

To: Members of the Western Illinois University Board of Trustees  
Steve Nelson, Chairperson                      Bill Griffin  
Bill Epperly    Mike Houston  
Carolyn Ehlert Fuller                              D'Angelo Taylor

From: Joe Rives, Vice President, Quad Cities, Planning and Technology

Date: October 30, 2009

Re: October 2009 Strategic Plan Update

*Higher Values in Higher Education 2008-2018* contains performance indicators to keep instructional and administrative costs below the statewide average. This month's *Strategic Plan Update* provides comparative data on instructional and administrative costs per credit hour at the 12 Illinois public universities. The data will show that:

- Western remains below the statewide average on instructional costs per credit hour.
- The percent increase in the total number of staff year faculty at Western is below the percent increase in the total number of staff year faculty at all other Illinois public universities.
- Western has seen an increase in the percent of staff year faculty time allocated to direct instruction and departmental administration.
- Western remains below the statewide average on administrative and support costs per credit hour.
- The percent increase in the total number of staff at Western is below the percent increase in the total number of staff at all other Illinois public universities.

#### 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 do not represent assigned time to any other instructional function, organized research or public service.

Organized Research includes assigned research activities approved by the University (through the Office of Sponsored Projects at Western). This may be in support of either internal or external grants.

Public Service includes programs and/or services established to make available to the public the resources of the institution for the specific purpose of responding to a community need or solving a community problem.

Institutional data submitted to the IBHE also forms the basis for the *Discipline Unit Cost Study* and the *Comparative Cost Study*. Both of these studies, along *the Faculty Credit Hour Study*, provide the basis to conduct instructional and administrative cost comparisons across the 12 Illinois public universities.

To create standardized cost comparisons, ratio analyses are used. The numerator is the percent of faculty time allocated to the function (identified above) 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)

The most recent comparative data available from the Illinois Board of Higher Education (IBHE) is through Fiscal Year 2008. Fiscal Year 2009 data will be available for Western at the start of calendar year 2010 and data for all other Illinois public universities will be published by the IBHE in summer 2010. Future *Strategic Plan Updates* will keep you apprised of values for Western and all other Illinois public universities.

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

Between Fiscal Years 2004 and 2008, Western Illinois University remained below the statewide average on the instructional costs per credit hour. Table 1 (attached) provides additional detail for the 12 Illinois public universities.

	Fiscal Year				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Western Illinois University	\$199.40	\$211.97	\$220.02	\$235.21	\$250.82
Statewide Average	\$241.41	\$261.31	\$266.81	\$279.58	\$292.74
Percent Below Statewide Average	(17.4%)	(18.9%)	(17.5%)	(15.9%)	(14.3%)

The five-year increase in instructional costs per credit hour at Western was \$51.42 or 25.8 percent, which is above the statewide average increase of \$51.33 or 21.3 percent. 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.

The table below shows that the percent increase in the number of instructional staff faculty at Western is below the average of all other Illinois public universities, and the percent increase in the number of credit hours generated is below the statewide average. Total student enrollment at Western was down 138 students or 1.0 percent, while total student enrollment at all other public universities was up 1,513 students or 0.8 percent during this time.

	Fiscal Year		Difference	
	<u>2004</u>	<u>2008</u>	<u>Number</u>	<u>Percent</u>
<b>Instructional Staff Year Faculty</b>				
Western Illinois University	537.93	565.90	27.97	5.2%
All Other Illinois Public Universities	9,726.2	11,468.9	1,742.7	17.9%
<b>Annual Credit Hours</b>				
Western Illinois University	343,382	347,504	4,122	1.2%
All Other Illinois Public Universities	4,548,934	4,728,524	179,590	3.9%
<b>Fall Enrollment (Headcount)</b>				
Western Illinois University	13,469	13,331	(138)	(1.0%)
All Other Illinois Public Universities	187,649	189,162	1,513	0.8%

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

Instructional Staff Year Comparisons

Between Fiscal Year 2004 and 2008 both Western and all other Illinois public universities experienced an increase in total staff year faculty allocated to direct instruction. However, while Western experienced decreases in staff years allocated to indirect instruction and departmental research and increases in departmental administration, the opposite is reflected in the totals for all other Illinois public universities. There were staff year increases in indirect instruction and departmental research and there were staff year decreases in departmental administration.

