

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

December 18, 2009

Fiscal Year 2010 Performance Report

In June 2008, the Western Illinois University Board of Trustees approved implementation of *Higher Values in Higher Education 2008-2018*, with the Vision Statement that “Western Illinois University will be the leader in educational quality, opportunity, and affordability amongst its peers.”

The Board also continued a two-part accountability reporting process for the University’s Strategic Plan, started with the original *Higher Values in Higher Education*. The annual *Strategic Plan Update* documents the number of *Higher Values in Higher Education* priorities with accomplishments and implementation plans. In October 2009, the Board received a report showing that 118 priorities (90.1 percent) had achievements and 119 priorities (90.8 percent) have implementation plans for the current academic year.

Annual Performance Reports summarize the net impact of *Higher Values in Higher Education* by documenting whether University’s performance indicators are progressing in the desired direction, showing no change, or moving in the opposite direction. In a new display format, Board-approved dashboard indicators were divided into three sections to be consistent with the *Vision Statement* of the Strategic Plan: educational demand and quality, educational opportunity, and affordability and financial strength.

This report provides the status of University’s performance indicator values for 2009 compared to 2008. In the first year of implementation of *Higher Values in Higher Education 2008-2018*, 36 of the University’s performance indicators (72 percent) were progressing in the desired direction compared to 14 (28 percent) showing no change or moving in the opposite direction.

	Progressing in Desired Direction	Showing No Change	Moving in the Opposite Direction
All Performance Indicators	<u>36</u>	<u>1</u>	<u>13</u>
Educational Demand and Quality	14	1	10
Educational Opportunity	14	0	2
Affordability and Financial Strength	8	0	1

In educational demand and quality, the University’s experienced improvements in 14 performance indicators (minority enrollment in Macomb, total enrollment in the Quad Cities, international enrollment in the Quad Cities, new freshmen applications, new transfer applications in Macomb and the Quad Cities, new transfer acceptances in Macomb and the Quad Cities, new transfer enrollment in Macomb, average ACT scores of new freshmen, the percent of new freshmen enrolled at the University from the top 25 percent of their high school graduating class, and salaries that meet or exceed peer group averages for instructors, assistant professors, and administrative/professional staff).

One performance indicator remained the same. The middle half of the University's ACT distribution (interquartile range) remained constant. Ten performance indicators moved in the opposite direction (total enrollment in Macomb, enrollment of international students in Macomb, enrollment of Pell Grant recipients in Macomb and the Quad Cities, minority enrollment in the Quad Cities, new freshmen enrollment, new transfer enrollment in the Quad Cities, salaries that meet or exceed peer group averages for associate professors and professors, and four-year graduation rates of all students and Pell Grant recipients on the Quad Cities Campus).

In the area of educational opportunity, 14 performance indicators advanced in the desired direction: First-year retention rates of all students, minority students, and Pell Grant recipients; six-year graduation rates for all students, minority students, and Pell Grant recipients on the Macomb Campus; four-year graduation rates of minority students in the Quad Cities, number of class sections in Macomb and the Quad Cities; percent of classes with under 30 students in Macomb and the Quad Cities; student-to-faculty ratios in Macomb and the Quad Cities; and the percent of alumni donating to the University. Two performance indicators moved in the opposite direction: the four-year graduation rates of all students and Pell Grant recipients on the Quad Cities Campus.

In the area of affordability and financial strength, eight performance indicators advanced in the desired direction. There was a decrease in the percent of graduates with loans, institutional all-cost increases (tuition, fees, room and board) were below the Higher Education Price Index, the instructional and administrative costs per credit hour were below the statewide average, and all four of the University's financial strength ratios (primary reserve, net operating, return on net assets, and viability) increased. The only performance indicator to change in the opposite direction was the average debt load for students graduating from the University.

Future monthly Strategic Plan Updates will provide 2009 comparisons for National Survey of Student Engagement Results and average civil service salaries at Western Illinois University compared to the mean of peer institutions. These data were not available at the time of writing this report.

In the pages that follow, dashboard information is provided for each of the three primary areas. The University's performance is also compared to benchmark institutions. Due to publishing schedules, the most current data for Western (2009) is presented below and data for benchmark institutions is based on the most current data available, which is 2008 in most cases. The benchmark comparisons used also depend on the policy question addressed. As endorsed by all governance groups on both campuses and approved by the Western Illinois University Board of Trustees, changes in state appropriations are benchmarked against the Illinois public universities, salary comparisons use the agreed upon University Professionals of Illinois-Western Illinois University Salary Peer Group, and all other comparisons use Western Illinois University-Macomb and Quad Cities peer groups.

