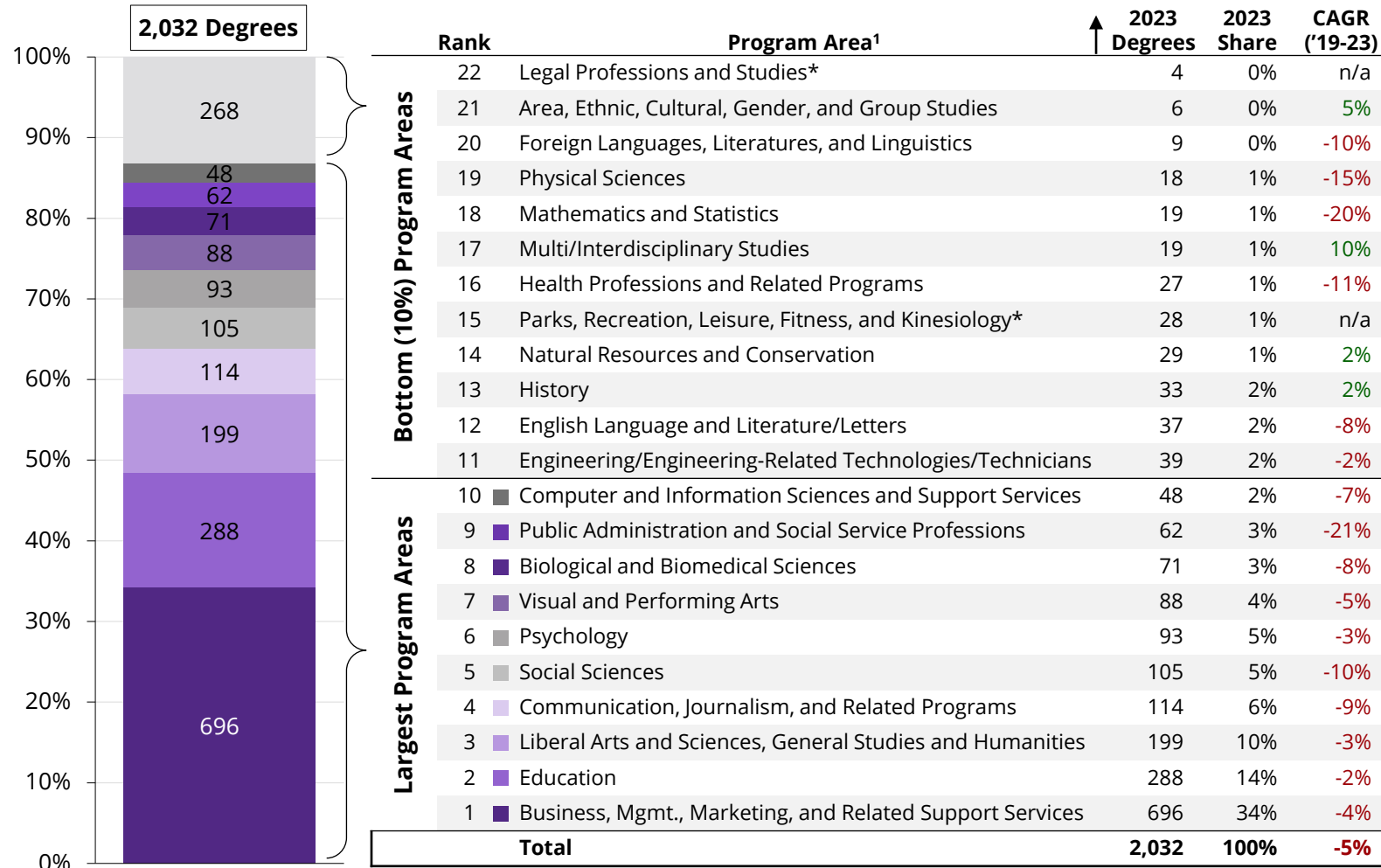
### Lower Retention Rates

From Fall 2018 (entering cohort Fall 2017) to Fall 2022 (entering cohort Fall 2021), retention fell nearly eight percentage points from 82.2% to 74.3%. While Fall 2023 (entering cohort Fall 2022) shows improvement to 77.5% retention, this level remains below historic highs, highlighting an opportunity area for Whitewater to further stabilize enrollments and increase revenues.

...while retention rates have fallen in recent years



# 2023 UG Degree Conferrals Highlight Whitewater Strengths



## Key Takeaways

### Top Degree Areas

Whitewater conferred 2,032 UG degrees across 22 program areas<sup>1</sup> in AY2022-2023, of which 87% came from the top 10 program areas. Nearly **50% of conferrals came from business and education**.

The top programs<sup>2</sup> include finance (176 degrees conferred in 2023), general studies (172), marketing (147), elementary education (119) and business (93).

### Potential Areas of Low Demand

The bottom 3 program areas each conferred less than 10 UG degrees in the 2022 – 2023 Academic Year. Programs<sup>2</sup> in these areas are:

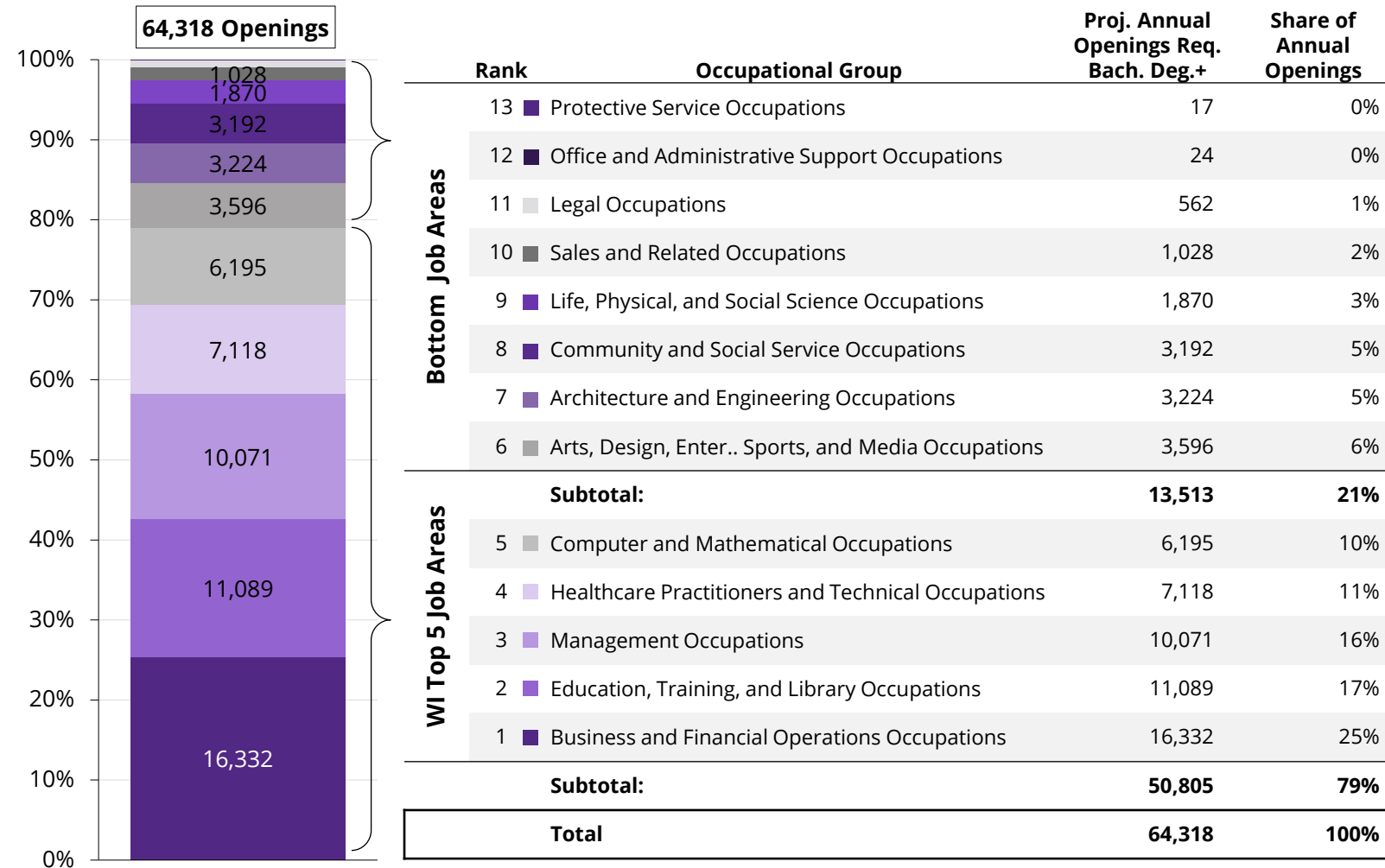
Low Degree Areas	Degrees
Legal Studies*	4
Women's Studies	4
Japanese Studies	2
Spanish Language and Literature	7
French Language and Literature	1
German Language and Literature	1

**Whitewater's share of undergraduate degree conferrals by program area highlights the institution's signature strengths in business and education, as well as areas of conferrals and potential misalignment to workforce demand.**



# WTW Shows Strong Alignment to Workforce Demand in Bus. and Educ.

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



## KEY TAKEAWAYS



### WI Statewide Demand

Wisconsin's Dept. 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

Nealy 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.

**Whitewater shows strong alignment to state workforce demand in the areas of business, management and education (50% of UG conferrals vs. 58% of annual projected openings), with the largest gaps across degrees supporting demand for healthcare occupations.**

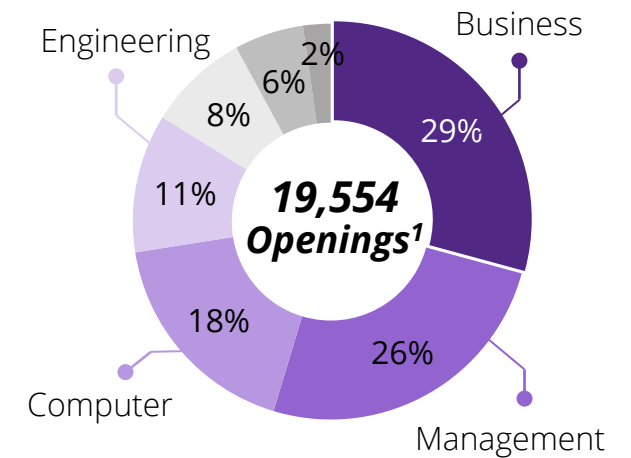
# WI Top 20 *Hot Jobs* Requiring Bachelor's Degree+ from 2020-30

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 WTW Confer Deg?	UG Deg Conf. In 2023 <sup>1</sup>
■	<b>Business and Financial Operations Occupations</b>		<b>5,714</b>			
13-1111	Management Analysts	Bachelor's	1,780	\$81,340	Yes ✓	179
13-1161	Market Research Analysts and Marketing Specialists	Bachelor's	1,693	\$58,060	Yes ✓	164
13-1071	Human Resources Specialists	Bachelor's	1,655	\$59,370	Yes ✓	108
13-1081	Logisticians	Bachelor's	586	\$62,870	Yes ✓	120
■	<b>Management Occupations</b>		<b>4,975</b>			
11-1021	General and Operations Managers	Bachelor's	2,608	\$117,070	Yes ✓	365
11-3031	Financial Managers	Bachelor's	680	\$131,200	Yes ✓	176
11-9111	Medical and Health Services Managers	Bachelor's	616	\$106,020	No	-
11-9021	Construction Managers	Bachelor's	553	\$109,100	Yes ✓	213
11-3051	Industrial Production Managers	Bachelor's	518	\$108,830	Yes ✓	213
■	<b>Computer and Mathematical Occupations</b>		<b>3,490</b>			
15-1256	Software Dev. and Software QA Analysts and Testers	Bachelor's	2,961	\$91,810	Yes ✓	47
15-1257	Web Developers and Digital Interface Designers	Bachelor's	529	\$60,710	Yes ✓	47
■	<b>Architecture and Engineering Occupations</b>		<b>2,213</b>			
17-2112	Industrial Engineers	Bachelor's	946	\$75,390	No	-
17-2141	Mechanical Engineers	Bachelor's	774	\$77,920	No	-
17-2051	Civil Engineers	Bachelor's	493	\$79,400	No	-
■	<b>Community and Social Service Occupations</b>		<b>1,616</b>			
21-1018	Substance, Behavioral, and Mental Health Counselors	Bachelor's	765	\$43,750	Yes ✓	56
21-1021	Child, Family, and School Social Workers	Bachelor's	447	\$45,620	Yes ✓	56
21-1022	Healthcare Social Workers	Master's	404	\$55,460	Yes ✓	56
■	<b>Healthcare Practitioners and Technical Occupations</b>		<b>1,107</b>			
29-2010	Clinical Laboratory Technologists and Technicians	Bachelor's	603	\$55,770	No	-
29-1171	Nurse Practitioners	Master's	504	\$113,100	No	-
■	<b>Sales and Related Occupations</b>		<b>439</b>			
41-4011	Sales Representatives, Wholesale and Manufacturing.	Bachelor's	439	\$74,330	No	-

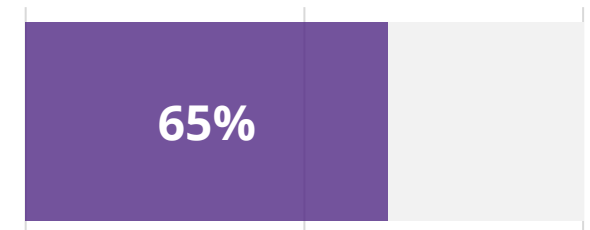
## Top 20 *Hot Jobs* Requiring a Bachelor's Degree+