	Fiscal Year		Difference	
	2004	2008	Number	Percent
<b>Direct Instruction</b>				
Western Illinois University	367.52	409.86	42.34	11.5%
All Other Illinois Public Universities	5,672.49	7,242.28	1,569.79	27.7%
<b>Indirect Instruction</b>				
Western Illinois University	115.39	102.16	(13.23)	(11.5%)
All Other Illinois Public Universities	1,338.96	1,429.46	90.5	6.8%
<b>Departmental Research</b>				
Western Illinois University	20.81	10.36	(10.45)	(50.2%)
All Other Illinois Public Universities	1,150.07	1,262.34	112.27	9.7%
<b>Departmental Administration</b>				
Western Illinois University	34.21	43.52	9.31	27.2%
All Other Illinois Public Universities	1,047.56	968.96	(78.60)	(7.5%)
<b>Total Instructional Staff Year Faculty</b>				
Western Illinois University	537.93	565.90	27.97	5.2%
All Other Illinois Public Universities	9,726.20	10,903.04	1,176.84	12.1%

Instruction, Organized Research and Public Service Comparisons

Between Fiscal Years 2004 and 2008, both Western Illinois University and the total of all other Illinois public universities experienced increases in instructional staff year faculty. Western, in contrast to all other Illinois public universities had a larger percent decline in public service compared to organized research.

Staff Year Faculty	Fiscal Year		Difference	
	2004	2008	Number	Percent
<b>Instructional</b>				
Western Illinois University	537.93	565.90	27.97	5.2%
All Other Illinois Public Universities	9,422.73	10,803.04	1380.31	14.6%
<b>Organized Research</b>				
Western Illinois University	0.86	0.84	(0.02)	(2.3%)
All Other Illinois Public Universities	985.36	642.84	(342.52)	(34.8%)
<b>Public Service</b>				
Western Illinois University	30.86	9.62	(21.24)	(68.8%)
All Other Illinois Public Universities	707.54	586.85	(120.69)	(17.1%)

Administrative and Support Costs per Credit Hour

The numerator in administrative and support costs per credit hour follows IBHE guidelines, and is based on three factors:

1. Academic Support contains libraries, technology, hospitals and patient services, museums, and galleries.



Table 1  
 Instructional Costs per Credit Hour at Illinois Public Universities  
 Fiscal Years 2004 through 2008

	Fiscal Year				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Chicago State	\$281.15	\$290.03	\$309.97	\$323.57	\$324.20
Eastern Illinois	\$218.49	\$232.03	\$237.85	\$247.15	\$262.43
Governors State	\$272.58	\$278.25	\$299.12	\$314.03	\$313.87
Illinois State	\$202.85	\$209.78	\$225.52	\$235.88	\$243.58
Northeastern Illinois	\$215.64	\$227.10	\$232.52	\$237.91	\$255.41
Northern Illinois	\$220.82	\$233.22	\$235.35	\$244.96	\$265.46
Southern Illinois-Carbondale	\$249.78	\$257.69	\$275.18	\$283.79	\$294.79
Southern Illinois-Edwardsville	\$203.19	\$215.12	\$222.70	\$227.40	\$236.75
Illinois-Chicago	\$263.41	\$292.95	\$299.55	\$321.29	\$324.64
Illinois-Springfield	\$270.54	\$248.97	\$259.15	\$313.24	\$346.59
Illinois-Urbana/Champaign	\$291.96	\$322.90	\$314.84	\$327.46	\$343.15
Western Illinois	\$199.40	\$211.97	\$220.02	\$235.21	\$250.82
State Average	\$244.41	\$261.31	\$266.81	\$279.58	\$292.74

Table 2  
 Administrative and Support Costs per Credit Hour at Illinois Public Universities  
 Fiscal Years 2004 through 2008

	Fiscal Year				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Chicago State	\$115.02	\$121.46	\$131.99	\$131.76	\$130.16
Eastern Illinois	\$60.88	\$69.19	\$71.22	\$71.84	\$75.87
Governors State	\$97.63	\$100.51	\$111.93	\$124.00	\$129.85
Illinois State	\$65.01	\$66.77	\$73.14	\$77.60	\$76.59
Northeastern Illinois	\$68.46	\$71.71	\$59.13	\$60.86	\$66.11
Northern Illinois	\$69.63	\$73.90	\$86.95	\$80.87	\$91.89
Southern Illinois-Carbondale	\$79.42	\$78.54	\$81.43	\$80.70	\$87.58
Southern Illinois-Edwardsville	\$55.84	\$58.81	\$60.01	\$60.47	\$65.28
Illinois-Chicago	\$53.59	\$69.28	\$65.99	\$72.28	\$70.81
Illinois-Springfield	\$83.80	\$81.89	\$90.58	\$95.41	\$121.33
Illinois-Urbana/Champaign	\$56.13	\$73.97	\$63.18	\$68.96	\$77.70
Western Illinois	\$50.40	\$51.47	\$54.93	\$59.92	\$63.55
State Average	\$64.16	\$72.09	\$72.20	\$74.79	\$80.38