

To: Members of the Western Illinois University Board of Trustees  
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From: Joe Rives, Vice President, Quad Cities, Planning and Technology

Date: June 29, 2010

Re: June 2010 Strategic Plan Update

*Higher Values in Higher Education 2008-2018* contains performance indicators to keep instructional and administrative costs below the statewide average for the 12 Illinois public universities. Results from this month's *Strategic Plan Update* will show that the University remains below the statewide average on both of these measures.

#### Background

All Illinois public universities are required to submit to the Illinois Board of Higher Education (IBHE) a summary of faculty time assigned to instruction, organized research and public service each semester and annually. The data for Western are summarized by department chairs/school directors, verified by the deans, and submitted by the Office of Planning, Budget and Institutional Research.

Using the information described above, the IBHE annually produces a *Faculty Credit Hour Study* to document the allocation of faculty time paid by appropriated funds to instruction, organized research, and public service. Instruction is further divided into four subcategories (defined below).

Direct Instruction includes teaching students in courses, supervision of student teaching, thesis supervision, independent study and tutorials.

Indirect Instruction includes all duties related to instruction other than direct instruction. Examples include academic advising, preparation of instructional materials and course outlines, procurement of class and laboratory apparatus and supplies, and grading.

Departmental Research includes faculty assigned time to conduct research in lieu of teaching.

Departmental Administration includes administrative activities in support of the operation of the academic department and does not represent assigned time to any other instructional function, organized research or public service.

Institutional data submitted to the IBHE also forms the *Discipline Unit Cost Study* and the *Comparative Cost Study*. Both of these studies, along with *the Faculty Credit Hour Study*, provide the basis to conduct instructional and administrative cost comparisons across the 12 Illinois public universities. The most recent data published by the IBHE (in Spring 2010) is for Fiscal Year 2009.

To create standardized cost comparisons, ratio analyses are used. The numerator is the appropriated salary dollars for the percent of employee time allocated to the function multiplied by the staff year (contract length) assignment. A nine-month contract, for example, is counted as 0.75 staff years. The denominator is the annual credit hours generated by the institution(s).

Cost of Instruction per Credit Hour<sup>1</sup>

Western remains below the statewide average on the instructional costs per credit hour. In Fiscal Year 2009, Western had the third lowest instructional cost per credit hour, behind Illinois State University and Southern Illinois University-Edwardsville.

| Instructional Costs per Credit Hour at Illinois Public Universities<br>Fiscal Years 2005 through 2009 |             |             |             |             |             |
|-------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                                                                                       | Fiscal Year |             |             |             |             |
|                                                                                                       | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> |
| Chicago State                                                                                         | \$290.03    | \$309.97    | \$323.57    | \$324.20    | \$343.58    |
| Eastern Illinois                                                                                      | \$232.03    | \$237.85    | \$247.15    | \$262.43    | \$268.70    |
| Governors State                                                                                       | \$278.25    | \$299.12    | \$314.03    | \$313.87    | \$324.60    |
| Illinois State                                                                                        | \$209.78    | \$225.52    | \$235.88    | \$243.58    | \$257.72    |
| Northeastern Illinois                                                                                 | \$227.10    | \$232.52    | \$237.91    | \$255.41    | \$271.20    |
| Northern Illinois                                                                                     | \$233.22    | \$235.35    | \$244.96    | \$265.46    | \$278.29    |
| Southern Illinois-Carbondale                                                                          | \$257.69    | \$275.18    | \$283.79    | \$294.79    | \$304.92    |
| Southern Illinois-Edwardsville                                                                        | \$215.12    | \$222.70    | \$227.40    | \$236.75    | \$246.60    |
| Illinois-Chicago                                                                                      | \$292.95    | \$299.55    | \$321.29    | \$324.64    | \$338.75    |
| Illinois-Springfield                                                                                  | \$248.97    | \$259.15    | \$313.24    | \$346.59    | \$334.89    |
| Illinois-Urbana/Champaign                                                                             | \$322.90    | \$314.84    | \$327.46    | \$343.15    | \$336.21    |
| Western Illinois                                                                                      | \$211.97    | \$220.02    | \$235.21    | \$250.82    | \$267.16    |
| State Average                                                                                         | \$261.31    | \$266.81    | \$279.58    | \$292.74    | \$300.52    |
| % WIU Is Under the State Average                                                                      | (18.9%)     | (17.5%)     | (15.9%)     | (14.3%)     | (11.1%)     |

As a ratio, the numerator (salaries) and denominator (credit hours) influence results, as do other endogenous and exogenous variables, including changes in staffing, full- and part-time enrollment, and number of courses offered to name just a few. For example, annual credit hours at Western decreased by 3.6 percent from 348,444 in Fiscal Year 2005 to 335,893 in Fiscal Year 2009. A decrease in credit hours helps to explain why instructional costs per credit hour at Western are increasing.