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



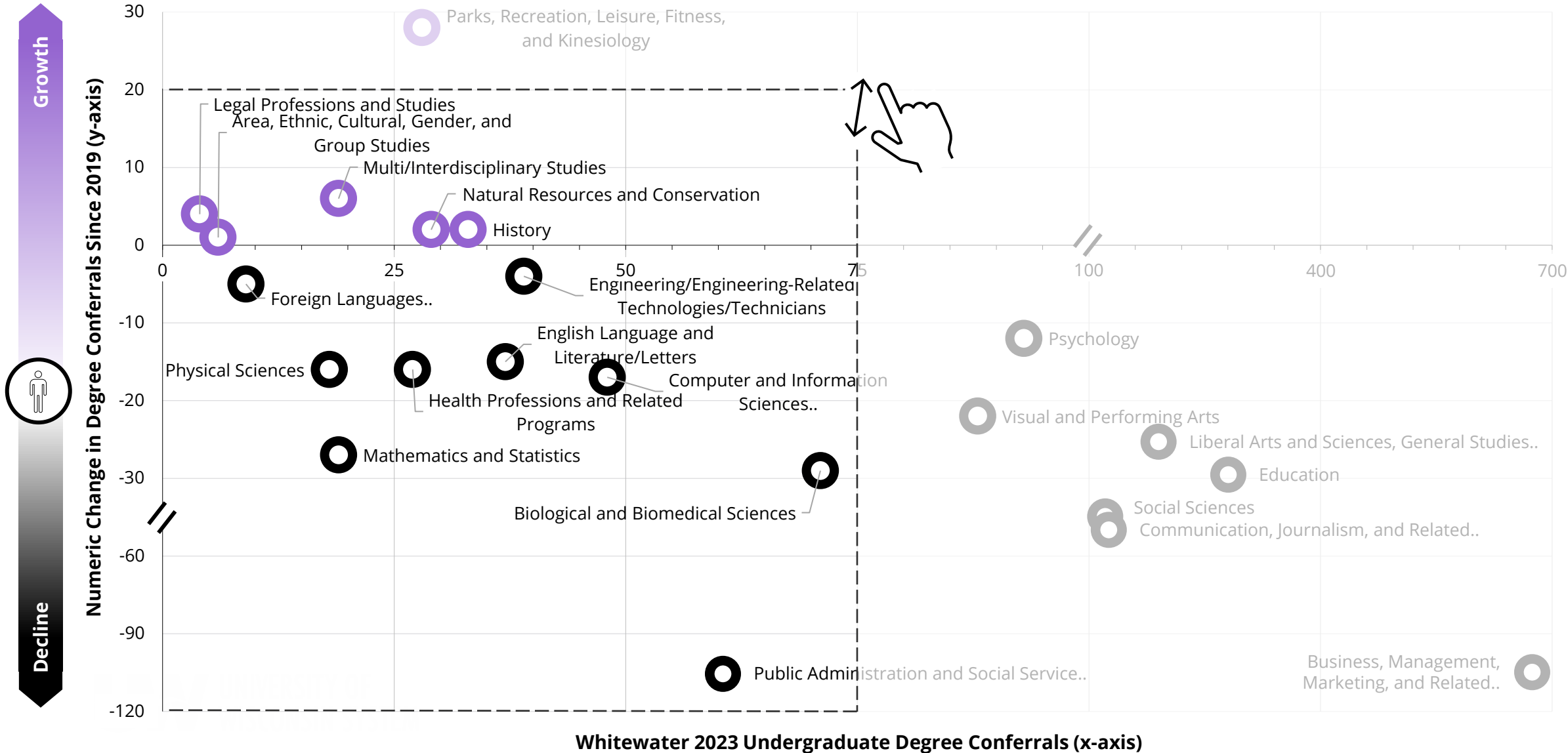
## Share of Top 20 *Hot Jobs* WTW Confers Degrees For

Based on FY 2023 Degree Conferalls



# Trend of UG Degree Conferrals by Program Area May Signal Opportunities

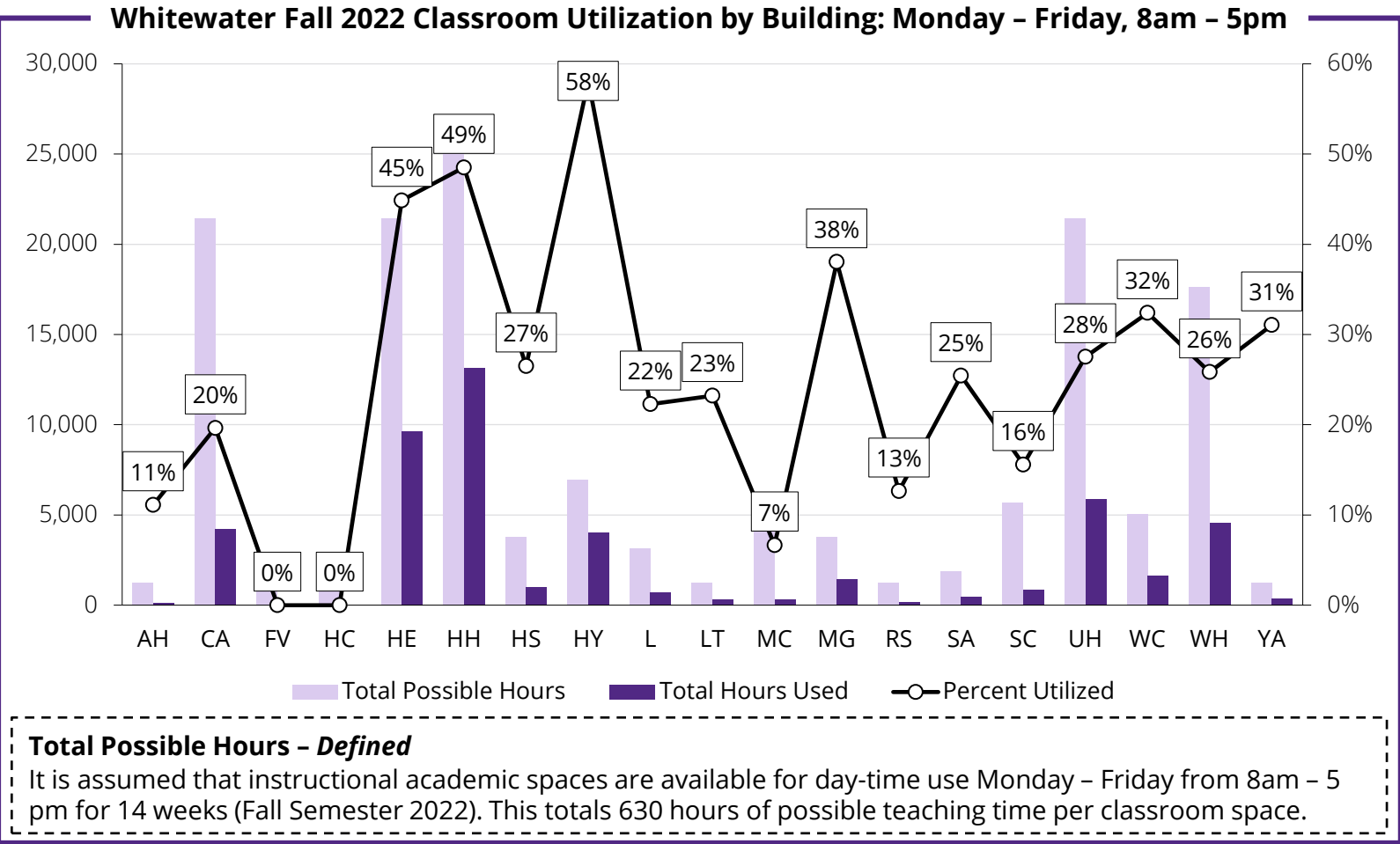
Examining areas with low or declining conferral rates may signal opportunities to further align programming with job market shifts.



Note: (1) Program area is defined as the first 2-digits of CIP code. \* Indicates new program area within last 3 years. Source: OPAR

# Limited Classroom Utilization Contributes to Potential Inefficiencies

Fall 2022 daytime classroom utilization data highlights an opportunity to adjust space planning in order to decrease overall costs.



## KEY TAKEAWAYS



### Classroom Space Utilization

Based on Fall 2022 instructional space utilization data, **Whitewater's total available classroom space is only being used about 32% of the semester.** A closer look at classroom size and room usage would potentially help determine ways to optimize the campus footprint.



### Real Dollars

Money is being spent on building maintenance, capital projects, and utilities for buildings that are generally being used less than 1/3 of the time during possible day-time teaching hours (8am – 5pm).

**As critical buildings continue to age, examining classroom space to determine if space can be condensed or repurposed may suggest opportunities to increase building utilization and/or potentially decrease the campus footprint and overall maintenance costs.**

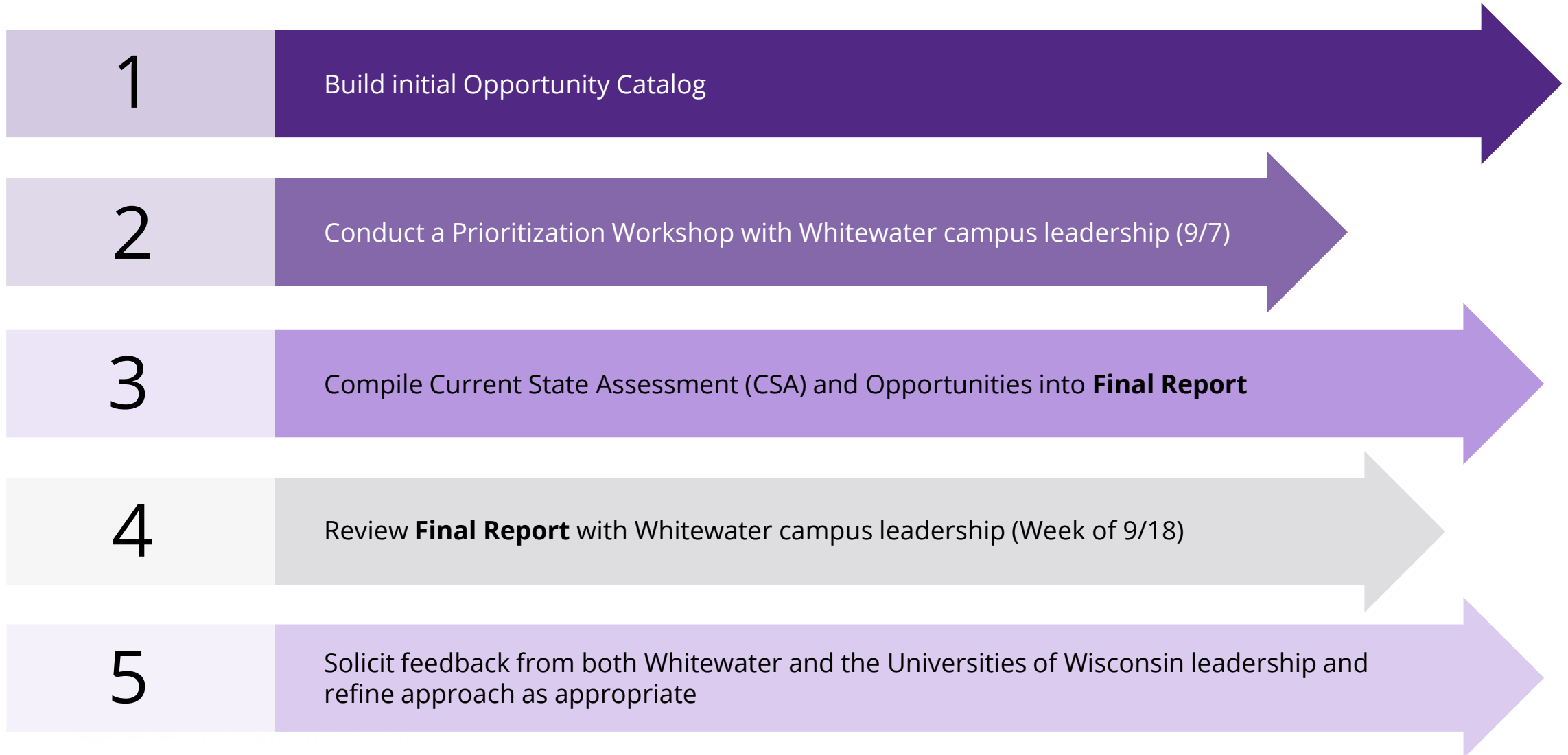




**Next Steps**

## Next Steps

The project team will complete its assessment at Whitewater and present the results to the Campus Leadership Team. Insights derived from this pilot will inform the assessment model as we move to the first wave of institutions.



