

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

December 14, 2012

### Report 12.12/5 Fiscal Year 2013 Performance Report

In June 2012, the Western Illinois University Board of Trustees approved implementation of *Higher Values in Higher Education 2012-2022*, with the Vision Statement “Western Illinois University will be the leader in educational quality, opportunity, and affordability among regional public universities.” The Vision Statement, corresponding priorities, and goals are based on quantifiable measures, supporting an annual three-part, April to December, institutional accountability reporting process.

1. The vice presidents and areas that report to the president present annual consolidated reports summarizing accomplishments and plans related to *Higher Values in Higher Education* at the end of each spring semester.
2. Annual strategic plan updates document the number of *Higher Values in Higher Education* actions with accomplishments from the previous academic year and implementation plans for the current academic year each fall.
3. Annual performance reports summarize the impact of strategic plan implementation by documenting whether the University’s performance indicators are completed/maintained, progressing in the desired direction, showing no change, or moving in the opposite direction.

The vice presidents and areas that report to the president presented their annual consolidated reports to the university community on April 19-20, 2012. These reports are available at [http://www.wiu.edu/university\\_planning/annualpresentations.php](http://www.wiu.edu/university_planning/annualpresentations.php). From these reports, the *Fiscal Year 2013 Strategic Plan Update* showed that 98.5 percent of the *Higher Values in Higher Education 2008-2018* priorities had accomplishments. As the University begins implementation of *Higher Values in Higher Education 2012-2022*, 77.6 percent of the 152 actions have plans for academic year 2012-2013.

As the University continues implementation of the first year of implementation for *Higher Values in Higher Education 2012-2022*, the table below shows that 36 (59.0 percent) of the University’s performance indicators are completed/maintained or progressing in the desired direction, and 25 (41.0 percent) show no change or are moving in the opposite direction. This is an annual comparison. Future performance reports will provide summaries of annual and cumulative changes in performance indicators.

	Completed/ <u>Maintained</u>	Moving in Desired <u>Direction</u>	Showing No <u>Change</u>	Moving in Opposite <u>Direction</u>
All Performance Indicators	<u>12</u>	<u>24</u>	<u>6</u>	<u>19</u>
<b>Macomb Campus</b>	<b>2</b>	<b>9</b>	<b>5</b>	<b>12</b>
Educational Demand	<u>0</u>	<u>4</u>	<u>3</u>	<u>6</u>
Total Enrollment	--	--	--	X
New Freshmen Applications	--	X	--	--
New Freshmen Acceptances	--	X	--	--
New Freshmen Enrollments	--	--	--	X
New Transfer Applications	--	--	--	X
New Transfer Acceptances	--	--	X	--
New Transfer Enrollments	--	--	--	X
Minority Enrollment	--	X	--	--
International Enrollment	--	--	--	X
Enrollment of Pell Grant Recipients	--	--	--	X
Average ACT Scores of New Freshmen	--	--	X	--
ACT Interquartile Range	--	--	X	--
New Freshmen from Top 25% of Their High School Graduating Class	--	X	--	--
Educational Opportunity	<u>2</u>	<u>4</u>	<u>1</u>	<u>7</u>
First-Year Retention-All Students	--	--	--	X
First-Year Retention-Minority Students	--	--	--	X
First-Year Retention-Pell Grant Recipients	--	--	--	X
Six-Year Graduation Rate-All Students	--	X	--	--
Six-Year Graduation Rate-Minority Students	--	--	--	X
Six-Year Graduation Rate-Pell Grant Recipients	--	X	--	--
Number of Class Sections	--	--	--	X
Percent of Classes Under 30	--	X	--	--
Student-to-Faculty Ratio	--	--	X	--
Second Semester Freshmen National Survey of Student Engagement Results				
Level of Academic Challenge	--	X	--	--
Active and Collaborative Learning	--	--	--	X
Student-Faculty Interactions	X	--	--	--
Enriching Educational Experiences	--	--	--	X
Supportive Campus Environment	X	--	--	--
Affordability and Financial Strength	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>
Percent of Graduates with Loans	--	--	X	--
Average Debt Load of Graduates	--	X	--	--
<b>Quad Cities Campus</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>3</b>
Educational Demand	<u>0</u>	<u>6</u>	<u>0</u>	<u>1</u>
Total Enrollment	--	X	--	--
New Transfer Applications	--	X	--	--
New Transfer Acceptances	--	X	--	--
New Transfer Enrollments	--	X	--	--
Minority Enrollment	--	X	--	--
International Enrollment	--	--	--	X
Enrollment of Pell Grant Recipients	--	X	--	--
Educational Opportunity	<u>0</u>	<u>4</u>	<u>1</u>	<u>1</u>
Four-Year Graduation Rate-All Students	--	X	--	--
Four-Year Graduation Rate-Minority Students	--	X	--	--
Four-Year Graduation Rate-Pell Grant Recipients	--	X	--	--
Number of Class Sections	--	--	--	X
Percent of Classes Under 30	--	X	--	--
Student-to-Faculty Ratio	--	--	X	--