| Credit Hours Generated at Illinois Public Universities<br>Fiscal Years 2005 through 2009 |             |             |             |             |             |                         |                |
|------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------------------|----------------|
|                                                                                          | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> | Difference 2005 to 2009 |                |
|                                                                                          |             |             |             |             |             | <u>Number</u>           | <u>Percent</u> |
| Chicago State                                                                            | 141,587     | 146,743     | 140,800     | 143,593     | 145,949     | 4,362                   | 3.1%           |
| Eastern Illinois                                                                         | 307,085     | 319,773     | 321,279     | 316,789     | 318,696     | 11,611                  | 3.8%           |
| Governors State                                                                          | 103,045     | 102,268     | 105,920     | 111,417     | 113,571     | 10,526                  | 10.2%          |
| Illinois State                                                                           | 540,980     | 536,033     | 539,970     | 537,855     | 550,304     | 9,324                   | 1.7%           |
| Northeastern Illinois                                                                    | 246,551     | 249,990     | 244,702     | 236,564     | 234,055     | (12,496)                | (5.1%)         |
| Northern Illinois                                                                        | 600,958     | 611,224     | 615,937     | 616,479     | 595,713     | (5,245)                 | (0.9%)         |
| Southern Illinois-Carbondale                                                             | 473,725     | 468,697     | 458,016     | 462,672     | 459,152     | (14,573)                | (3.1%)         |
| Southern Illinois-Edwardsville                                                           | 333,494     | 337,722     | 341,880     | 342,392     | 350,537     | 17,043                  | 5.1%           |
| Illinois-Chicago                                                                         | 598,401     | 600,673     | 594,128     | 624,175     | 633,613     | 35,212                  | 5.9%           |
| Illinois-Springfield                                                                     | 90,605      | 94,502      | 99,562      | 98,776      | 100,266     | 9,661                   | 10.7%          |
| Illinois-Urbana/Champaign                                                                | 1,183,209   | 1,212,852   | 1,241,274   | 1,237,812   | 1,266,510   | 83,301                  | 7.0%           |
| Western Illinois                                                                         | 348,444     | 350,842     | 353,527     | 347,504     | 335,893     | (12,551)                | (3.6%)         |
| Total                                                                                    | 4,968,084   | 5,031,319   | 5,056,995   | 5,076,028   | 5,104,259   | 136,175                 | 2.7%           |

<sup>1</sup> Total cost of instruction per credit hour excludes operations and maintenance expenditures.

The data used in preparing instructional cost comparisons also provide evidence if the University is allocating resources consistent with its core value of academic excellence. Table 2 shows that Western has the highest percent of faculty time allocated to instruction and preparation (direct and indirect instruction). Such allocation is consistent with institutional commitments to teaching, the individual learner, and active involvement in the teaching-learning process.

|                                | Direct<br><u>Instruction</u> | Indirect<br><u>Instruction</u> | <u>Subtotal</u> | <u>Percent</u> | Departmental<br><u>Research</u> | Departmental<br><u>Administration</u> | <u>Total</u> |
|--------------------------------|------------------------------|--------------------------------|-----------------|----------------|---------------------------------|---------------------------------------|--------------|
| Western Illinois               | 386.99                       | 95.86                          | 482.85          | 91.2%          | 8.30                            | 38.53                                 | 529.68       |
| Eastern Illinois               | 484.9                        | 73.07                          | 557.97          | 89.3%          | 11.46                           | 55.18                                 | 624.61       |
| Northeastern Illinois          | 368.12                       | 29.57                          | 397.69          | 85.7%          | 37.64                           | 28.64                                 | 463.97       |
| Illinois-Chicago               | 1377.18                      | 123.75                         | 1500.93         | 83.6%          | 209.35                          | 85.43                                 | 1795.71      |
| Illinois-Springfield           | 148.27                       | 28.18                          | 176.45          | 83.5%          | 9.96                            | 24.96                                 | 211.37       |
| Governors State                | 192.67                       | 17.19                          | 209.86          | 81.5%          | 11.35                           | 36.32                                 | 257.53       |
| Sothern Illinois-Carbondale    | 614.34                       | 207.12                         | 821.46          | 78.6%          | 150.88                          | 72.93                                 | 1045.27      |
| Chicago State                  | 261.06                       | 25.13                          | 286.19          | 77.8%          | 13.16                           | 68.71                                 | 368.06       |
| Illinois State                 | 634.58                       | 134.35                         | 768.93          | 76.2%          | 146.46                          | 93.94                                 | 1009.33      |
| Northern Illinois              | 690.34                       | 133.2                          | 823.54          | 75.2%          | 122.67                          | 148.60                                | 1094.81      |
| Southern Illinois-Edwardsville | 347.93                       | 127.94                         | 475.87          | 73.2%          | 92.17                           | 82.12                                 | 650.16       |
| Illinois-Urbana/Champaign      | 2235.04                      | 451.75                         | 2686.79         | 73.2%          | 476.07                          | 509.62                                | 3672.48      |

Administrative and Support Costs per Credit Hour

The numerator follows IBHE guidelines, and is based on three factors (defined below) and the denominator is the credit hours generated by the institution(s):

1. Academic Support contains libraries, technology, hospitals and patient services, museums, and galleries.
2. Student Services includes social and cultural development, counseling and career services, student health/medical services, intercollegiate athletics, financial assistance, financial aid administration, and student service administration.
3. Institutional Support consists of executive management, financial management and operations, general administration, faculty and staff auxiliary services, and public relations/development.