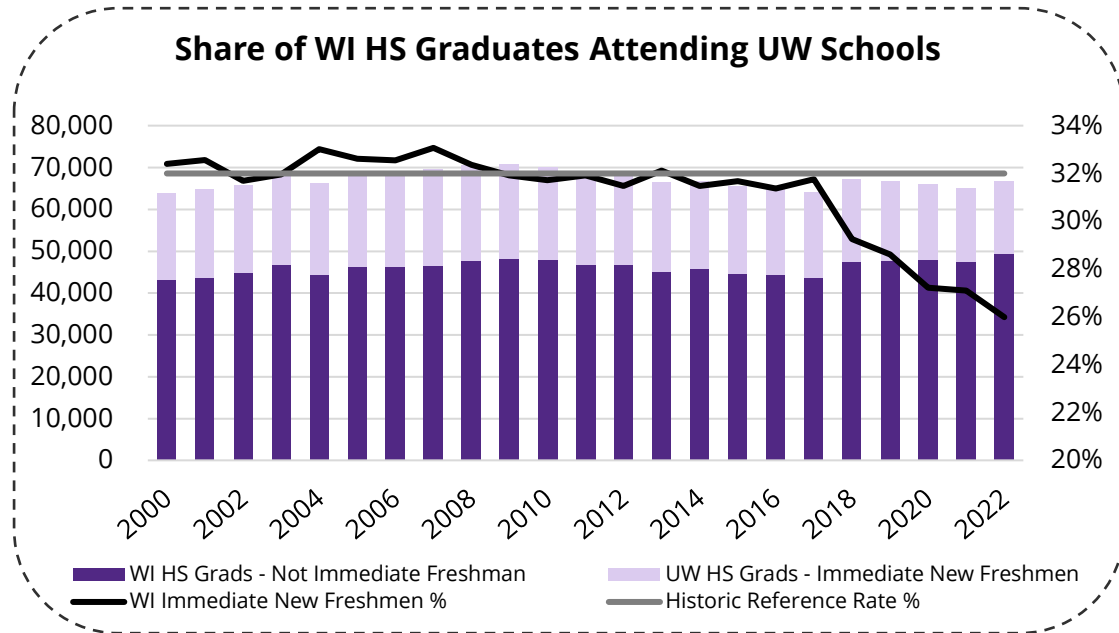


# Appendix: Financial Data



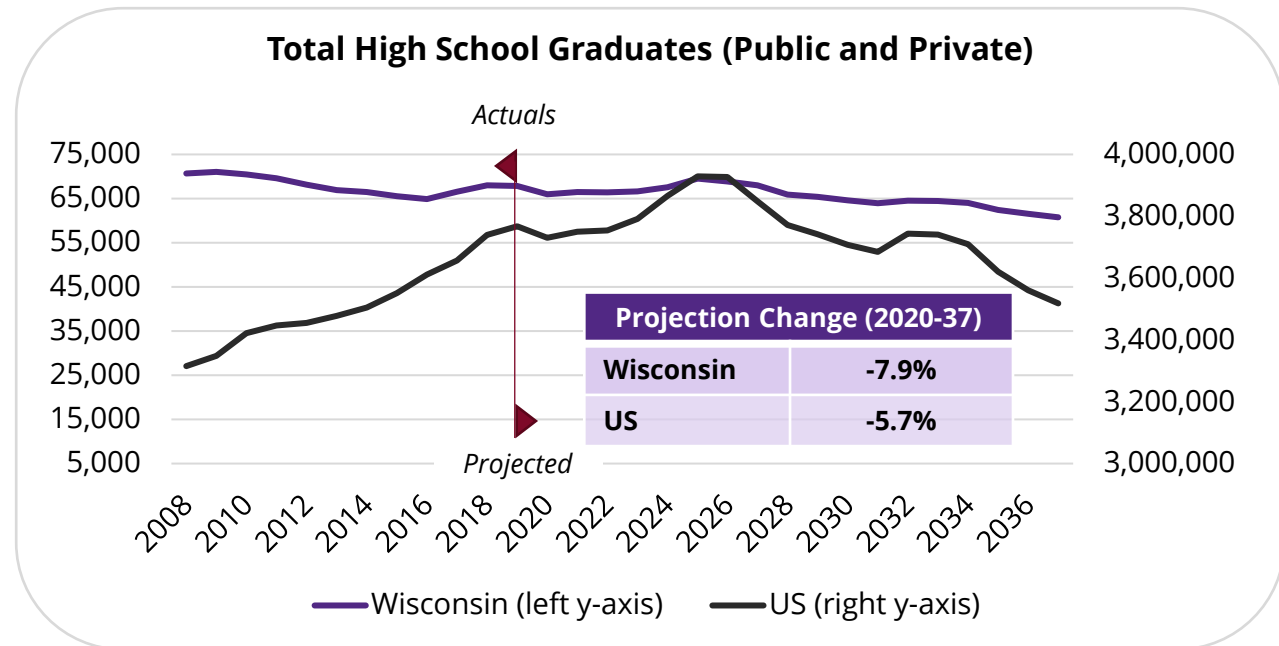
# State of Wisconsin Traditional Student Supply

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, but the share of high school graduates in Wisconsin attending UW campuses 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 26.0% in 2022, 6.0% below the historic reference rate.**

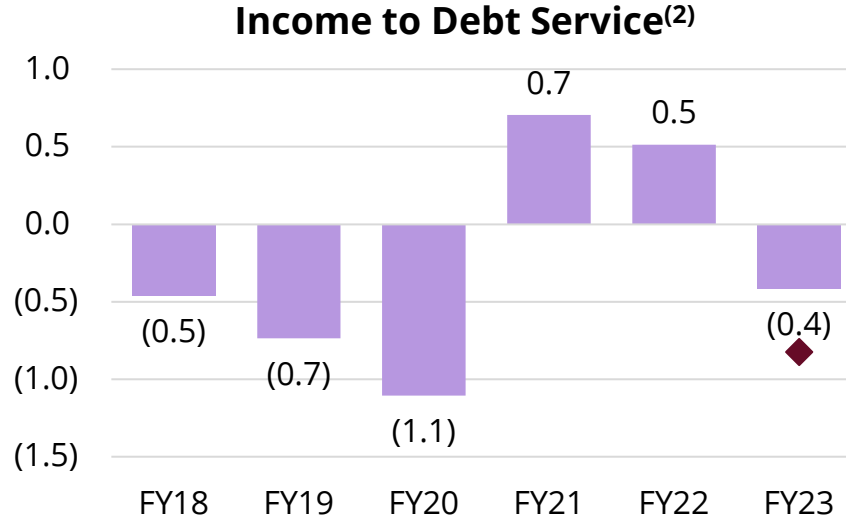
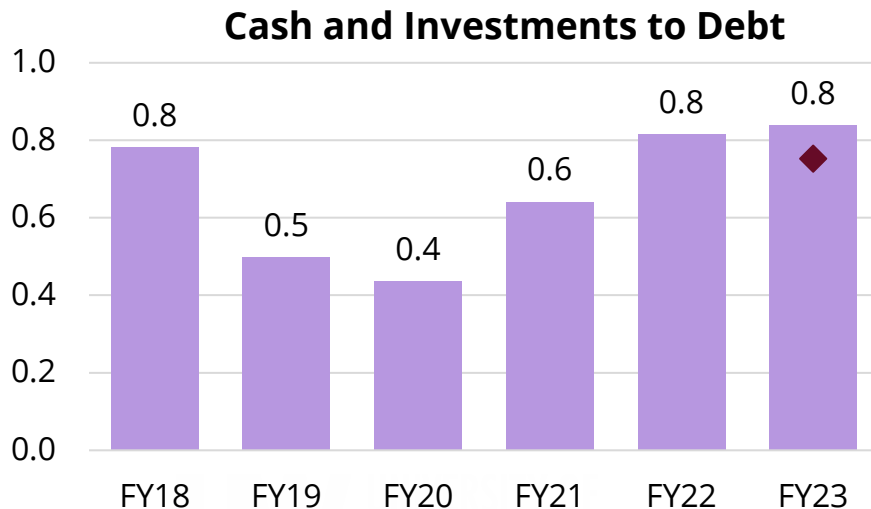
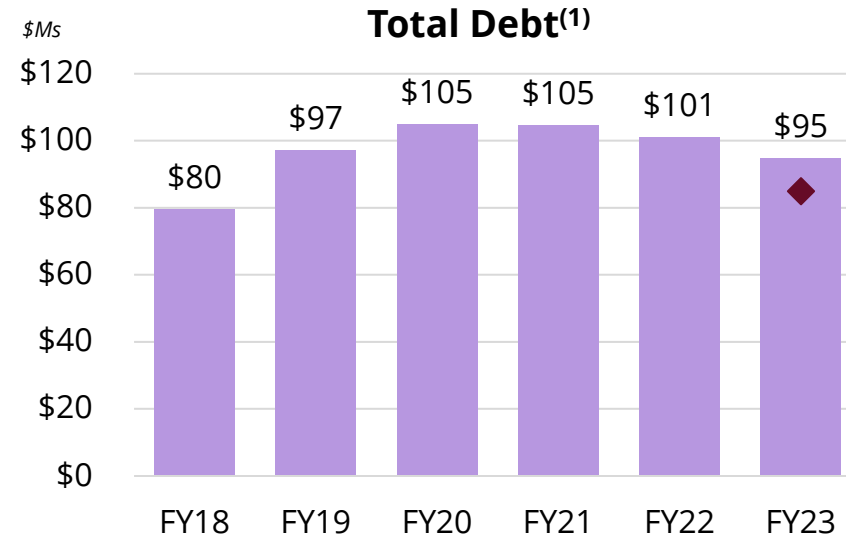
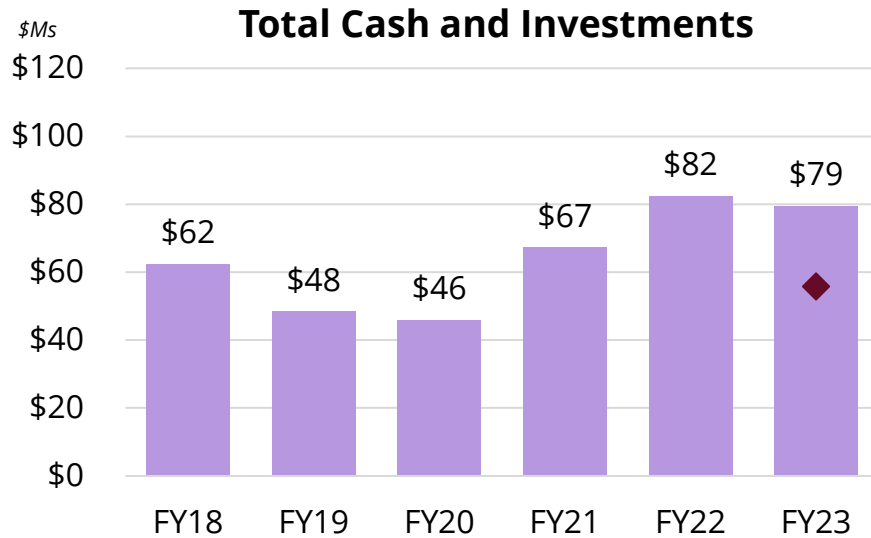


## ....while total WI HS graduates are also expected to decline.

- A challenge facing higher education leaders is the 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.
- Furthermore, **the number of high school graduates in Wisconsin is expected to decrease at a faster rate than the US nationwide trend**, further increasing the competition for the traditional student population in Wisconsin.
- 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

\$45.5M in Federal COVID-19 Grants and Aid received between FY20 and FY22 has helped to grow and stabilize previously declining Cash & Investments balances.

### Leverage Position

As compared to the median level among UW campuses, Whitewater is just above its peers from a C&I to Debt ratio perspective. However, if structural deficits widen, this will erode Whitewater's cash and investments impacting the institution's leverage position.

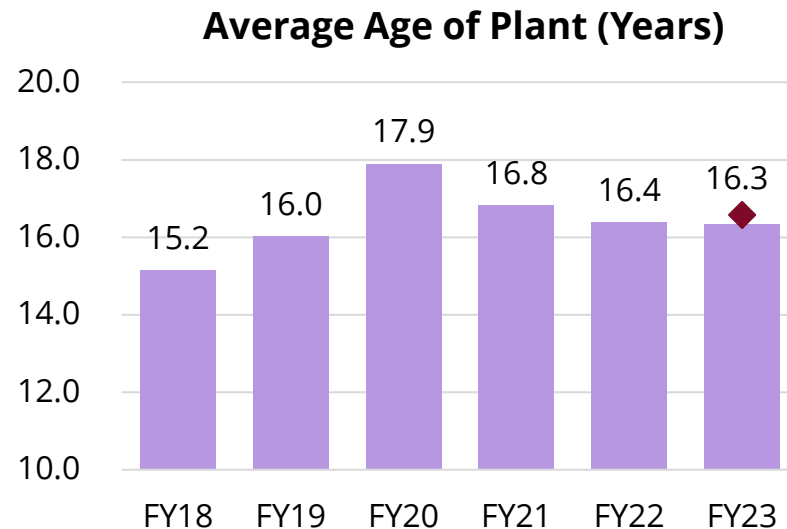
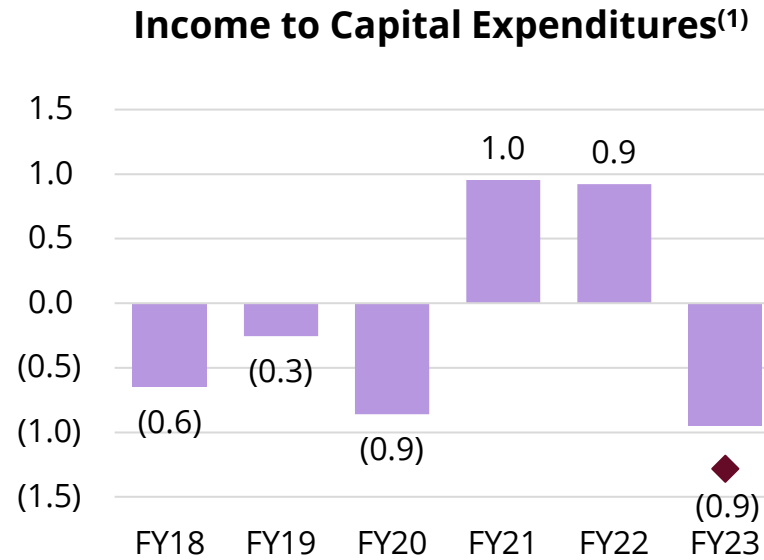
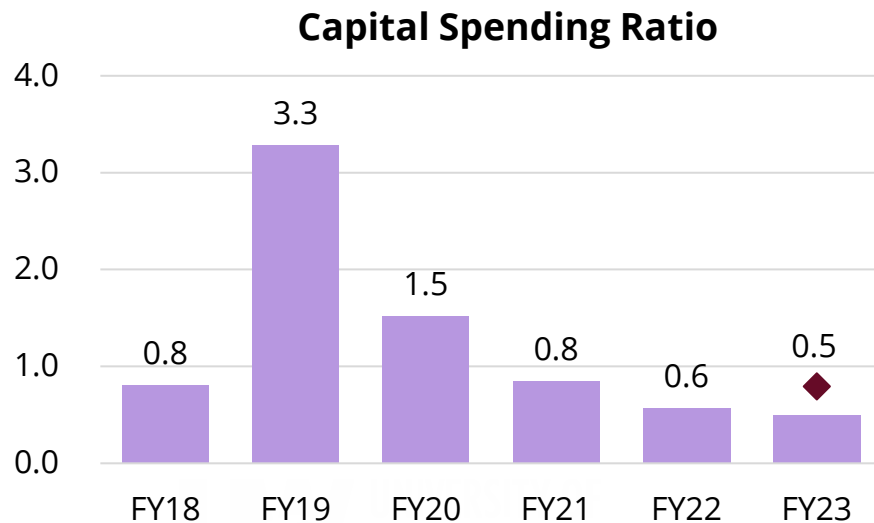
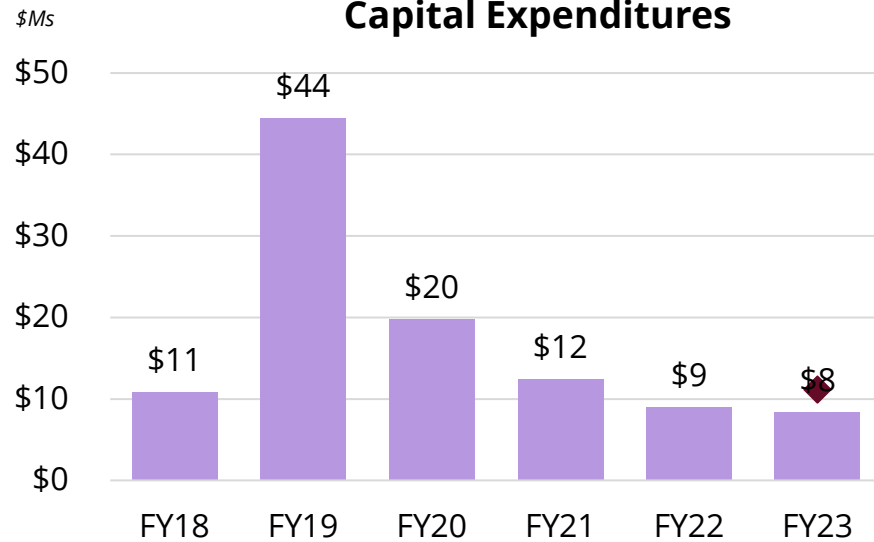
### Debt Service Coverage