	<u>Completed/ Maintained</u>	<u>Moving in Desired Direction</u>	<u>Showing No Change</u>	<u>Moving in Opposite Direction</u>
Affordability and Financial Strength	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>
Percent of Graduates with Loans	--	--	--	X
Average Debt Load of Graduates	--	X	--	--
<b>Both Campuses</b>	<b>10</b>	<b>4</b>	<b>0</b>	<b>3</b>
Educational Demand	<u>1</u>	<u>1</u>	<u>0</u>	<u>2</u>
Average Professor Salaries	X	--	--	--
Average Associate Professor Salaries	--	--	--	X
Average Assistant Professor Salaries	--	--	--	X
Average Instructor Salaries	--	X	--	--
Educational Opportunity	<u>2</u>	<u>3</u>	<u>0</u>	<u>1</u>
Percent of Alumni Donating to the University	--	--	--	X
Second Semester Freshmen National Survey of Student Engagement Results <sup>1</sup>				
Level of Academic Challenge	--	X	--	--
Active and Collaborative Learning	--	X	--	--
Student-Faculty Interactions	X	--	--	--
Enriching Educational Experiences	--	X	--	--
Supportive Campus Environment	X	--	--	--
Affordability and Financial Strength	<u>7</u>	<u>0</u>	<u>0</u>	<u>0</u>
Institutional Cost Increases Compared to Inflation	X	--	--	--
Primary Reserve Ratio	X	--	--	--
Net Operating Revenue Ratio	X	--	--	--
Return on Net Assets Ratio	X	--	--	--
Viability Ratio	X	--	--	--
Instructional Costs per Credit Hour	X	--	--	--
Administrative Costs per Credit Hour	X	--	--	--

*1. Data for the National Survey of Student Engagement are not reported separately by campus. Only Macomb freshmen took the last survey administration. Senior results are combined for the Macomb and Quad Cities Campuses and are placed in the Both Campuses display.*

Institutional data are discussed in the pages that follow. To further inform campus planning and accountability reporting, the University's most current performance (fall 2012 or Fiscal Year 2013) is reported on a longitudinal basis. Western's performance is also compared to a subset of the Illinois public universities requested by the Board of Trustees (i.e., Eastern Illinois University, Illinois State University, Southern Illinois University, the University of Illinois-Springfield, and Western Illinois University), all Illinois public universities, as well as Macomb and Quad Cities Campus benchmark institutions. In most cases, benchmarking data is for the previous year (fall 2011 or Fiscal Year 2012) due to secondary data publishing schedules. For salary comparisons, the agreed upon University Professionals of Illinois-Western Illinois University peer group is used. Future monthly Strategic Plan Updates will provide more current comparisons where secondary data sources were not available at the time of writing this report.