Educational Demand and Quality

Western Illinois University has enrollment goals of 12,500 students in Macomb and 3,000 students in the Quad Cities. In Macomb, the number of new freshmen applications increased. The University has been successful at increasing interest (applications). The number of acceptances and the University's "show-rate" (ratio of enrollment to acceptances) decreased. As the University actively recruits more freshmen, it will be competing in both the two- and four-year sector. The economics of higher education may be leading more students to start in a community college and transfer to a four-year institution. In Macomb, undergraduate transfer applications, acceptances, and enrollments all increased.

On the Quad Cities Campus, total enrollment increased. The challenge is to increase the campus show-rate. The University should have a strong base to build in the years ahead. Compared to fall 2008, total student enrollment at Eastern Iowa Community College is up 22 percent and total student enrollment at Black Hawk College is up seven percent. These are the two primary "feeder" institutions of the Quad Cities Campus.

Table 1
Total Enrollment in Macomb and Quad Cities
With New Freshmen and Transfer Applications, Acceptances, Enrollments, and Show-Rates
Fall 2005 through Fall 2009

	Fall					One-Year Change	
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	Number	Percent
Macomb Enrollment	<u>12,128</u>	<u>12,231</u>	<u>11,961</u>	<u>11,783</u>	<u>11,266</u>	(517)	(4.4%)
On-Campus	11,277	11,368	11,219	10,785	10,487	(298)	(2.8%)
Off-Campus	851	863	742	998	779	(219)	(21.9%)
Quad Cities Enrollment	<u>1,276</u>	<u>1,371</u>	<u>1,370</u>	<u>1,392</u>	<u>1,413</u>	21	1.5%
On-Campus	1,217	1,331	1,331	1,360	1,352	(8)	(0.6%)
Off-Campus	59	40	39	32	61	29	90.6%
New Freshmen							
Applied	7,286	7,620	8,203	8,164	8,331	167	2.0%
Accepted	5,224	5,371	5,594	5,528	5,301	(227)	(4.1%)
Acceptance Rate	71.7%	70.5%	68.2%	67.7%	63.6%	--	(4.1%)
Enrolled	1,823	1,928	1,957	1,813	1,641	(172)	(9.5%)
Show Rate (Enrolled/Accepted)	34.9%	35.9%	35.0%	32.9%	31.0%	--	(1.9%)
New Transfers-Macomb							
Applied	2836	2661	2530	2309	2391	82	3.6%
Accepted	2040	1951	1792	1633	1732	99	6.1%
Enrolled	1273	1269	1063	1077	1139	62	5.8%
Show Rate (Enrolled/Accepted)	62.4%	65.0%	59.3%	66.0%	65.8%	--	(0.2%)
New Transfers-Quad Cities							
Applied	n/a	n/a	n/a	278	346	68	24.5%
Accepted	n/a	n/a	n/a	250	296	46	18.4%
Enrolled	130	154	184	196	193	(3)	(1.5%)
Show Rate (Enrolled/Accepted)	n/a	n/a	n/a	78.4%	65.2%	--	(13.2%)

The *Enrollment Benchmarking Report* presented at today's Western Illinois University Board of Trustees meeting discusses strategies used by both campuses to increase total student enrollment. Benchmarking and adapting best practices at peer institutions may help to increase the

University's show-rate. In peer institution comparisons, Western ranks second lowest in new freshmen show-rates, eighth (of 15) in transfer student show-rates for the Macomb Campus, and third (of seven) in transfer student show-rates for the Quad Cities Campus.

Table 2
New Freshmen and New Transfer Show-Rates at
Western Illinois University-Macomb and Quad Cities Benchmark Institutions
Fall 2008

New Freshmen		New Transfers-Macomb Benchmarks		New Transfers-Quad Cities Benchmarks	
Northern Iowa	51.3%	Wisconsin-Whitewater	79.2%	Pennsylvania State-Harrisburg	66.6%
Missouri State	46.0%	Central Washington	73.2%	Illinois - Springfield	65.8%
Wisconsin-Whitewater	44.2%	Missouri State	73.0%	Western Illinois-Quad Cities	65.2%
Sam Houston State	43.5%	Northern Iowa	72.3%	Augustana	63.9%
Western Washington	39.9%	Sam Houston State	72.0%	University of Baltimore	63.3%
Central Washington	39.3%	Eastern Illinois	70.0%	Governors State	61.2%
North Carolina-Wilmington	37.7%	Appalachian State	69.9%	Saint Ambrose	51.8%
Appalachian State	37.0%	Western Illinois	67.6%		
College of Charleston	35.7%	North Carolina-Wilmington	65.3%		
Montclair State	35.7%	Western Washington	64.1%		
Southern Illinois-Edwardsville	34.7%	Montclair State	59.3%		
Eastern Illinois	33.4%	James Madison	57.3%		
James Madison	33.2%	Western Kentucky	47.9%		
Western Illinois	32.9%	California State-Chico	46.7%		
California State-Chico	21.2%	College of Charleston	43.5%		

The percent of total minority student enrollment in Macomb and international student enrollment on the Quad Cities Campus both increased. However, as suggested above, the University needs to carefully monitor issues related to price sensitivity. Both campuses also saw decreases in the percent of Pell Grant recipients enrolled at the University.