Debt service payments will continue to compress Whitewater's ability to spend on operational needs if the cash from issuance and operations does not generate adequate accompanying revenues.



Universities of Wisconsin  
FY23 Median<sup>(3)</sup>

# Capital Expenditures Summary



## KEY TAKEAWAYS

### Minimal Capital Spend

Total capital expenditures at Whitewater have fallen in recent years as Whitewater limits CapEx to avoid further stress on fund balances.

### Aging Facilities

In four of the past six years, Whitewater has not had capital spend outpace depreciation, signifying the slight aging of facilities. This is illustrated by the Average Age of Plant increasing over time from 15.2 years in FY18 to 16.3 years in FY23.

### Operations Supporting CapEx

Over the coming years, it will be important for Whitewater to generate sufficient funds to ensure adequate investments in the campus, as facilities age and deferred maintenance accrues.



Universities of Wisconsin  
FY23 Median<sup>(2)</sup>

# 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:

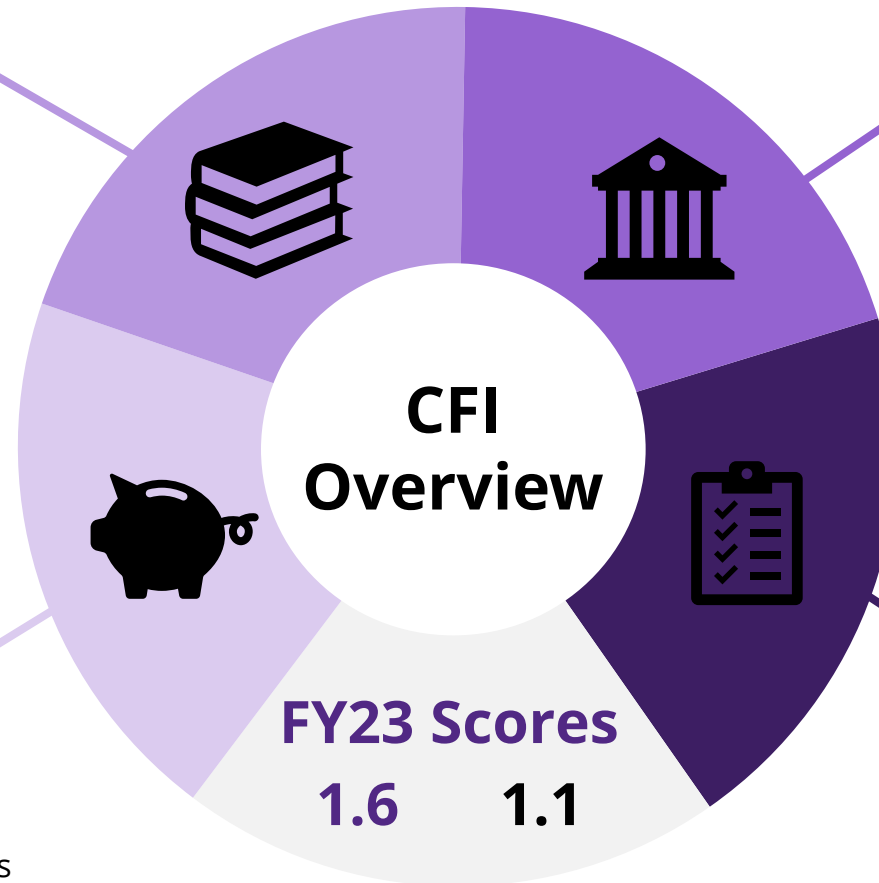
**FY23 Whitewater: -3.9% / -4.1%**

- 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 Whitewater: 1.0 / 0.8**

- 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 Whitewater: 0.1% / -1.5%**

- 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

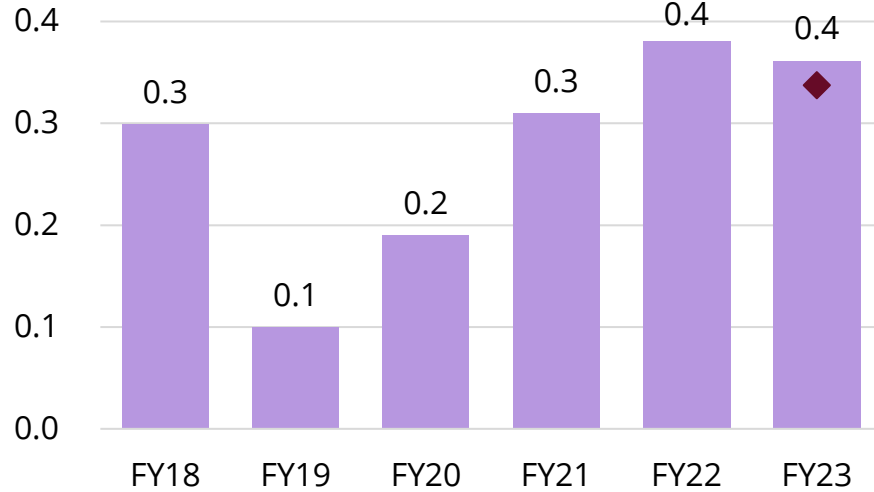
## Primary Reserve Ratio:

**FY23 Whitewater: 0.4 / 0.4**

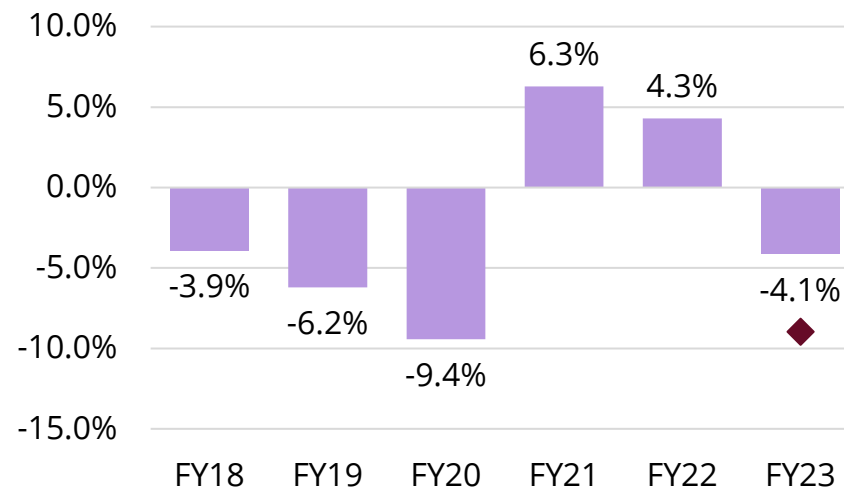
- Measures how long the university can function with existing reserves given current operating expenses
- NACUBO suggests a ratio **of 0.4 is advisable**, meaning that a university's expendable resources can cover ~4.8 months of expenses

# CFI Ratios Over Time

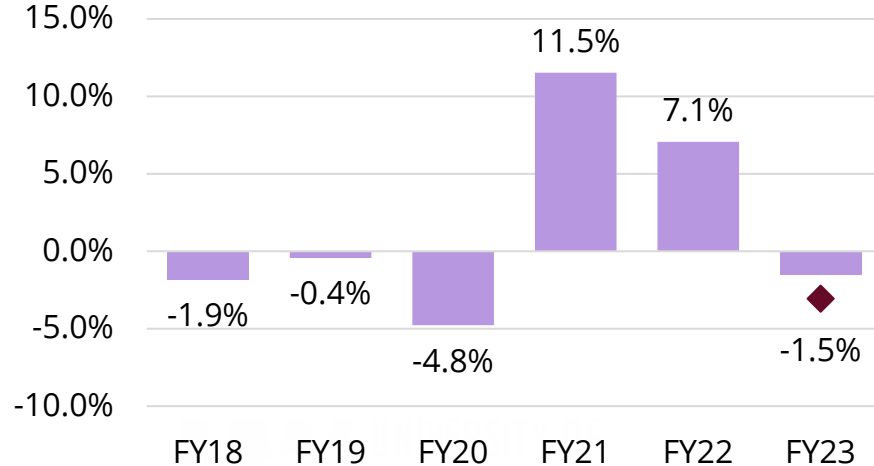
## Primary Reserve Ratio



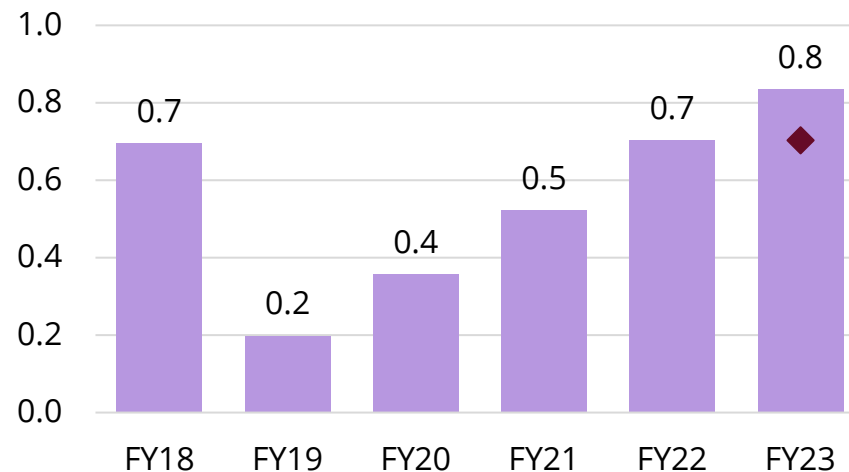
## Net Operating Revenue Ratio



## Return on Net Assets Ratio



## Viability Ratio



## KEY TAKEAWAYS

### Increasing Primary Reserves

Supported by COVID-19 Aid, Whitewater's increasing Primary Reserve Ratio has enabled the institution to now be slightly above the UW Median; available resources can cover ~4.8 months of expenses.

### Economic Return

Buoyed by short term decreases in expenses, as well as Federal COVID-19 Aid, Whitewater generated a positive Return on Net Assets in FY21 and FY22. However, results turned negative in FY23, signaling negative economic returns in the short-run.

### Limited Capital Flexibility

Whitewater's low level of expendable resources has kept the Viability ratio below 1.0, even as the institution received \$45.5M in COVID-19 Aid from FY20-FY22. If the structural deficit widens, this ratio will worsen over time.