## 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, total enrollment was down 354 students or 3.2 percent between fall 2011 and fall 2012. However, enrollment is expected to increase in the years ahead based on changes to recruitment practices discussed in the *Enrollment, Retention and Graduation Rate Information Report* presented at today's Western Illinois University Board of Trustees meeting.

Total Quad Cities enrollment increased from 1,372 students in fall 2011 to 1,377 in fall 2012, with a record undergraduate enrollment of 799 students-up nine percent from last year's historic peak of 735 students. Quad Cities undergraduate enrollment is positioned to grow in the future with continued growth of the Linkages Program, success of the Quad Cities Honors Cohort and Western Commitment Scholarship Program, recent accreditation for the School of Engineering, and increased utilization of on-line classes.

However, Quad Cities graduate enrollment decreased from 637 in fall 2011 to 578 in fall 2012. Many things are being done to reverse the enrollment decline. Academic Affairs is reviewing course offerings, promoting more aggressive student recruitment, and establishing an on-line Masters of Business Administration Program. Western Illinois University-Quad Cities is creating and filling a new Assistant Director for Graduate Studies position. This position will work with faculty and departments to aggressively recruit graduate students and help explore local and regional partnership opportunities with Illinois and Iowa colleges and universities.

The strategies being used to increase Western Illinois University enrollment will complement *Higher Values in Higher Education* student recruitment priorities. This includes increasing awareness of the University, the number of adults completing postsecondary education credentials, campus diversity, international student enrollment, and the number of students enrolled in Centennial Honors College.

Table 1  
Total Enrollment in Macomb and Quad Cities  
With New Freshmen and Transfer Applications, Acceptances, Enrollments, and Show-Rates  
Fall 2008 through Fall 2012

	Fall				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Macomb Enrollment	<u>11,783</u>	<u>11,266</u>	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>
On-Campus	10,785	10,487	10,377	10,423	10,003
Off-Campus	998	779	847	759	825
Quad Cities Enrollment	<u>1,392</u>	<u>1,413</u>	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>
On-Campus	1,360	1,352	1,277	1,235	1,204
Off-Campus	32	61	84	137	173

Table 1  
-continued-

	Fall					One-Year Change	
	2008	2009	2010	2011	2012	Number	Percent
<b>New Freshmen-Macomb</b>							
Applied	8,164	8,331	8,398	9,731	10,326	595	6.1%
Accepted	5,528	5,301	5,423	6,384	6,481	97	1.5%
Enrolled	1,813	1,641	1,761	1,955	1,754	(201)	(10.3%)
Show Rate (Enrolled/Accepted)	32.9%	31.0%	32.5%	30.6%	27.1%	--	(3.5%)
<b>New Transfers-Macomb</b>							
Applied	2,309	2,391	2,421	2,643	2,588	(55)	(2.1%)
Accepted	1,633	1,732	1,768	1,825	1,825	--	--
Enrolled	1,077	1,139	1,141	1,144	1,075	(69)	(6.0%)
Show Rate (Enrolled/Accepted)	66.0%	65.8%	64.5%	62.7%	58.9%	--	(3.8%)
<b>New Freshmen-Quad Cities</b>							
Applied	--	4	12	43	72	29	67.4%
Accepted	--	1	6	37	43	6	16.2%
Enrolled	--	1	2	29	25	(4)	(13.7%)
Show Rate (Enrolled/Accepted)	--	100.0%	33.3%	78.4%	58.1%	--	(20.3%)
<b>New Transfers-Quad Cities</b>							
Applied	288	358	370	328	421	93	28.4%
Accepted	256	303	312	281	360	79	28.1%
Enrolled	203	205	203	187	253	66	35.3%
Show Rate (Enrolled/Accepted)	79.3%	67.7%	65.1%	66.5%	70.3%	--	3.8%

Freshmen data presented below are for the Macomb Campus only. Beginning with fall 2013 freshmen, future Performance Reports will compare data for both campuses. The recruitment of fall 2013 freshmen will be the first year-long recruitment cycle for Quad Cities freshmen with Linkages and Quad Cities Honors Cohort options. For the present, Table 2 shows that the Western Illinois (Macomb) show rate for new freshmen is proximal to institutions most like the University (i.e., the Illinois public university subset) but lower than all Illinois public universities. The new transfer show rate at Western is lower than both comparisons reported below.