Table 3
Minority, International, and Pell Grant Recipient Enrollment as a Percent of Total Enrollment
Western Illinois University-Macomb and Quad Cities
Fall 2005 through Fall 2009

	Fall					One-Year Change	
	2005	2006	2007	2008	2009	Number	Percent
Macomb Enrollment	<u>12,128</u>	<u>12,231</u>	<u>11,961</u>	<u>11,783</u>	<u>11,266</u>	(517)	(4.4%)
Percent Minority	12.2%	12.8%	12.9%	15.1%	16.1%	--	1.0%
Percent International	2.2%	3.1%	3.5%	3.7%	3.4%	--	(0.3%)
Percent Pell Grant	34.2%	33.0%	32.2%	32.2%	32.1%	--	(0.1%)
Quad Cities Enrollment	<u>1,276</u>	<u>1,371</u>	<u>1,370</u>	<u>1,392</u>	<u>1,413</u>	21	1.5%
Percent Minority	9.1%	10.1%	10.1%	11.0%	10.7%	--	(0.3%)
Percent International	0.7%	0.6%	0.3%	0.3%	0.7%	--	0.4%
Percent Pell Grant	24.1%	22.4%	24.6%	27.6%	27.1%	--	(0.5%)

Minority enrollment as a percent of total student enrollment at Western Illinois University-Macomb ranks fifth highest (of 14) among benchmark institutions. Western Illinois University-Quad Cities ranks third lowest among its benchmark institutions. A challenge for all three local higher education institutions in the Quad Cities is to increase minority enrollment.

Table 4
 Minority Student Enrollment as a Percent of Total Student Enrollment
 Western Illinois University-Macomb and Quad Cities Benchmark Institutions
 Fall 2008

Macomb-Benchmarks		Quad Cities-Benchmarks	
Montclair State	30.9%	Texas A&M-International	90.7%
Sam Houston State	28.9%	Governors State	42.2%
California State-Chico	22.4%	Houston-Clear Lake	36.7%
Western Washington	17.6%	University of Baltimore	34.3%
Western Illinois	15.1%	Pennsylvania State-Harrisburg	17.9%
Eastern Illinois	13.8%	Illinois-Springfield	17.3%
James Madison	12.5%	Western Illinois-Quad Cities	11.0%
Western Kentucky	12.3%	Augustana College	9.2%
College of Charleston	11.7%	Saint Ambrose	7.7%
North Carolina-Wilmington	10.8%		
Wisconsin-Whitewater	9.6%		
Missouri State	7.1%		
Appalachian State	7.0%		
Northern Iowa	6.2%		

Both the average ACT score and the percent of new freshmen enrolled at the University from the top 25 percent of their high school graduating class increased for the first time in four years. The middle half of the University's ACT distribution remained constant at 19-23.

Table 5
 ACT Score and High School Rank Information
 Western Illinois University New Freshmen
 Fall 2005 through Fall 2009

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Average ACT Score	21.2	21.2	21.2	21.2	21.3
ACT Interquartile Range	20-22	18-23	19-24	19-23	19-23
Percent of Freshmen from top 25% of HS Class	22%	20%	22%	22%	24%

Compared to peer institutions, Western Illinois University ranks 13th (of 16) in average ACT score, and the ACT interquartile range is tied with Sam Houston State University and ranks 12th. The percent of new freshmen at Western from the top 25 percent of their high school graduating class ranks last and is tied with Eastern Illinois University.

Table 6
 ACT Score and High School Rank Information
 Western Illinois University-Macomb Benchmark Institutions
 Fall 2008

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
James Madison	24.0	James Madison	22-26	California State-Chico	76%
Missouri State	24.0	Missouri State	21-27	James Madison	74%
Western Washington	24.0	Western Washington	21-27	College of Charleston	62%
Appalachian State	23.5	Appalachian State	21-26	North Carolina-Wilmington	62%
College of Charleston	23.5	College of Charleston	21-26	Western Washington	61%
North Carolina-Wilmington	23.5	North Carolina-Wilmington	21-26	Appalachian State	58%
Northern Iowa	23.5	Northern Iowa	21-26	Missouri State	49%
Southern Illinois-Edwardsville	22.5	Southern Illinois-Edwardsville	20-25	Northern Iowa	48%
Montclair State	22.0	Wisconsin-Whitewater	20-24	Sam Houston State	44%
Wisconsin-Whitewater	22.0	California State-Chico	19-24	Western Kentucky	40%
California State-Chico	21.5	Eastern Illinois	19-24	Montclair State	33%
Eastern Illinois	21.5	Western Illinois	19-23	Wisconsin-Whitewater	31%
Western Illinois	21.2	Sam Houston State	19-23	Central Washington	23%
Sam Houston State	21.0	Western Kentucky	18-24	Western Illinois	22%
Western Kentucky	21.0	Central Washington	18-23	Eastern Illinois	22%
Central Washington	20.5	Montclair State	18-23		