Universities of Wisconsin  
FY23 Median<sup>(1)</sup>

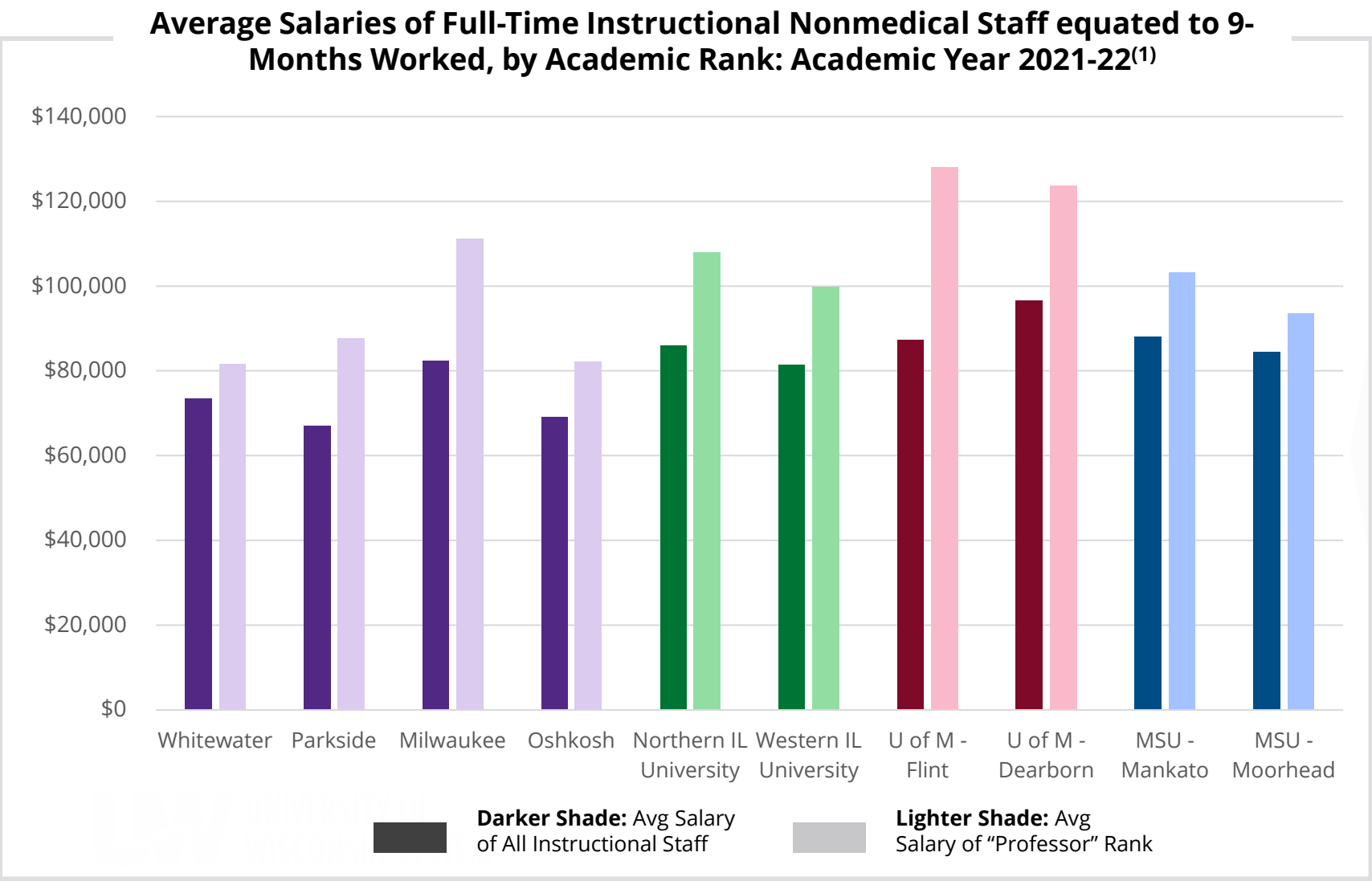




# **Appendix: Whitewater Staff Analysis**

# Competitiveness of Instructional Wages vs Industry Peers

The chart below compares instructional staff salaries across institutions, both internal and external to the UW System and demonstrates that Whitewater instructional wages are below peers.



## KEY TAKEAWAYS



### Salaries vs Out of State Peers

The adjacent chart shows Whitewater offers lower compensation as compared to peers in Illinois, Michigan, and Minnesota. For example, average pay at the selected IL, MI, and MN institutions would represent salary increases of 27%, 54%, and 20%, respectively for Whitewater Professors.

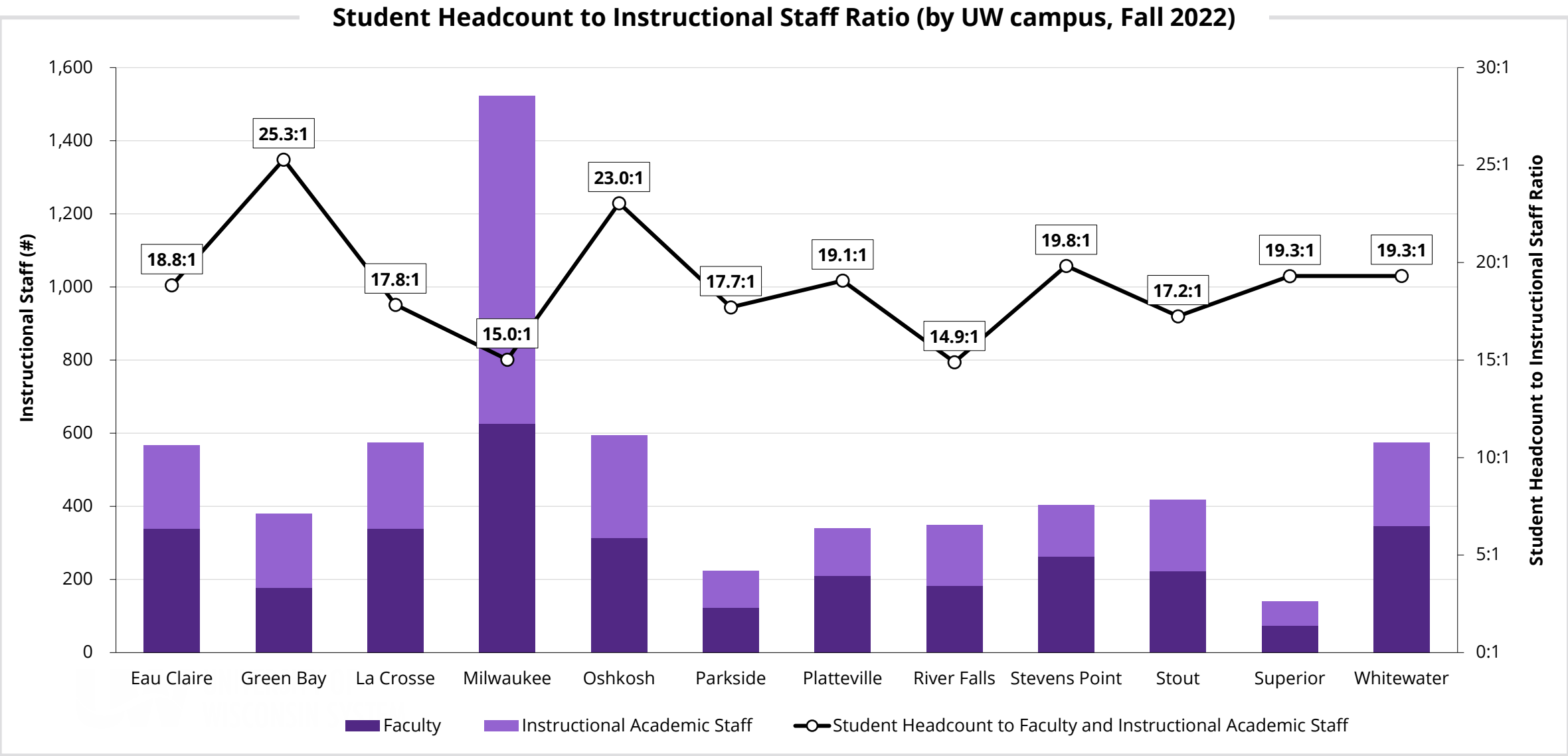


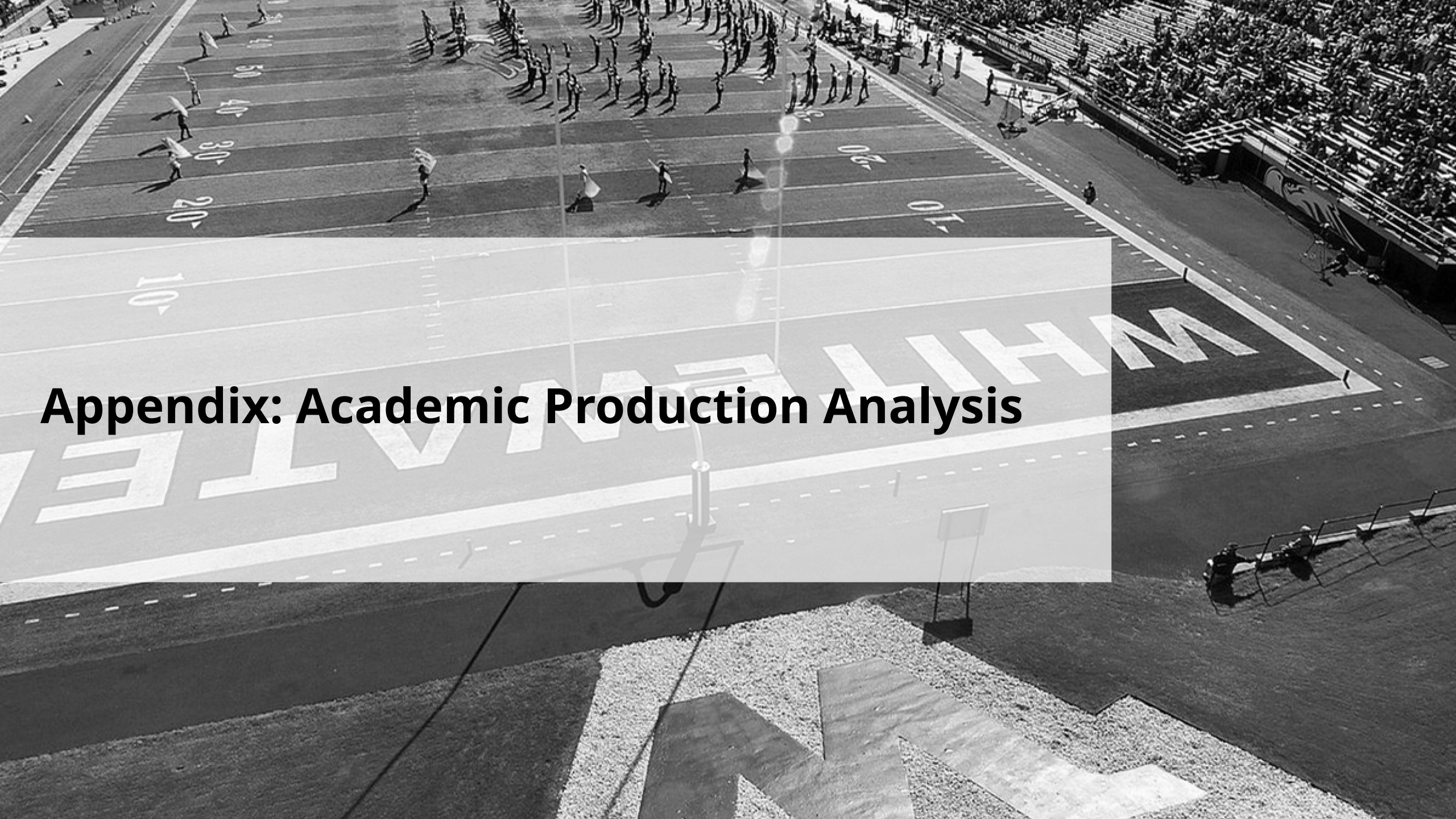
### Salaries vs other UW Schools

Whitewater's wages are similar to Oshkosh and Parkside; however, Whitewater significantly trails Milwaukee and the other institutions compared across Illinois, Michigan, and Minnesota, which creates potential for the loss of top talent given the mobility of the modern workforce.

# Instructional Staff Breakdown

Whitewater supports more students per instructional staff member than many UW campuses and aligns with the UW median (excluding Madison) of 18.9:1.





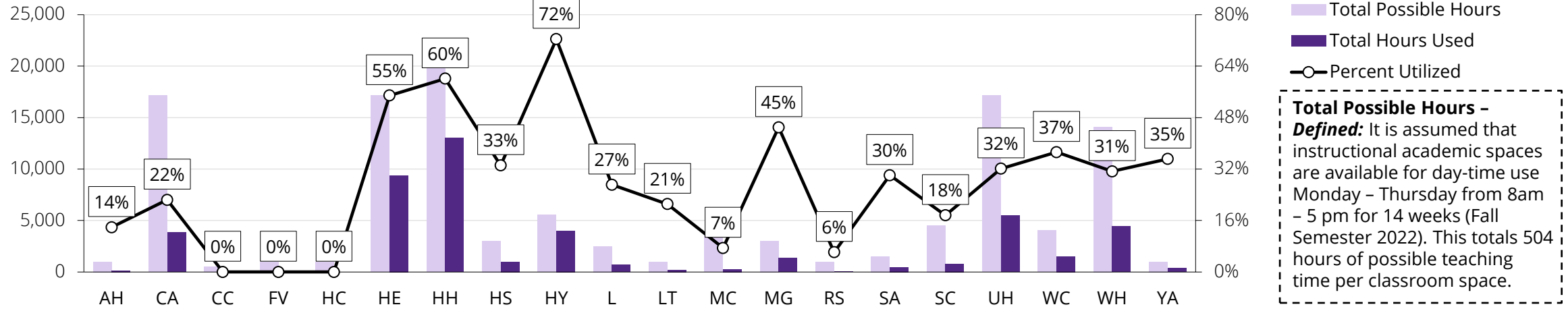
**Appendix: Academic Production Analysis**



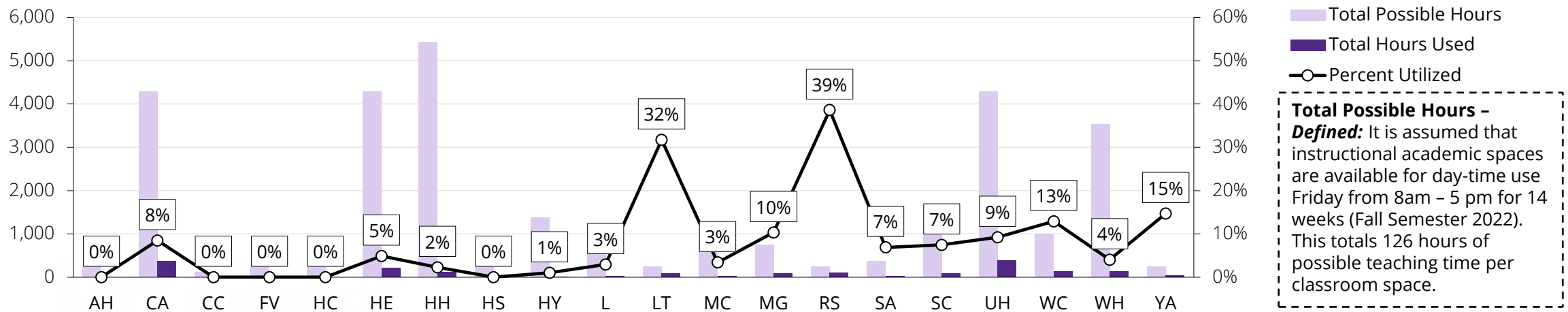
# Fall 2022 Daytime Classroom Utilization

Based on Fall 2022 instructional space utilization data, Whitewater's total available daytime classroom space is only being used about 39% of the semester on Mondays - Thursdays and only about 6% of the semester on Fridays.