Table 2  
New Freshmen and New Transfer Show-Rates  
Fall 2011

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
<b>Illinois Public University Subset</b>				
New Freshmen Show Rate	30.6%	28.5%	30.8%	33.9%
New Transfers Show Rate	63.2%	55.7%	64.6%	76.2%
<b>All Illinois Public Universities</b>				
New Freshmen Show Rate	30.6%	28.0%	33.1%	37.8%
New Transfers Show Rate	63.2%	55.7%	63.7%	76.2%

Governor State University and Chicago State University did not report data

Eleven of 15 peer institutions have higher freshmen show rates than Western Illinois University and have higher transfer show rates than the Macomb Campus. The Quad Cities Campus transfer show rate is in the middle of its comparison group and higher than two other local institutions.

New Freshmen		New Transfers-Macomb Benchmarks		New Transfers-Quad Cities Benchmarks	
Northern Iowa	75.3%	Northern Iowa	80.3%	Illinois – Springfield	76.2%
Western Kentucky	46.0%	Central Washington	72.7%	University of Baltimore	73.0%
Missouri State	44.2%	Missouri State	70.8%	<b>Western Illinois-Quad Cities</b>	<b>66.5%</b>
Wisconsin-Whitewater	43.5%	Appalachian State	69.4%	Saint Ambrose	54.6%
Sam Houston State	42.5%	North Carolina-Wilmington	67.9%	Augustana	44.9%
Central Washington	38.8%	Sam Houston State	67.1%	Governors State	NA
Western Washington	37.9%	Eastern Illinois	65.0%	Pennsylvania State-Harrisburg	NA
Appalachian State	37.1%	Western Kentucky	63.5%		
North Carolina-Wilmington	36.2%	Wisconsin-Whitewater	62.7%		
SIU-Edwardsville	33.9%	<b>Western Illinois</b>	<b>61.8%</b>		
Montclair State	33.0%	Montclair State	61.4%		
<b>Western Illinois</b>	<b>30.6%</b>	James Madison	59.4%		
James Madison	29.4%	Western Washington	58.2%		
College of Charleston	28.6%	SIU-Edwardsville	55.7%		
Eastern Illinois	28.5%	California State-Chico	44.8%		
California State-Chico	21.5%	College of Charleston	44.2%		

Both Western campuses continue to diversify. Over the last five years, the Macomb Campus experienced increases in minority student and Pell grant recipient enrollment as a percent of total enrollment. The same is true for the Quad Cities Campus. In 2012, *US and World Report* recognized Western Illinois University for its international enrollment, economic diversity, and campus ethnic diversity.

Table 3  
 Minority, International, and Pell Grant Recipient Enrollment as a Percent of Total Enrollment  
 Western Illinois University-Macomb and Quad Cities  
 Fall 2008 through Fall 2012

	Fall				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Macomb Enrollment	<u>11,783</u>	<u>11,266</u>	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>
Percent Minority	15.1%	17.0%	20.0%	23.2%	28.2%
Percent International	3.7%	3.4%	3.3%	3.4%	3.1%
Percent Pell Grant	32.2%	32.1%	35.6%	41.0%	39.1%
Quad Cities Enrollment	<u>1,392</u>	<u>1,413</u>	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>
Percent Minority	11.0%	10.7%	11.5%	11.8%	13.9%
Percent International	0.3%	0.7%	1.4%	0.9%	0.4%
Percent Pell Grant	27.6%	27.1%	26.9%	21.0%	38.0%

As enrollment continues to diversify, students continue to have increased opportunity to interact with other students from different cultures and backgrounds, which promotes Western's core value of personal growth. *U.S. News & World Report's Diversity Index* reports the probability two students from different ethnic backgrounds will interact on a daily basis. Western is at the average for the subset of Illinois public universities, but is below the average of Illinois public universities. There are high minority populations at universities in urban areas (e.g., Chicago State University, Governors State University).