The high-achieving and diverse students of Western Illinois University are served by a high-achieving, diverse faculty and staff. Both *Higher Values in Higher Education* and *Higher Values in Higher Education 2008-2018* identify faculty and staff salaries that meet and exceed the mean of peer institutions as the highest institutional priority. Compared to Fiscal Year 2008, the University experienced increases in salaries as a percent of peer group averages for instructors and assistant professors, and decreases in similar comparisons for associate professors and professors. Administrative/Professional staff salaries exceed peer group averages.

In reading the data in the table below, it is important to note that salary comparisons are influenced by many factors, including the number of employees in a given classification, the number of years in that classification, etc. With more assistant professors being promoted to associate, for example, the mean salary for assistant professors decreased as the University had a population with fewer years of experience than compared to peer institutions.

Table 7
 Average Western Illinois University Salaries
 Compared to the Mean of Peer Institutions
 Fiscal Years 2005 through 2009

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Professors	99.7%	99.9%	100.3%	98.9%	96.8%
Associate Professors	95.7%	95.3%	95.5%	94.7%	93.7%
Assistant Professors	92.1%	90.6%	90.6%	89.2%	90.6%
Instructors	87.2%	86.5%	87.5%	90.9%	91.9%
Administrative Professional	n/a	103.5%	102.9%	103.7%	100.9%

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving shared educational goals. In Macomb, first year (fall-to-fall) retention rates of all students, minority students, and Pell grant recipients all increased. Furthermore, the six-year graduation rate for Pell grant recipients increased and the graduation rate of all students is at a historic peak for the institution. However, six-year graduation rates for minority students did decline.

Table 8
Western Illinois University-Macomb First Year Retention and Six-Year Graduation Rates

	Cohort				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Freshmen Retention Rates-Macomb					
All Students	79.1%	72.6%	72.3%	73.1%	73.6%
Minority Students	74.8%	69.8%	70.0%	66.9%	72.1%
Pell Grant Recipients	79.4%	72.2%	76.4%	74.3%	77.5%
Six-Year Graduation Rates-Macomb					
All Students	<u>1999</u> 55.3%	<u>2000</u> 55.5%	<u>2001</u> 56.5%	<u>2002</u> 55.1%	<u>2003</u> 59.3%
Minority Students	43.7%	46.5%	47.6%	45.0%	40.7%
Pell Grant Recipients	51.3%	57.6%	57.6%	52.9%	58.3%

In the Quad Cities, graduation rates of minority students improved. However, graduation rates for all students and Pell Grant recipients are down from the previous year's comparison and have returned to a level consistent with previous cohorts¹.

Table 9
Western Illinois-University-Quad Cities Four-Year Graduation Rates

	Cohort				
	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>
Four-Year Graduation Rates-Quad Cities					
All Students	57.0%	62.8%	62.3%	71.2%	64.5%
Minority Students	63.6%	72.7%	52.2%	50.0%	52.4%
Pell Grant Recipients	56.9%	65.4%	69.2%	71.2%	69.7%

A President's Retention Task Force has been established on the Macomb Campus to identify strategies to increase retention and graduation rates. A task force will be formed on the Quad Cities Campus and charged with similar functions. Benchmark comparisons show that Western is ranked 12th (of 16) with Southern Illinois-Edwardsville on the first-year retention rate, the Macomb Campus' graduation rate ranks ninth, and the Quad Cities Campus' graduation rate ranks third (of seven).

U.S. News and World Report uses the following methodology for the information in the table below. The graduation rate indicates the average proportion of a graduating class who earned a degree in six years or less; we consider freshman classes that started from 1998 through 2001. Freshman retention indicates the average proportion of freshmen who entered the school in the fall of 2003 through fall 2006 and returned the following fall.

¹ For the Macomb campus, six-year graduation rates were reported as the national reporting standard (i.e., 150 percent of the normal time-to-degree) for institutions that admit new freshmen. For the Quad Cities campus, four-year graduation rates are reported. Since the Quad Cities admits undergraduate students as juniors, four years is the 150 percent measure of the normal time-to-degree.