**Whitewater Fall 2022 Classroom Utilization by Building: Monday - Thursday, 8am - 5pm**



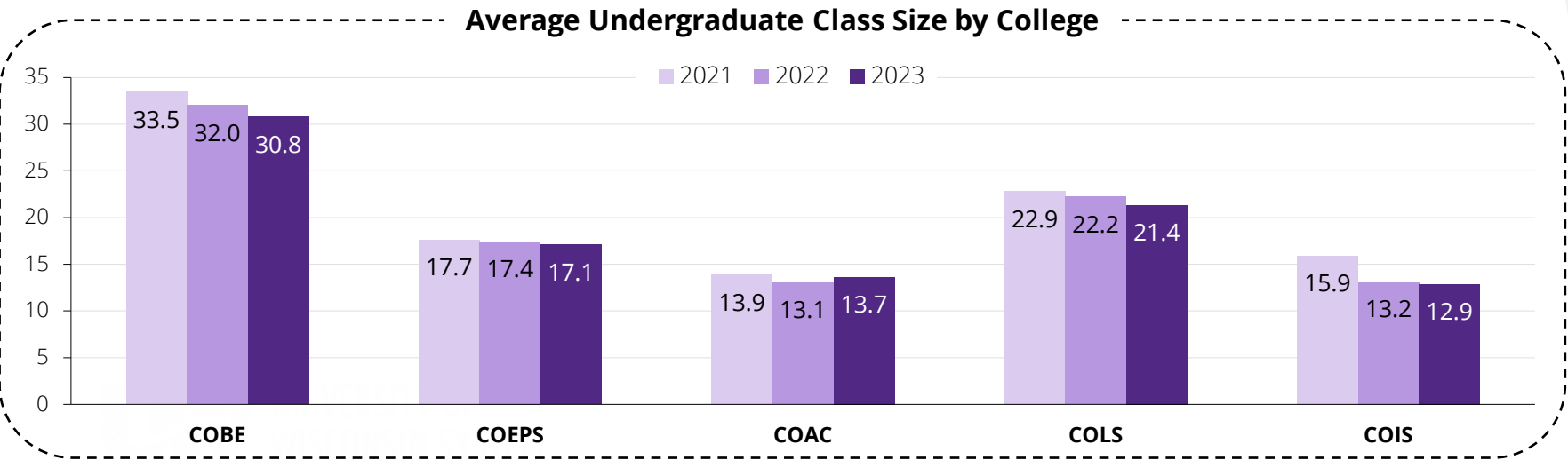
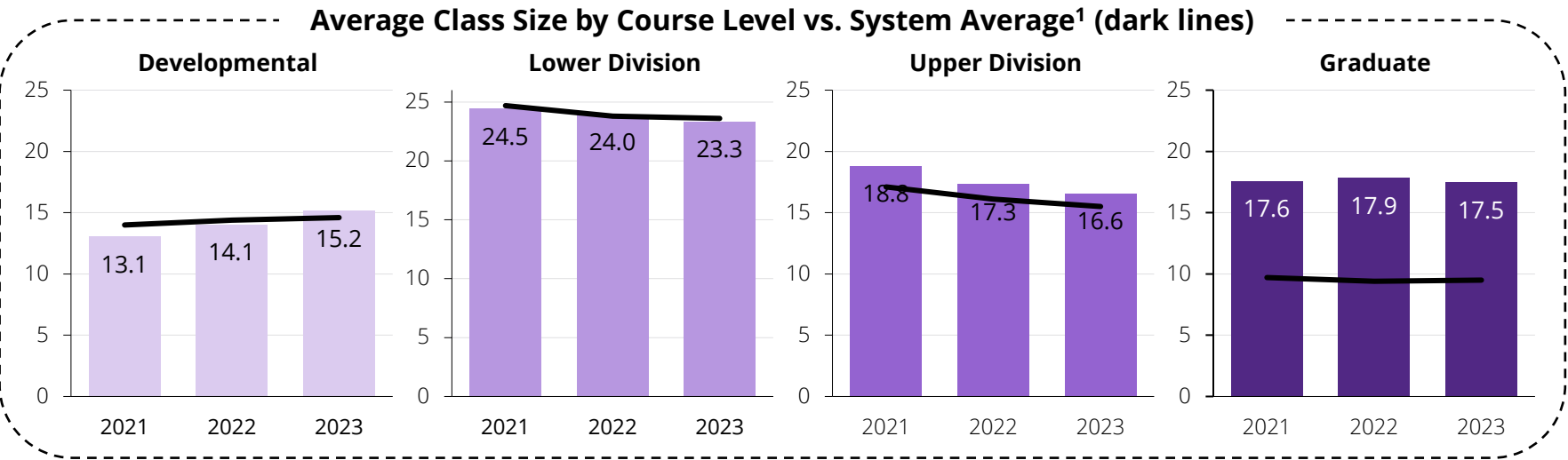
**Whitewater Fall 2022 Classroom Utilization by Building: Friday, 8am - 5pm**





# Average Class Sizes

In recent years, Whitewater has seen modest declines in average undergraduate class sizes, suggesting growing inefficiency, as well as significant variability across colleges, a contributing factor to variability in the cost to educate students across colleges.



## KEY TAKEAWAYS

### Whitewater vs. UW Average

While Whitewater’s average graduate class sizes exceed system-wide averages, driven by the business school, smaller class sizes across undergraduate levels may point to potential opportunity areas for efficiencies.

### Declining Class Sizes

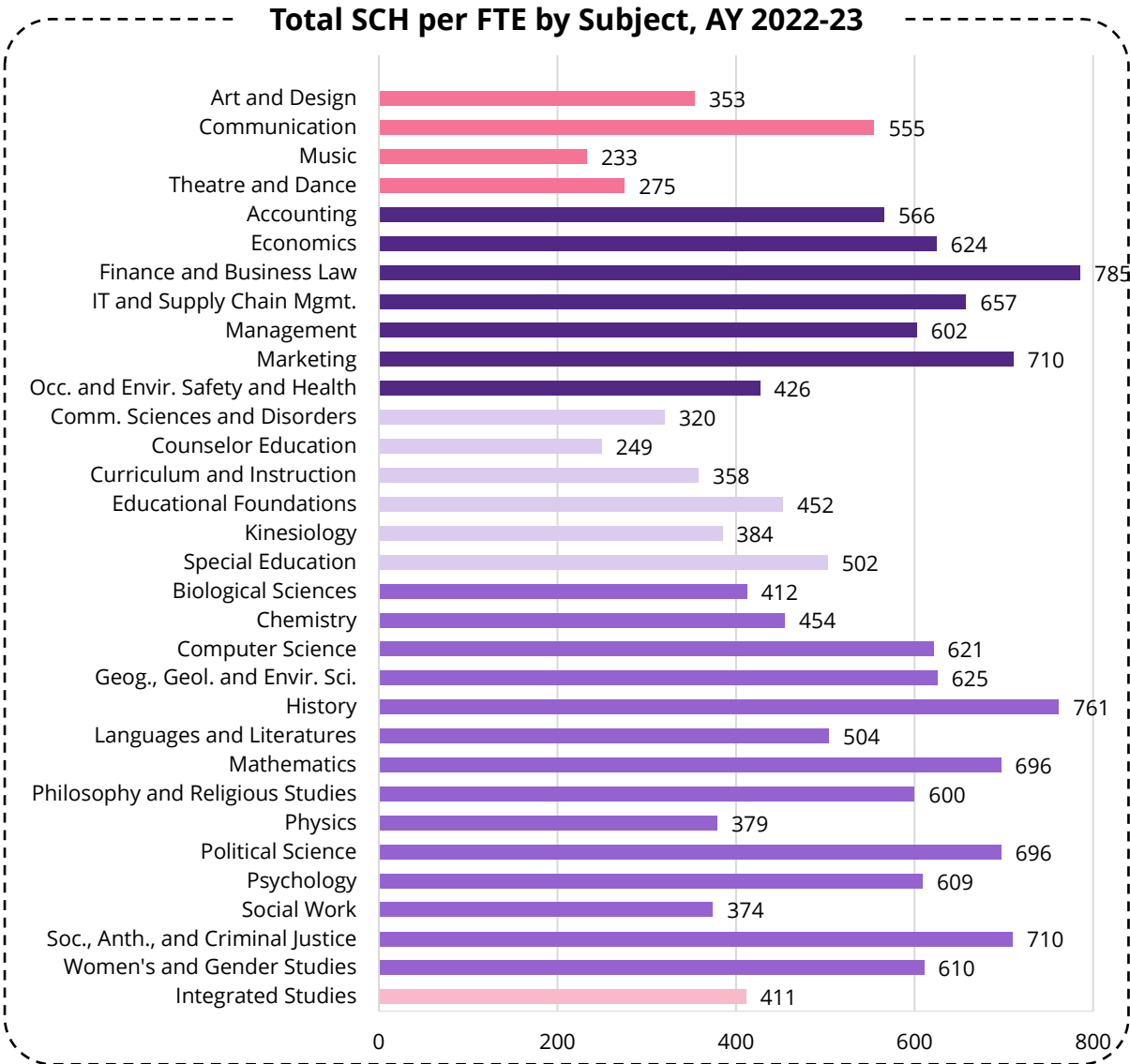
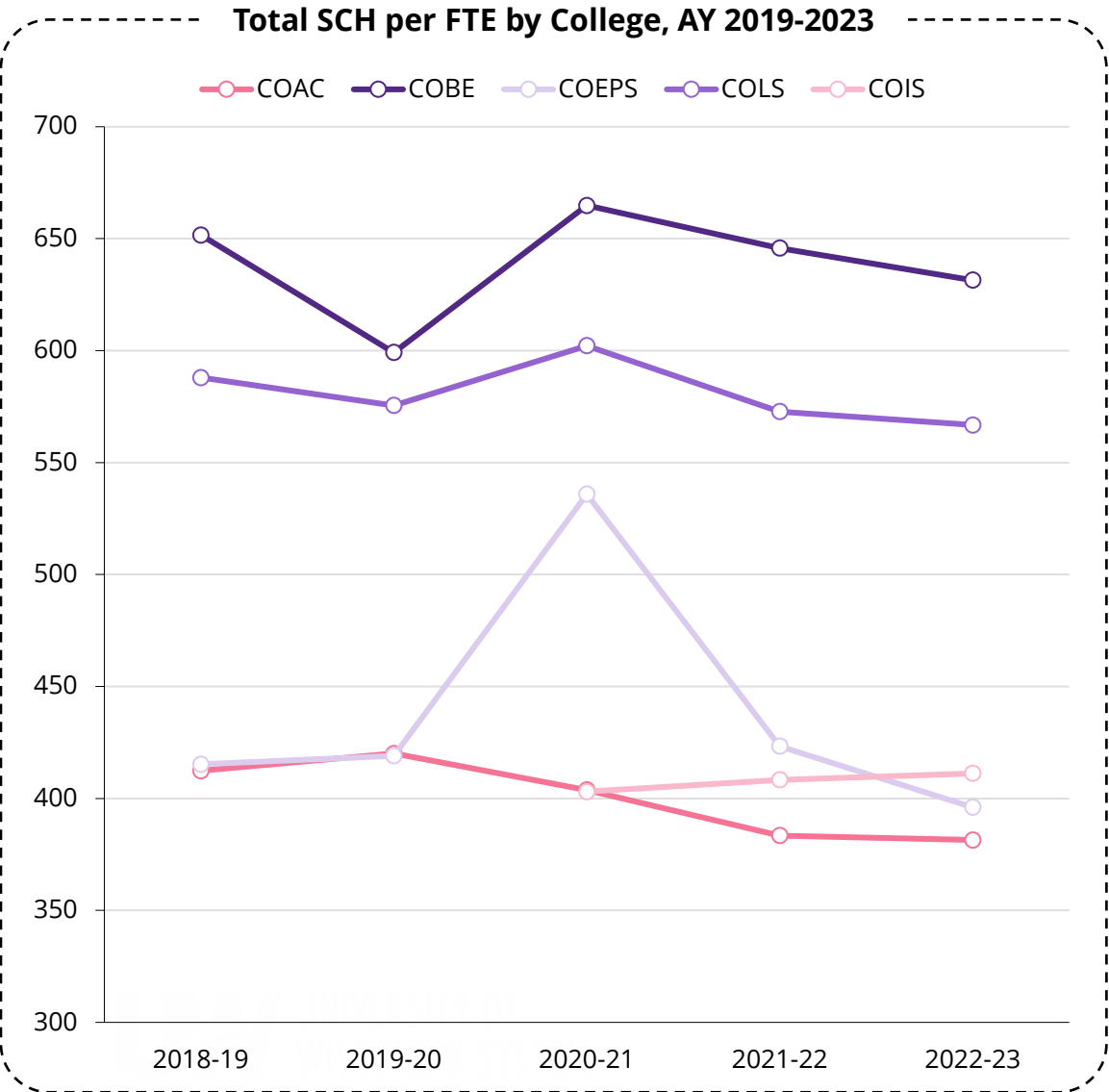
Over the last three years, Whitewater’s average undergraduate class size declined from 21.7 to 20.2, with the largest declines seen across Rock County.

### High Variability by College

Across Whitewater’s 5 colleges, significant variability exists in average undergraduate class sizes, with the colleges of education, arts and comm. and integrated studies (Rock County) having the lowest class sizes.

# Academic Productivity Analysis

The following summarizes average SCH per faculty and instructional academic staff FTE within each college.