Table 4  
US News & World Report's Diversity Index  
Fall 2011

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	0.38	0.28	0.41	0.67
All Illinois Public Universities	0.38	0.27	0.45	0.70

Governors State University did not report data

Macomb-Benchmarks		Quad Cities-Benchmarks	
Montclair State	0.57	University of Baltimore	0.59
Sam Houston State	0.53	Illinois-Springfield	0.38
California State-Chico	0.47	Augustana College	0.24
Central Washington	0.38	<b>Western Illinois University-QC</b>	<b>0.22</b>
<b>Western Illinois</b>	<b>0.38</b>	Saint Ambrose	0.20
Western Washington	0.36	Texas A&M-International	0.11
Eastern Illinois	0.35	Pennsylvania State-Harrisburg	NA
Western Kentucky	0.28	Houston-Clear Lake	NA
James Madison	0.27	Governor's State	NA
North Carolina-Wilmington	0.27		
College of Charleston	0.25		
Wisconsin-Whitewater	0.22		
Missouri State	0.20		
Appalachian State	0.17		
Northern Iowa	0.13		

Entering student ACT scores and high school percentile ranks of Western Illinois University freshmen remain relatively stable. However, implementation of the Western Commitment Scholarship program and the Quad Cities Honors Cohort should help to increase the ACT and high school rank distributions of students enrolled at the University. Future performance reports will provide comparative data for both campuses.

Table 5  
ACT Score and High School Rank Information  
Western Illinois University New Freshmen  
Fall 2008 through Fall 2012

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Average ACT Score—All Admits	21.2	21.3	21.0	20.7	20.7
Average ACT Score—Regular Admits	21.6	21.6	21.4	21.6	21.7
ACT Interquartile Range	19-23	19-23	18-23	18-23	18-23
Freshmen from top 25% of HS Class	20%	22%	25%	25.7%	25.8%

When comparing entering student characteristics across colleges and universities, it is important to carefully consider institutional missions and traditions. For example, the University's commitment to special admission skews entering student comparisons. Western annually admits between 253 and 480 new Office of Academic Services (OAS) freshmen who, as part of the core value of educational opportunity, do not meet all of published admissions requirements, but who demonstrate the willingness to work toward shared educational objectives.

There were 437 OAS admissions in fall 2012, which represents 24.9 percent of the new freshman cohort. The most recent six-year graduation rate (fall 2006 cohort) of specially admitted students was 45.7 percent compared to 55.2 percent for all other freshmen. The University expects to see increases in all student retention and graduation rates. The Building Connections Mentoring

Program on both campuses is an additional student support that is designed to assist in university retention efforts.

Table 6  
ACT Score and High School Rank Information  
Fall 2011

	WIU	Low	Average	High
<b>Illinois Public Universities Subset</b>				
Average ACT Score	20.7	18.0	20.6	23.0
ACT Interquartile Range	18-23	16-18	18-23	20-26
From Top 25% of High School Class	25.7%	25.7%	34.7%	46.0%
<b>All Illinois Public Universities</b>				
Average ACT Score	20.7	18.0	22.3	28.0
ACT Interquartile Range	18-23	16-18	19-24	26-31
From Top 25% of High School Class	25.7%	25.7%	42.2%	90.0%

Governors State University did not report data.