Table 10
 First-Year Retention Rate and Graduation Rates
 Western Illinois University-Macomb and Quad Cities Benchmark Institutions

First-Year Retention Rate		Graduation Rates-Macomb Benchmarks		Graduation Rates-Quad Cities Benchmarks	
James Madison	91.2%	James Madison	81%	Pennsylvania State-Harrisburg	83%
Appalachian State	86.0%	Western Washington	67%	Augustana College	75%
Western Washington	84.8%	North Carolina-Wilmington	65%	Western Illinois-Quad Cities	62%
North Carolina-Wilmington	84.0%	Northern Iowa	65%	Governors State	57%
Northern Iowa	82.2%	Appalachian State	63%	Illinois - Springfield	57%
Montclair State	81.8%	Montclair State	61%	Saint Ambrose	53%
California State-Chico	81.5%	College of Charleston	60%	Texas A & M - International	37%
College of Charleston	81.5%	Eastern Illinois	60%		
Eastern Illinois	80.8%	Western Illinois	57%		
Central Washington	77.2%	Central Washington	55%		
Wisconsin-Whitewater	76.0%	Missouri State	55%		
Western Illinois	74.2%	Wisconsin-Whitewater	53%		
Southern Illinois-Edwardsville	74.0%	California State-Chico	52%		
Missouri State	73.5%	Western Kentucky	49%		
Western Kentucky	72.5%	Southern Illinois-Edwardsville	45%		
Sam Houston State	70.8%	Sam Houston State	44%		

To further understand trends in student retention and graduation, Western participates in the National Survey of Student Engagement (NSSE), as student involvement and satisfaction with the educational process are correlates of academic achievement. NSSE provides comparative data for second-semester freshmen and second-semester seniors at Western compared to all other participating master's granting comprehensive universities in five areas:

- **Academic challenge** or the degree to which students perceive the importance of academic effort and setting high performance standards.
- **Academic and collaborative learning** or measures of how intensely students were involved in their educational process and whether they applied what they have learned to different settings.
- **Student-faculty interactions** or the degree to which students interacted with faculty inside and outside the classroom.
- **Opportunities for enriching educational experiences** or the degree to which students engaged in curricular and co-curricular activities beyond classroom instruction. It also measures the extent to which students report exposure to different ideals and cultures other than their own.
- **Supportive campus environment** or the extent to which students perceive that the University's academic programs and co-curricular services are committed to student success inside and outside the classroom.

Comparative NSSE data for 2009 were not available at the time of writing this report. These data will be included in a future monthly strategic plan update. The data through 2008 (reported below) serve as baseline for the implementation of *Higher Values in Higher Education 2008-2018*. Values at or above 100 percent show that reported student satisfaction is higher at Western than peer institutions.

Table 11
National Survey of Student Engagement Results
Western Illinois University Compared to the Mean of All Other Master's Granting Comprehensive Institutions
Survey Years 2005 through 2008

	Survey Year			
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Second Semester Freshmen				
Level of Academic Challenge	92%	102%	92%	94%
Academic and Collaborative Learning	85%	99%	90%	89%
Student-Faculty Interactions	97%	119%	99%	100%
Enriching Educational Experiences	85%	99%	91%	88%
Supportive Campus Environment	97%	106%	98%	102%
Second Semester Seniors				
Level of Academic Challenge	97%	98%	96%	97%
Academic and Collaborative Learning	94%	98%	98%	94%
Student-Faculty Interactions	100%	107%	106%	100%
Enriching Educational Experiences	86%	91%	89%	87%
Supportive Campus Environment	102%	106%	104%	101%

In 2008, Western freshmen and seniors reported higher levels of engagement in student-faculty interactions than students at peer institutions. This includes discussing grades or assignments with an instructor, talking about career plans with a faculty member or advisor, and working with faculty members on activities other than coursework (committees, orientation, student life activities, etc.)

Western freshmen and seniors also reported higher levels of engagement in a supportive campus environment than students at peer institutions. Western students rate the quality of relationships with students, faculty, and offices and the institutional environment promoting student academic and social success at levels higher than students at peer institutions.

Individual attention and educational opportunities characterize Western's educational environment. Both Macomb and the Quad Cities experienced increases in the number of course sections and the percent of classes with enrollments under 30.

Table 12
Number of Course Sections, Percent of Classes Less than 30, and Student-to-Faculty Ratios
Western Illinois University-Macomb and Quad Cities
Fiscal Year 2005 through Fiscal Year 2009

	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Macomb Campus					
Number of Sections	4,727	4,933	4,980	5,134	5,143
Percent of classes less than 30	73.4%	74.9%	76.5%	78.1%	80.9%
Student-to-Faculty Ratio	17:1	16:1	16:1	16:1	16:1
Quad Cities Campus					
Number of Sections	490	476	517	534	603
Percent of classes less than 30	91.4%	92.6%	94.0%	93.1%	94.4%
Student-to-Faculty Ratio	n/a	n/a	12:1	12:1	12:1

While Western is providing more sections and small class sizes, the University maintained its commitment to historically low student-to-faculty ratios on both campuses. Among benchmark institutions, the Macomb Campus ranks second (of 16) and the Quad Cities Campus ranks third (of 10) for the lowest student-to-faculty ratios.