Western remains below the statewide average on administrative costs per credit hour. In Fiscal Year 2009, the University had the third lowest cost per credit hour, behind Northeastern Illinois and Southern Illinois-Edwardsville.

|                                  | Fiscal Year |             |             |             |             |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|
|                                  | <u>2005</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009</u> |
| Chicago State                    | \$121.46    | \$131.99    | \$131.76    | \$130.16    | \$137.81    |
| Eastern Illinois                 | \$69.19     | \$71.22     | \$71.84     | \$75.87     | \$79.53     |
| Governors State                  | \$100.51    | \$111.93    | \$124.00    | \$129.85    | \$134.07    |
| Illinois State                   | \$66.77     | \$73.14     | \$77.60     | \$76.59     | \$84.67     |
| Northeastern Illinois            | \$71.71     | \$59.13     | \$60.86     | \$66.11     | \$68.42     |
| Northern Illinois                | \$73.90     | \$86.95     | \$80.87     | \$91.89     | \$95.17     |
| Southern Illinois-Carbondale     | \$78.54     | \$81.43     | \$80.70     | \$87.58     | \$84.46     |
| Southern Illinois-Edwardsville   | \$58.81     | \$60.01     | \$60.47     | \$65.28     | \$64.03     |
| Illinois-Chicago                 | \$69.28     | \$65.99     | \$72.28     | \$70.81     | \$75.81     |
| Illinois-Springfield             | \$81.89     | \$90.58     | \$95.41     | \$121.33    | \$116.76    |
| Illinois-Urbana/Champaign        | \$73.97     | \$63.18     | \$68.96     | \$77.70     | \$77.88     |
| Western Illinois                 | \$51.47     | \$54.93     | \$59.92     | \$63.55     | \$68.90     |
| State Average                    | \$72.09     | \$72.20     | \$74.79     | \$80.38     | \$82.82     |
| % WIU Is Under the State Average | (28.6%)     | (23.9%)     | (19.9%)     | (20.9%)     | (16.8%)     |

Western is providing educational opportunities, supporting personal growth, and delivering administrative operations in a combined total that is below the statewide average.

| Academic Support, Student Services, and Instructional Support Costs per Credit Hour<br>Fiscal Year 2009 |         |                                |         |                                |         |
|---------------------------------------------------------------------------------------------------------|---------|--------------------------------|---------|--------------------------------|---------|
| Academic Support                                                                                        |         | Student Services               |         | Institutional Support          |         |
| Illinois-Chicago                                                                                        | \$15.73 | Illinois-Urbana/Champaign      | \$5.89  | Southern Illinois-Edwardsville | \$28.49 |
| Eastern Illinois                                                                                        | \$18.21 | Illinois State                 | \$9.14  | Western Illinois               | \$28.73 |
| Illinois-Springfield                                                                                    | \$20.46 | Illinois-Chicago               | \$9.60  | Northeastern Illinois          | \$35.23 |
| Northeastern Illinois                                                                                   | \$22.10 | Southern Illinois-Edwardsville | \$10.68 | Southern Illinois-Carbondale   | \$38.78 |
| Western Illinois                                                                                        | \$23.70 | Northeastern Illinois          | \$11.08 | Eastern Illinois               | \$43.73 |
| Southern Illinois-Edwardsville                                                                          | \$24.86 | Average                        | \$11.29 | Illinois State                 | \$45.69 |
| Average                                                                                                 | \$25.26 | Northern Illinois              | \$13.14 | Illinois-Urbana/Champaign      | \$46.06 |
| Illinois-Urbana/Champaign                                                                               | \$25.93 | Southern Illinois-Carbondale   | \$13.55 | Average                        | \$46.27 |
| Northern Illinois                                                                                       | \$26.52 | Governors State                | \$15.45 | Illinois-Chicago               | \$50.48 |
| Illinois State                                                                                          | \$29.84 | Western Illinois               | \$16.48 | Northern Illinois              | \$55.52 |
| Southern Illinois-Carbondale                                                                            | \$32.13 | Eastern Illinois               | \$17.58 | Illinois-Springfield           | \$74.45 |
| Chicago State                                                                                           | \$35.99 | Illinois-Springfield           | \$21.85 | Chicago State                  | \$77.26 |
| Governors State                                                                                         | \$36.83 | Chicago State                  | \$24.55 | Governors State                | \$81.79 |

As the data show, Western Illinois University is meeting Strategic Plan goals of keeping costs below statewide averages. Please contact me if you have any questions about the data presented in *Strategic Plan Update*, and/or if you have additional feedback for the continued successful implementation of *Higher Values in Higher Education*.

cc: President Goldfarb      COAP President Meixner      Alumni Council Chair Clawson  
 Provost Thomas      Faculty Council Chair Rowson      Associate Provosts Dallinger and Hawkinson  
 Vice President Johnson      Faculty Senate Chair Devolder      Assistant Vice President Williams  
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