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
James Madison	25.0	College of Charleston	24-29	California State-Chico	76.0%
Western Washington	25.0	North Carolina-Wilmington	24-28	James Madison	70.0%
College of Charleston	25.0	Appalachian State	23-27	North Carolina-Wilmington	65.0%
Appalachian State	24.0	James Madison	23-27	College of Charleston	63.0%
North Carolina-Wilmington	24.0	Northern Iowa	22-28	Appalachian State	55.0%
Northern Iowa	23.0	Western Washington	21-27	Western Washington	52.0%
Southern Illinois-Edwardsville	22.0	Missouri State	21-26	Missouri State	50.0%
Wisconsin-Whitewater	22.0	Wisconsin-Whitewater	20-24	Northern Iowa	48.0%
California State-Chico	22.0	SIU-Edwardsville	19-25	Sam Houston State	44.0%
Western Kentucky	22.0	California State-Chico	19-25	Western Kentucky	40.0%
Central Washington	21.0	Sam Houston State	19-24	Montclair State	39.0%
Eastern Illinois	21.0	Eastern Illinois	19-23	Wisconsin-Whitewater	32.0%
Sam Houston State	21.0	Montclair State	19-23	Eastern Illinois	30.0%
<b>Western Illinois</b>	<b>20.7</b>	Western Kentucky	18-24	<b>Western Illinois</b>	<b>25.7%</b>
Montclair State	NA	Central Washington	18-24	Central Washington	NA
Missouri State	NA	<b>Western Illinois University</b>	<b>18-23</b>		

Western Illinois University students are served by a high-achieving, diverse faculty and staff. *Higher Values in Higher Education* identifies faculty and staff salaries that meet and exceed the mean of peer institutions as the highest institutional priority. Over the last five years, the University experienced increases in salaries as a percent of peer group averages for all ranks of faculty. Average professor salaries now exceed peer group averages and average associate professor salaries are 1.3% percent from meeting this benchmark. Additionally, the University has upheld no layoffs and furloughs during the period of declining state appropriations and delayed reimbursement.



Table 7  
Average Western Illinois University Faculty Salaries  
Compared to the Mean of Peer Institutions  
Fiscal Years 2006 through 2011

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Professors	100.3%	98.9%	96.8%	102.6%	102.5%
Associate Professors	95.5%	94.7%	93.7%	99.2%	98.7%
Assistant Professors	90.6%	89.2%	90.6%	95.5%	94.9%
Instructors	87.5%	90.9%	91.9%	92.2%	94.9%

### Educational Opportunity

The faculty and staff of Western Illinois University are committed to student success. Focus will continue on issues influencing student retention and graduation rates at the Macomb Campus. Retention and graduation rates have decreased over the last five years. However, in the last year, the six-year graduation rate of all students and pell grant recipients increased. Through *Higher Values in Higher Education*, both campuses support timely degree completion, student-centered scheduling, learning opportunities inside and outside the classroom, comprehensive support services, and statewide and national leadership in student affordability and cost predictability.

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

Freshmen Retention Rates-Macomb	Cohort				
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
All Students	73.6%	73.6%	72.8%	71.4%	67.7%
Minority Students	66.9%	72.1%	70.5%	65.7%	60.8%
Pell Grant Recipients	74.3%	77.5%	73.4%	68.2%	65.9%
Six-Year Graduation Rates-Macomb	Cohort				
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
All Students	55.1%	59.6%	58.1%	53.4%	54.0%
Minority Students	45.0%	40.7%	43.3%	45.9%	45.0%
Pell Grant Recipients	52.9%	58.3%	54.8%	53.6%	56.6%

In the Quad Cities, graduation rates of all categories of students improved for the last four cohorts<sup>1</sup>. The Campus is committed to improving retention and graduation rates to even higher levels. The Office of Academic and Student Services, for example, is increasing advising frequency and duration with new and prospective students.

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

Four-Year Graduation Rates-Quad Cities	Cohort				
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
All Students	71.2%	64.5%	68.0%	68.4%	69.0%
Minority Students	66.7%	50.0%	66.7%	50.0%	67.7%
Pell Grant Recipients	71.2%	69.7%	70.2%	65.3%	70.5%

<sup>1</sup> 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.