Table 13
Student-to-Faculty Ratios
Western Illinois University-Macomb and Quad Cities Benchmark Institutions
Fiscal Year 2008

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	15:1	Saint Ambrose	11:1
Western Illinois	16:1	Houston-Clear Lake	11:1
Wisconsin-Whitewater	16:1	Western Illinois-Quad Cities	12:1
Northern Iowa	16:1	Illinois-Springfield	12:1
North Carolina-Wilmington	16:1	Augustana College	12:1
James Madison	16:1	Pennsylvania State-Harrisburg	13:1
College of Charleston	16:1	Texas A & M-Texarkana	14:1
Montclair State	17:1	Texas A & M-International	15:1
Appalachian State	17:1	University of Baltimore	18:1
Southern Illinois-Edwardsville	18:1	Governors State	19:1
Western Washington	19:1		
Western Kentucky	19:1		
Missouri State	19:1		
Sam Houston State	20:1		
Central Washington	20:1		
California State-Chico	22:1		

The University also reports on the percent of alumni donating to the University as a proxy for student satisfaction with the educational experience. Because Western reports one value for the percent of alumni donations, data for the Macomb and Quad Cities benchmark institutions are combined. Western ranks sixth (of 20) in the percent of alumni donating to the University.

U.S. News and World Report uses the following methodology for the information in the table below. The alumni giving rate reflects the average percentage of living alumni with bachelor's degrees who gave to their school during academic years 2005-2006 and 2006-2007, which is an indirect measure of student satisfaction.

Table 14
 Percent of Alumni Donations
 Western Illinois University-Macomb and Quad Cities Benchmark Institutions Combined
 Fall 2008

Augustana College	31.5%
College of Charleston	18.9%
Western Kentucky	15.7%
Wisconsin-Whitewater	14.1%
Northern Iowa	12.8%
Western Illinois	11.0%
Appalachian State	10.5%
James Madison	9.9%
Saint Ambrose	9.9%
North Carolina-Wilmington	9.6%
Missouri State	9.4%
Illinois-Springfield	9.4%
Western Washington	8.4%
Eastern Illinois	7.8%
Texas A & M-International	7.0%
Sam Houston State	6.9%
Montclair State	6.4%
Central Washington	5.7%
California State-Chico	5.2%
Southern Illinois-Edwardsville	5.0%

Affordability and Financial Strength

Western Illinois University has a strong history and commitment to maintaining cost predictability and affordability. From the time of application at the senior year of high school until college graduation, the student could have experienced four tuition and fee increases. However, Western's *Cost Guarantee* assumes no cost increases for four year once the student is enrolled. When dividing the Cost Guarantee over the students four years, Western has kept the all costs increases below the average increase in the Higher Education Price Index.

Table 15
 Western Illinois University-Macomb All Cost Increases, Changes in the Higher Education Price Index
 and Annual State Appropriations
 Fiscal Year 2005 through Fiscal Year 2009

	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Average Four Year All Costs Increase	3.6%	3.0%	2.1%	2.7%	1.8%
Average Four Year Increase in the Higher Education Price Index	3.7%	4.4%	4.0%	4.0%	2.3%
One Year Change in State Appropriations (operating)	2.5%	0.0%	1.5%	1.9%	2.8%

With limited cost increases, the percent of students graduating from Macomb with loans decreased during 2009, and the average debt load of these graduates increased by only \$295 or 1.7 percent.

Table 16
 Percent of Western Illinois University Graduates with Loans
 and the Average Debt Load of Graduating Students with Loans
 Fiscal Years 2005 through 2009

	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Percent of students with loans	62%	62%	62%	67%	60%
Average debt load of graduates with loans	\$14,850	\$14,850	\$16,400	\$17,272	\$17,567

The Macomb Campus is ranked ninth lowest (of 13) in the percent of graduating students with loans. The average debt load of these graduates is the ninth lowest.

Table 17
 Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
 Western Illinois University-Macomb Benchmark Institutions
 Fiscal Year 2008

Percent of Graduates with Loans		Average Debt Load	
Appalachian State	40%	James Madison	\$12,591
College of Charleston	44%	Eastern Illinois	\$14,233
Western Washington	50%	Western Kentucky	\$15,042
James Madison	53%	Appalachian State	\$15,080
Western Kentucky	57%	Western Washington	\$15,560
Eastern Illinois	59%	Sam Houston State	\$15,763
Montclair State	59%	Central Washington	\$16,914
Central Washington	60%	College of Charleston	\$17,139
Western Illinois	67%	Western Illinois	\$17,567
Wisconsin-Whitewater	68%	Missouri State	\$18,379
Northern Iowa	78%	Montclair State	\$18,940
Sam Houston State	85%	Wisconsin-Whitewater	\$19,743
Missouri State	92%	Northern Iowa	\$24,176

Compared to peer institutions, the Quad Cities Campus has the lowest percent of graduating students with loans. Furthermore, the average debt load of these students is the lowest for the five institutions reporting data.