# Appendix: Workforce Alignment

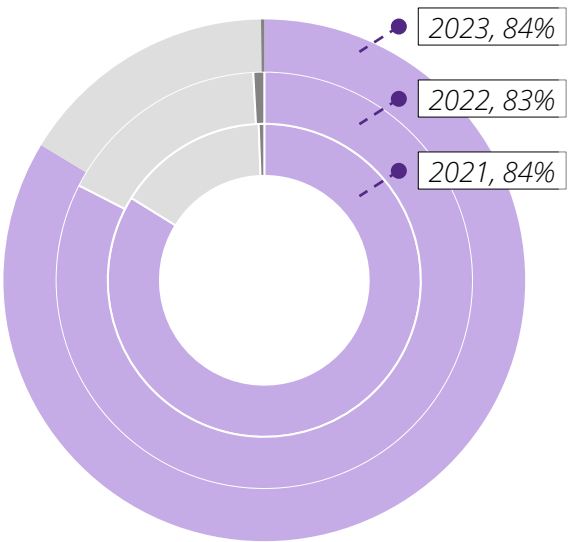
# Regional Workforce Analysis Overview

A majority of Whitewater's students are WI residents, primarily from five counties covering five workforce development areas.

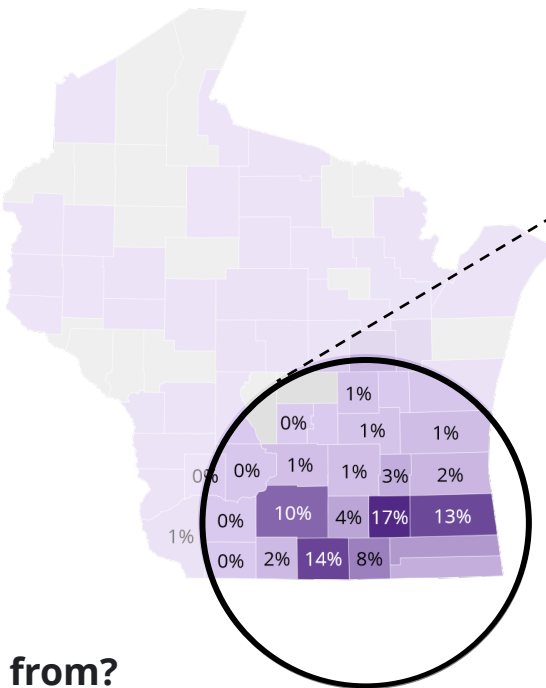
## Profile of Whitewater Incoming Students

### Fall Freshmen Enrollment by Residency Status, 2021-2023

■ WI Resident ■ Non-Resident ■ MN Reciprocity



### New WI Freshmen by Geographic Region, Fall 2023

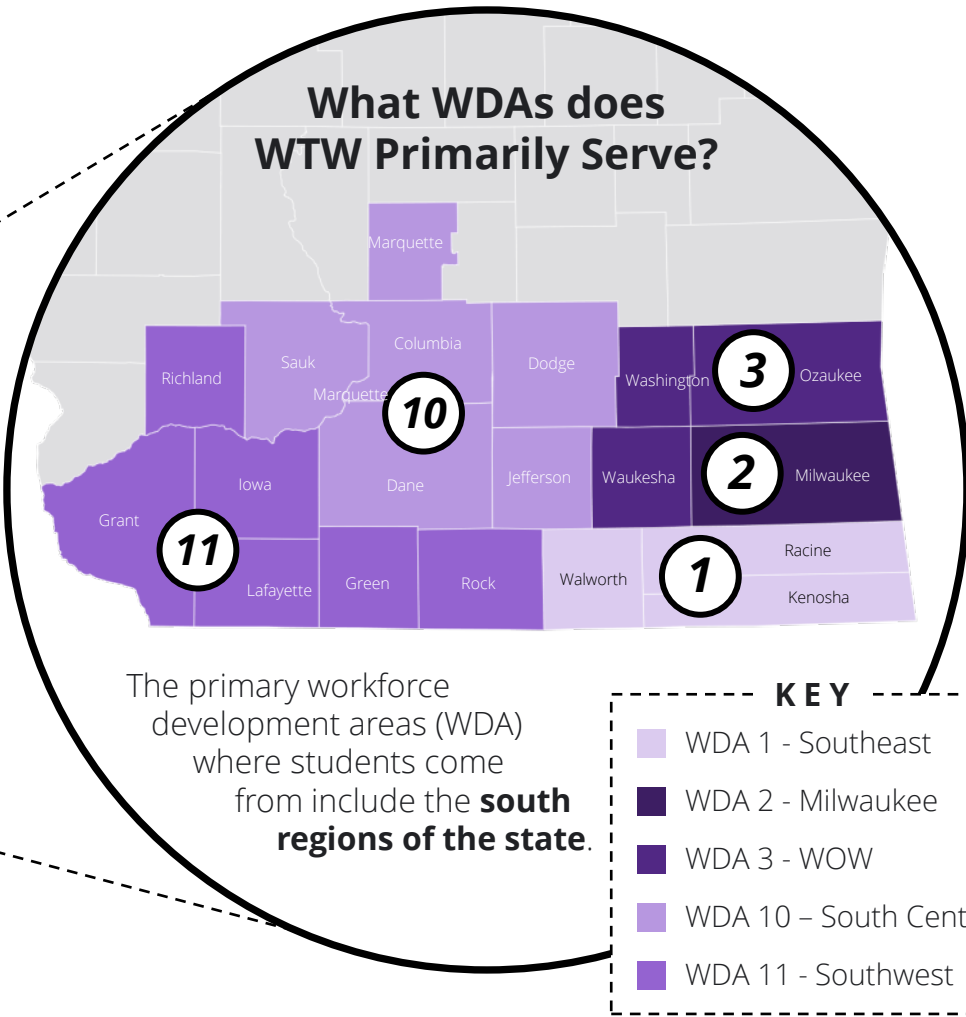


### Where are Incoming Freshmen from?

- 1 On average, **84% of freshmen were Wisconsin residents** over the last three years from fall 2021 to 2023
- 2 In 2023, among WI resident new freshmen, **over 60% came from 5 counties**: Waukesha, Rock, Milwaukee, Dane and Walworth

## Regional Workforce Development Areas

### What WDAs does WTW Primarily Serve?



# Regional WDAs Top 20 *Hot Jobs* Requiring a Bachelor's Degree+ 2020-30

## Top 20 Hot Jobs Requiring a Bachelor's Degree+ Across Regional WDAs (#1,2,3,10,11)

SOC	Occupational Group / Title	Typical Education	Annual Openings ↓	Median Wage	Does WTW Confer Deg?	UG Deg Conf. In 2023 <sup>1</sup>
15-1256	Software Dev. and Software QA Analysts and Testers	Bachelor's	2,230	\$94,543	Yes ✓	47
11-1021	General and Operations Managers	Bachelor's	1,671	\$123,312	Yes ✓	365
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13-1161	Market Research Analysts and Marketing Specialists	Bachelor's	1,151	\$60,164	Yes ✓	164
13-1071	Human Resources Specialists	Bachelor's	955	\$59,847	Yes ✓	108
29-1141	Registered Nurses	ASN or BSN	946	\$76,498	No	-
25-2021	Elementary School Teachers, Except Special Education	Bachelor's	692	\$58,711	Yes ✓	180
13-2011	Accountants and Auditors	Bachelor's	483	\$71,013	Yes ✓	57
25-2031	Secondary School Teachers, Except Special and Career	Bachelor's	429	\$61,521	Yes ✓	179
17-2112	Industrial Engineers	Bachelor's	403	\$75,993	No	-
25-2022	Middle School Teachers, Except Special and Career	Bachelor's	326	\$59,630	Yes ✓	54
11-3031	Financial Managers	Bachelor's	277	\$137,141	Yes ✓	176
25-1071	Health Specialties Teachers, Postsecondary	Doctoral	245	\$73,639	Yes ✓	27
15-1257	Web Developers and Digital Interface Designers	Bachelor's	235	\$65,996	Yes ✓	47
41-3031	Securities, Commodities, and Fin. Services Sales Agents	Bachelor's	217	\$54,382	No	-
23-1011	Lawyers	Doctoral	186	\$122,461	No	-
15-1211	Computer Systems Analysts	Bachelor's	173	\$85,201	Yes ✓	47
17-2141	Mechanical Engineers	Bachelor's	165	\$79,250	No	-
29-2010	Clinical Laboratory Technologists and Technicians	Bachelor's	161	\$55,894	No	-
13-2072	Loan Officers	Bachelor's	155	\$64,687	Yes ✓	176

## Key Takeaways

### Strong Alignment to Regional Demand for Business and Education

Similar to the state, a majority (32%) of the regional WDA's top 20 hot jobs requiring a Bachelor's degree+ are within business occupations.

### Primary Gap Areas Across Healthcare and Engineering

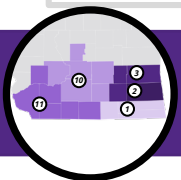
Whitewater's primary academic gap areas in relation to regional workforce demand are within healthcare and engineering.

### Share of Regional Top 20 *Hot Jobs* WTW Confers Degrees For

*Based on FY 2023 Degree Conferrals*

70%

Among the primary regional WDAs (#1, 2, 3, 10, and 11), Whitewater shows solid alignment to regional workforce demand across business and education occupations, albeit gaps across healthcare and engineering occupations.





# UW-Whitewater 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 Interdisciplinary	24,639	23,199	21,294	21,036	20,643	8.5%	-16%
2 Mathematics	22,673	20,699	17,052	16,560	16,682	6.9%	-26%
3 English	20,156	19,458	17,404	17,439	16,177	6.7%	-20%
4 Finance	12,150	11,259	10,704	10,462	11,299	4.7%	-7%
5 Communication	14,440	14,237	12,515	11,527	11,197	4.6%	-22%
6 Economics	10,551	9,690	9,684	8,443	8,926	3.7%	-15%
7 Biological Sciences	13,088	11,995	10,933	9,624	8,321	3.4%	-36%
8 Accounting	8,705	8,316	9,122	7,833	7,855	3.2%	-10%
9 Info Technology & Supply Chain Mgmt	9,927	9,513	9,306	8,211	7,827	3.2%	-21%
10 Management	10,192	10,059	9,238	8,853	7,784	3.2%	-24%
11 Marketing	9,674	9,294	8,814	8,577	7,674	3.2%	-21%
12 Psychology	9,402	9,272	8,394	7,631	7,022	2.9%	-25%
13 Special Education	6,739	6,800	6,551	6,440	6,035	2.5%	-10%
14 Business & Economics	6,735	6,386	6,027	5,592	5,977	2.5%	-11%
15 Computer Science	6,069	6,145	6,131	5,719	5,867	2.4%	-3%
16 History	5,527	5,742	5,990	5,533	5,281	2.2%	-4%
17 Sociology	9,421	7,944	7,177	5,858	5,259	2.2%	-44%
18 Chemistry	7,027	6,490	5,310	4,966	4,764	2.0%	-32%
19 Physical Education Professional	4,025	3,991	3,816	4,062	4,664	1.9%	16%
20 Geography	4,444	4,438	4,654	4,246	4,407	1.8%	-1%
21 Safety Studies	4,900	5,285	5,065	5,038	4,179	1.7%	-15%
22 Political Science	4,581	4,579	4,369	3,633	3,764	1.6%	-18%
23 Physical Education-General	3,647	3,660	2,931	3,082	3,473	1.4%	-5%
24 Music	4,053	4,064	3,320	3,177	3,090	1.3%	-24%
25 Journalism	4,369	4,056	4,097	3,213	2,987	1.2%	-32%
26 Social Work	4,321	3,421	3,210	2,580	2,893	1.2%	-33%
27 Educational Foundations	3,112	2,855	2,898	3,288	2,804	1.2%	-10%
28 Education	2,969	2,951	3,201	3,258	2,662	1.1%	-10%
29 Curriculum and Instruction Practicum	2,768	2,730	2,650	2,948	2,549	1.0%	-8%
30 Art	3,913	3,588	2,970	2,622	2,406	1.0%	-39%

Curricular Area	SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change (19-23)
31 Spanish	3,641	3,255	2,878	2,270	2,298	0.9%	-37%
32 Elementary Education	2,244	2,411	2,489	2,365	2,274	0.9%	1%
33 Intrauniversity	2,030	2,085	1,807	2,021	2,022	0.8%	0%
34 Women'S Studies	1,562	1,717	1,720	1,858	1,903	0.8%	22%
35 Geology	1,692	1,435	1,721	1,820	1,624	0.7%	-4%
36 Media Arts and Game Development	1,578	1,662	1,653	1,485	1,595	0.7%	1%
37 Reading	1,643	1,681	1,870	1,665	1,578	0.6%	-4%
38 Philosophy	1,947	1,926	1,944	1,704	1,536	0.6%	-21%
39 Communication Sciences & Disorders	1,946	1,802	1,855	1,673	1,524	0.6%	-22%
40 Physics	2,356	2,278	1,883	1,383	1,359	0.6%	-42%
41 Health Education	1,890	1,544	1,275	1,009	1,324	0.5%	-30%
42 Anthropology	1,500	1,265	905	939	1,160	0.5%	-23%
43 Coaching	1,934	1,737	1,175	1,036	1,049	0.4%	-46%
44 Professional Writing & Publishing					925	0.4%	n/a
45 Film	885	861	822	933	859	0.4%	-3%
46 Educational Foundations Practicum	951	813	906	771	771	0.3%	-19%
47 Statistics			381	710	758	0.3%	n/a
48 Theatre	1,048	985	680	749	752	0.3%	-28%
49 Astronomy	810	490	903	705	733	0.3%	-10%
50 Religious Studies	1,120	1,144	1,071	903	678	0.3%	-39%
51 Secondary Education	851	679	629	801	664	0.3%	-22%
52 Art History	969	1,023	855	549	654	0.3%	-33%
53 Criminology	887	1,024	948	729	651	0.3%	-27%
54 Special Education Practicum	728	854	661	708	650	0.3%	-11%
55 Early Childhood	75	219	238	181	612	0.3%	716%
56 Curriculum and Instruction	1,040	809	723	889	589	0.2%	-43%
57 Recreation	1,345	1,359	702	708	566	0.2%	-58%
58 Developmental Education	649	509	402	633	555	0.2%	-14%
59 African American Studies	597	429	600	858	549	0.2%	-8%
60 Library Media	527	669	555	512	491	0.2%	-7%