Table 18
 Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
 Western Illinois University-Quad Cities Benchmark Institutions
 Fiscal Year 2008

Percent of Graduates with Loans		Average Debt Load	
Western Illinois-Quad Cities	65%	Western Illinois-Quad Cities	\$11,822
Pennsylvania State-Harrisburg	69%	Illinois-Springfield	\$14,226
Augustana College	70%	Augustana College	\$16,794
Illinois-Springfield	76%	Pennsylvania State-Harrisburg	\$26,800
Saint Ambrose	84%	Saint Ambrose	\$32,675

In maintaining commitments to affordability, it is important to note a fundamental change in the state financing of Illinois public higher education. Annual state operating appropriations are below Western's all costs increases and the Higher Education Price Index. This, coupled with unfunded state mandates, has made the University increasing reliant on University Income Fund.

State appropriations now account for less than one-half of the University's annual general revenue appropriation.

Table 19
Western Illinois University Appropriation History
Fiscal Year 2006 through Fiscal Year 2010

	Fiscal Year				
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Total Appropriation	\$103,154,100	\$109,728,300	\$118,287,500	\$121,919,600	\$123,919,600
Percent Change	5.6%	6.4%	7.8%	3.1%	1.6%
General Revenue Fund	\$56,391,100	\$57,213,400	\$58,287,500	\$59,919,600	\$59,919,600
Percent Change	0.0%	1.5%	1.9%	2.8%	0.0%
University Income Fund	\$46,763,000	\$52,514,900	\$60,000,000	\$62,000,000	\$64,000,000
Percent Change	13.2%	12.3%	14.3%	3.3%	3.2%
Income Fund Percent Total	45.3%	47.9%	50.7%	50.9%	51.7%

With conservative fiscal management, Western Illinois University contains costs and provides the resource base to support simultaneous advancement of the academic mission and service operations of the University.

The following financial ratios described in *Strategic Financial Analysis for Higher Education (6th Edition)* were used to determine if the institutional resource base is strengthening and supporting the goals and priorities of the University. Through conservative fiscal management, the University has improved its financial strength.

The University's primary reserve ratio demonstrates financial strength. A negative or decreasing trend over time would have indicated a weakening financial condition. The net operating revenue shows that Western has operated with a surplus in five of the last six years, therefore enabling the University to carry forward funds in conjunction with limitations established in Illinois statutes for public institutions. The viability ratio has also significantly improved since 2003, giving the University additional expendable net assets to satisfy debt obligations. While the return on net assets ratio is quite volatile and sensitive to inflationary and other economic conditions, including the recent recession, Western Illinois University maintains a constant return on net assets ratio.

Table 20
Western Illinois University Financial Ratios
Reported to the Higher Learning Commission-North Central Association of Colleges and Schools
Fiscal Year 2006 through Fiscal Year 2010

	Fiscal Year					
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Primary Reserve Ratio	0.090	0.072	0.082	0.101	0.139	0.130
Net Operating Revenue Ratio	0.004	-0.013	0.021	0.017	0.033	0.014
Return on Net Assets Ratio	0.060	0.056	0.069	0.083	0.102	0.052
Viability Ratio	0.299	0.315	0.357	0.035	0.545	0.567

Western is committed to efficiently allocating resources. Between Fiscal Years 2004 and 2008, the University remained below the statewide average on the instructional costs per credit hour.

Table 21
Instructional Costs per Credit Hour at Illinois Public Universities
Fiscal Year 2004 through Fiscal Year 2008

		Fiscal Year									
2004		2005		2006		2007		2008			
WIU	\$199.40	ISU	\$209.78	WIU	\$220.02	SIU-E	\$227.40	SIU-E	\$236.75		
ISU	\$202.85	WIU	\$211.97	SIU-E	\$222.70	WIU	\$235.21	ISU	\$243.58		
SIU-E	\$203.19	SIU-E	\$215.12	ISU	\$225.52	ISU	\$235.88	WIU	\$250.82		
NEIU	\$215.64	NEIU	\$227.10	NEIU	\$232.52	NEIU	\$237.91	NEIU	\$255.41		
EIU	\$218.49	EIU	\$232.03	NIU	\$235.35	NIU	\$244.96	EIU	\$262.43		
NIU	\$220.82	NIU	\$233.22	EIU	\$237.85	EIU	\$247.15	NIU	\$265.46		
AVG	\$244.41	UIS	\$248.97	UIS	\$259.15	AVG	\$279.58	AVG	\$292.74		
SIU-C	\$249.78	SIU-C	\$257.69	AVG	\$266.81	SIU-C	\$283.79	SIU-C	\$294.79		
UIC	\$263.41	AVG	\$261.31	SIU-C	\$275.18	UIS	\$313.24	GSU	\$313.87		
UIS	\$270.54	GSU	\$278.25	GSU	\$299.12	GSU	\$314.03	CSU	\$324.20		
GSU	\$272.58	CSU	\$290.03	UIC	\$299.55	UIC	\$321.29	UIC	\$324.64		
CSU	\$281.15	UIC	\$292.95	CSU	\$309.97	CSU	\$323.57	UIUC	\$343.15		
UIUC	\$291.96	UIUC	\$322.90	UIUC	\$314.84	UIUC	\$327.46	UIS	\$346.59		

CSU = Chicago State University, EIU = Eastern Illinois University, GSU = Governors State University, ISU = Illinois State University, NEIU = Northeastern Illinois University, NIU = Northern Illinois University, SIUC = Southern Illinois University Carbondale, SIUE = Southern Illinois University Edwardsville, UIC = University of Illinois Chicago, UIS = University of Illinois Springfield, UIUC = University of Illinois Urbana/Champaign, WIU = Western Illinois University, AVG = Statewide Average

Western also maintains administrative costs per credit hour that are below the statewide average. The five-year increase in the administrative and support cost per credit hour at Western was \$13.15, which is below the statewide average increase of \$16.22.

Table 22
Administrative Costs per Credit Hour at Illinois Public Universities
Fiscal Year 2004 through Fiscal Year 2008

		Fiscal Year									
2004		2005		2006		2007		2008			
WIU	\$50.40	WIU	\$51.47	WIU	\$54.93	WIU	\$59.92	WIU	\$63.55		
UIC	\$53.59	SIUE	\$58.81	NEIU	\$59.13	SIUE	\$60.47	SIUE	\$65.28		
SIUE	\$55.84	ISU	\$66.77	SIUE	\$60.01	NEIU	\$60.86	NEIU	\$66.11		
UIUC	\$56.13	EIU	\$69.19	UIUC	\$63.18	UIUC	\$68.96	UIC	\$70.81		
EIU	\$60.88	UIC	\$69.28	UIC	\$65.99	EIU	\$71.84	EIU	\$75.87		
AVG	\$64.16	NEIU	\$71.71	EIU	\$71.22	UIC	\$72.28	ISU	\$76.59		
ISU	\$65.01	AVG	\$72.09	AVG	\$72.20	AVG	\$74.79	UIUC	\$77.70		
NEIU	\$68.46	NIU	\$73.90	ISU	\$73.14	ISU	\$77.60	AVG	\$80.38		
NIU	\$69.63	UIUC	\$73.97	SIUC	\$81.43	SIUC	\$80.70	SIUC	\$87.58		
SIUC	\$79.42	SIUC	\$78.54	NIU	\$86.95	NIU	\$80.87	NIU	\$91.89		
UIC	\$83.80	UIC	\$81.89	UIC	\$90.58	UIC	\$95.41	UIC	\$121.33		
GSU	\$97.63	GSU	\$100.51	GSU	\$111.93	GSU	\$124.00	GSU	\$129.85		
CSU	\$115.02	CSU	\$121.46	CSU	\$131.99	CSU	\$131.76	CSU	\$130.16		

Limited staff growth helps to control administrative costs. The percent increase in the total number of staff at Western was below the average of all other Illinois public universities. Staff headcounts are reported in the table below as there is not published data for non-faculty staff years. Headcount serves as a proxy for staff years as most staff are on a 12-month contract and would be counted as one staff year.

Table 23
 Staff Headcount at Western Illinois University Compared to All Other Illinois Public Universities
 Fiscal Year 2004 and Fiscal Year 2008

Fall Staff (Headcount)	Fiscal Year		Difference	
	2004	2008	Number	Percent
Western Illinois University	1,271	1,324	53	4.2%
All Other Illinois Public Universities	44,171	47,533	3,362	7.6%

Summary and Next Steps

The first year of implementation for *Higher Values in Higher Education 2008-2018* was successful. Approximately three-fourths of the University's performance indicators progressing in the desired direction with only one-fourth staying the same or moving in the opposite direction. As a University committed to advancing its priorities and goals, monthly strategic plan updates, annual spring planning and accomplishment presentations by the vice presidents and areas reporting to the president, strategic plan updates, and performance reports will continue to keep the Board, campus, and external communities informed of University progress and challenges as we become the leader in educational quality, opportunity, and affordability among our peers.