# UW-Whitewater 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 Environmental Science	475	313	353	396	454	0.2%	-4%
62 Japanese	357	355	465	444	424	0.2%	19%
63 Race and Ethnic Cultures	951	828	462	462	423	0.2%	-56%
64 Music Ed	466	372	434	445	378	0.2%	-19%
65 Dance	451	537	385	337	344	0.1%	-24%
66 German	367	297	305	321	305	0.1%	-17%
67 Leadership & Military Science	355	246	238	235	295	0.1%	-17%
68 Business	673	581	515	490	273	0.1%	-59%
69 Asian Studies	222	241	210	204	264	0.1%	19%
70 Health, Phy Ed, Recreation & Coaching	318	354	397	372	261	0.1%	-18%
71 Cybersecurity					249	0.1%	n/a
72 French	501	417	412	333	221	0.1%	-56%
73 Latinx-Latin American Studies	24	204	246	246	219	0.1%	813%
74 Liberal Studies	232	291	140	294	208	0.1%	-10%
75 Lecture Forum	60	61	68	200	205	0.1%	242%
76 Learning Resources	249	201	299	203	180	0.1%	-28%
77 Engineering	240	258	159	118	175	0.1%	-27%
78 Integrated Studies			15	54	137	0.1%	n/a
79 Environmental & Public Health	137	92	186	177	109	0.0%	-20%
80 Arabic	104	122	116	72	88	0.0%	-15%
81 Counselor Education	138	111	96	63	60	0.0%	-57%
82 Asian American Studies	57	54	84	75	57	0.0%	0%
83 Chinese	116	68	56	44	56	0.0%	-52%
84 Honors	80	44	27	20	35	0.0%	-56%
85 Arts and Communication-General	64	46	23		33	0.0%	-48%
86 Health and Wellness Management			12	33	33	0.0%	n/a
87 International Studies	102	86	75	51	30	0.0%	-71%
88 Environmental Studies			15	21	27	0.0%	n/a
89 Integrated Science and Business	79	60	64	32	25	0.0%	-68%
90 Letters & Sciences	196	21	47	46	25	0.0%	-87%

Curricular Area	SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
91 American Indian Studies	120	126	66	81	21	0.0%	-83%
92 Media Literacy				3	15	0.0%	n/a
93 C&I Bus & Marketing Ed	48	78	12	30	12	0.0%	-75%
94 Music Applied	9					0.0%	-100%
95 English As A Second Language	8	7				0.0%	-100%
96 Languages and Literature		416				0.0%	n/a
97 Intensive English Institute	105	138				0.0%	-100%
98 Meteorology	12	18				0.0%	-100%
99 Chicano Studies	303					0.0%	-100%
100 Peace & Justice	3					0.0%	-100%
<b>Total</b>	<b>300,281</b>	<b>285,822</b>	<b>265,057</b>	<b>249,918</b>	<b>242,810</b>	<b>100.0%</b>	<b>-19%</b>

# UW-Whitewater 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	Management	1,908	2,068	2,508	3,138	2,577	12.3%	35%
2	Info Technology & Supply Chain Mgmt	2,060	2,283	2,975	2,791	2,510	12.0%	22%
3	Marketing	1,218	1,351	1,792	2,483	2,313	11.0%	90%
4	Counselor Education	1,889	1,785	1,667	1,753	1,782	8.5%	-6%
5	Finance	1,028	1,261	1,800	1,844	1,697	8.1%	65%
6	Special Education	957	1,092	1,284	1,339	1,329	6.3%	39%
7	Social Work	603	819	840	916	1,262	6.0%	109%
8	Economics	525	700	804	868	694	3.3%	32%
9	Safety Studies	606	591	678	768	666	3.2%	10%
10	Cybersecurity			276	474	645	3.1%	n/a
11	Educational Foundations	156	162	255	528	621	3.0%	298%
12	Psychology	613	680	664	652	612	2.9%	0%
13	Communication Sciences & Disorders	453	567	580	575	593	2.8%	31%
14	Business & Economics	406	445	597	621	592	2.8%	46%
15	Doctor Of Business Administration	668	712	626	594	578	2.8%	-13%
16	Accounting	989	629	684	479	470	2.2%	-52%
17	School Business Management	426	423	353	423	454	2.2%	7%
18	Communication	119	168	360	285	363	1.7%	205%
19	Computer Science	348	431	363	380	304	1.4%	-13%
20	Curriculum and Instruction	384	406	74	150	207	1.0%	-46%
21	Higher Education Leadership	717	588	513	291	171	0.8%	-76%
22	Reading	16		16	39	128	0.6%	700%
23	Coaching	132	93	63	21	87	0.4%	-34%
24	Special Education Practicum	45	72	106	123	84	0.4%	87%
25	C&I Bus & Marketing Ed	3		159	117	66	0.3%	2100%
26	Educational Administration	104	53	56	57	55	0.3%	-47%
27	Curriculum and Instruction Practicum	7	28	76	68	49	0.2%	600%
28	Biological Sciences			27	34	33	0.2%	n/a
29	Library Media	129	130	21	21	27	0.1%	-79%
30	Physical Education Professional	6		4	6	15	0.1%	150%

Curricular Area		SCH 18-19	SCH 19-20	SCH 20-21	SCH 21-22	SCH 22-23 ↓	2023 Share	%Change ('19-23)
31	Education	1	4	54	30	13	0.1%	1200%
32	Journalism	20	3	3			0.0%	-100%
33	Secondary Education				3		0.0%	n/a
34	Health Education				3		0.0%	n/a
35	English	15	3	4			0.0%	-100%
36	Mathematics			78			0.0%	n/a
37	Chemistry		3				0.0%	n/a
38	Sociology	6					0.0%	-100%
Total		16,556	17,550	20,360	21,874	20,996	100.0%	27%



# Appendix: Space and Facilities

# Mission Specific Facilities

Ambrose Health Center	Coulthart Family Pavilion	Laurentide Hall - Add 1	Tennis Restroom Building
Andersen Library - First Add	Drumlin Dining Hall	Lawcon Picnic Shelters	Track And Field Storage Bldg
Andersen Library - Orig Bldg	Engineering Center	Lee Hall	Tutt Hall
Andersen Library - Second Add	Esker Dining Hall	Ma' lingan Hall	Upham Greenhouse
Arey Hall	Fischer Hall	Marian Allen Hall	Upham Hall
Athletic Fields Restroom Bldg	Fischer Hall - Add 1	McCutchan Hall	Upham Hall East Wing Addition
Baseball Service Building	Fricker Hall	McGraw Hall	Upham Hall West Addition
Baseball Service Building - Add 1	Fricker-Arey Link	Moraine Bookstore	Visitor Center
Benson Hall	General Svcs Greenhouse	Observatory	Wellers Hall
Bigelow Hall	Goodhue Hall	Old Main Alumni Center	Wellers Hall - Add 1
Center Of The Arts	Heating Plant Storage	Perkins Stadium	Wells Hall
Center Of The Arts-Foundry	Heide Hall	Pulliam Hall	White Hall
Chrisman Success Center	Hyatt Smith Hall	Roseman Building	Williams Center
Clem Hall	Hyer Hall	Roy Chapman Andrews Hall	Williams Center Addition 1
Community Engagement Center	Hyland Hall	Softball Services Building	Williams Center Fieldhouse Add
Connor University Center	James C. Wells Cultural Center	Stadium Athletic Service Bldg	Williams Hall
Connor University Center	Knilians Hall	Stadium Athletic Service Bldg - Add 1	Winther Hall
Connor University Center	Laurentide Hall	Student Athletic Complex	Young Auditorium



# Mission Specific Facilities Ratings

Building Name	Physical Condition	Functional Condition
Ambrose Health Center	B	i
Andersen Library - First Add	C	iii
Andersen Library - Orig Bldg	C	iii
Andersen Library - Second Add	C	iii
Arey Hall	A	i
Athletic Fields Restroom Bldg	A	i
Baseball Service Building	B	ii
Baseball Service Building - Add 1	A	i
Benson Hall	D	v
Bigelow Hall	D	v
Center Of The Arts	D	iv
Center Of The Arts-Foundry	A	i
Chrisman Success Center	A	i
Clem Hall	D	v
Community Engagement Center	A	i
Connor University Center	B	i
Connor University Center	B	i
Connor University Center	B	i
Coulthart Family Pavilion	A	i
Drumlin Dining Hall	A	i
Engineering Center	B	ii
Esker Dining Hall	B	ii
Fischer Hall	A	i

Building Name	Physical Condition	Functional Condition
Fischer Hall - Add 1	A	i
Fricker Hall	A	i
Fricker-Arey Link	A	i
General Svcs Greenhouse	A	i
Goodhue Hall	C	iii
Heating Plant Storage	B	ii
Heide Hall	D	v
Hyatt Smith Hall	B	ii
Hyer Hall	A	i
Hyland Hall	A	i
James C. Wells Cultural Center	B	ii
Knilians Hall	B	iii
Laurentide Hall	A	ii
Laurentide Hall - Add 1	A	ii
Lawcon Picnic Shelters	A	ii
Lee Hall	D	v
Ma' lingan Hall	A	i
Marian Allen Hall	B	ii
McCutchan Hall	F	vi
McGraw Hall	B	iii
Moraine Bookstore	A	i
Observatory	B	iii
Old Main Alumni Center	C	iii
Perkins Stadium	C	iv
Pulliam Hall	A	i

# Mission Specific Facilities Ratings Continued

Building Name	Physical Condition	Functional Condition
Roseman Building	D	iv
Roy Chapman Andrews Hall	B	ii
Softball Services Building	A	i
Stadium Athletic Service Bldg	C	iii
Stadium Athletic Service Bldg - Add 1	A	i
Student Athletic Complex	A	i
Tennis Restroom Building	A	i
Track And Field Storage Bldg	A	ii
Tutt Hall	B	ii
Upham Greenhouse	B	ii
Upham Hall	B	ii
Upham Hall East Wing Addition	B	ii
Upham Hall West Addition	B	ii
Visitor Center	B	i
Wellers Hall	A	i
Wellers Hall - Add 1	A	i
Wells Hall	D	v
White Hall	F	vi
Williams Center	B	ii
Williams Center Addition 1	B	ii
Williams Center Fieldhouse Add	A	i
Williams Hall	B	ii
Winther Hall	D	v
Young Auditorium	A	i

# Overview of Facilities Definitions – Physical

PHYSICAL_ID	PHYSICAL_NAME	PHYSICAL_DESCRIPTION
i	<b>GOOD</b>	Suitable for continued use with normal maintenance. The approximate restoration cost is less than 5 percent of building replacement value.
ii	<b>SATISFACTORY</b>	Requires restoration to present acceptable conditions. The approximate restoration cost is 5–15 percent of building replacement value.
iii	<b>FAIR</b>	Requires updating or restoration. The approximate restoration cost is 15–30 percent of building replacement value. The physical conditions may have an affect upon building operations.
iv	<b>POOR</b>	Requires significant updating or restoration. The approximate restoration cost is 30–45 percent of building replacement value. The physical conditions adversely affect building operations.
v	<b>UNSATISFACTORY</b>	Requires major restoration with possible need to overhaul building subsystems. The approximate restoration cost is 45–60 percent of building replacement value. Consideration of actual restoration requirements may lead to classifying the facility as being in need of replacement.
vi	<b>REPLACE</b>	Should be demolished or abandoned because the building is unsafe and/or structurally unsound, irrespective of the need for the space or the availability of funds for a replacement. Additionally, this category takes precedence over categories i-v. If a building is scheduled for demolition, its condition is reported in this category, regardless of condition.
vii	<b>TERMINATION</b>	Planned termination or relinquishment of occupancy of the building for reasons other than unsafeness or structural unsoundness, such as abandonment of temporary units or vacating of leased space. Additionally, this category takes precedence over categories i-vi. If a building is scheduled for termination, its condition is reported in this category, regardless of its condition.

# Overview of Facilities Definitions – Functional

FUNCTIONAL_ID	FUNCTIONAL_NAME	FUNCTIONAL_DESCRIPTION
<b>A</b>	<b>EXCELLENT, HIGHLY SUITED</b>	Highly suited or optimally matched to the original design intent and configuration of the space. The architectural features of the space support the use/activity. Appropriate building infrastructure and services are easily and readily available to support the use. The approximate remodeling cost is less than 5 percent of building replacement value.
<b>B</b>	<b>SATISFACTORY</b>	Suitable for continued use and provides adequate support for program delivery. Although the space is not optimal for the use, minor modification may be desired to improve the suitability. The approximate remodeling cost is 5-15 percent of building replacement value.
<b>C</b>	<b>CONDITIONAL</b>	Requires limited renovation to support the use on a continued basis. The approximate remodeling cost is 15-25 percent of building replacement value.
<b>D</b>	<b>DEVELOPMENT REQUIRED</b>	Requires significant renovation to support the assigned use on a continuing basis. The space significantly inhibits program delivery. The approximate remodeling cost is 25-50 percent of building replacement value.
<b>F</b>	<b>UNSATISFACTORY</b>	Is unsatisfactory for the assigned use. Renovating the space to fit the use would not be cost-effective. The approximate remodeling cost is 50-100 percent of building replacement value.
<b>I</b>	<b>INAPPROPRIATE</b>	Not appropriate for current use but may be appropriate for other uses. It may be appropriate to relocate the activity to another location and use this space for more suitable activity.