*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 2002 through 2005. Freshman retention indicates the average proportion of freshmen who entered the school in the fall of 2007 through fall 2010 and returned the following fall.” Western’s average retention rate is above the average for the Illinois public university subset. The University’s six-year graduation rate is above the average of both Illinois comparisons below. Western Illinois University-Quad Cities graduation rate is only below Augustana College—a private, highly-selective liberal arts college.

Table 10  
First-Year Retention Rate and Graduation Rates

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	73%	58%	70%	80%
6-Year Graduation Rates	56%	16%	44%	82%
All Illinois Public Universities				
First-Year Retention	73%	58%	75%	94%
6-Year Graduation Rates	56%	16%	52%	82%

Governors State University did not report data

First-Year Retention Rate		Graduation Rates-Macomb Benchmarks		Graduation Rates-Quad Cities Benchmarks	
James Madison	91%	James Madison	82%	Augustana College	76%
Appalachian State	87%	Western Washington	70%	<b>Western Illinois-Quad Cities</b>	<b>69%</b>
North Carolina-Wilmington	86%	North Carolina-Wilmington	68%	Illinois – Springfield	63%
California State-Chico	84%	Northern Iowa	66%	Saint Ambrose	61%
Western Washington	84%	Appalachian State	65%	Texas A & M - International	40%
Northern Iowa	83%	College of Charleston	64%	Pennsylvania State-Harrisburg	NA
College of Charleston	82%	Montclair State	62%	Governors State	NA
Montclair State	82%	Eastern Illinois	59%		
Eastern Illinois	80%	California State-Chico	58%		
Wisconsin-Whitewater	78%	<b>Western Illinois</b>	<b>56%</b>		
Central Washington	77%	Central Washington	56%		
Missouri State	74%	Wisconsin-Whitewater	56%		
<b>Western Illinois</b>	<b>73%</b>	Missouri State	55%		
Western Kentucky	73%	Southern Illinois-Edwardsville	50%		
Sam Houston State	73%	Sam Houston State	50%		
Southern Illinois-Edwardsville	71%	Western Kentucky	49%		

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.

Values at or above 100 percent in the table below show that reported student satisfaction is higher at Western than peer institutions. The data reported below are for 2010. Given the relative stability in annual responses, the University changed to a multi-year administration of the NSSE. The Office of Institutional Research and Planning will administer it in spring 2013.

For the last survey administration, 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.

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 2010

	Survey Year					
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
<u>Second Semester Freshmen</u>						
Level of Academic Challenge	92%	102%	92%	94%	93%	95%
Academic and Collaborative Learning	85%	99%	90%	89%	93%	89%
Student-Faculty Interactions	97%	119%	99%	100%	106%	104%
Enriching Educational Experiences	85%	99%	91%	88%	90%	87%
Supportive Campus Environment	97%	106%	98%	102%	104%	103%
<u>Second Semester Seniors</u>						
Level of Academic Challenge	97%	98%	96%	97%	96%	97%
Academic and Collaborative Learning	94%	98%	98%	94%	96%	97%
Student-Faculty Interactions	100%	107%	106%	100%	104%	106%
Enriching Educational Experiences	86%	91%	89%	87%	85%	86%
Supportive Campus Environment	102%	106%	104%	101%	104%	105%

A commitment to the individual learner and educational opportunities characterize Western's educational environment. Both Macomb and the Quad Cities experienced increases in 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 2008 through Fiscal Year 2012

	Fiscal Year				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Macomb Campus</b>					
Number of Sections*	5,129	5,129	4,974	4,993	4,977
Percent of Classes Less Than 30	78.1%	80.9%	81.6%	82.6%	82.7%
Student-to-Faculty Ratio	16:1	16:1	16:1	16:1	16:1
<b>Quad Cities Campus</b>					
Number of Sections*	515	575	588	554	529
Percent of Classes Less Than 30	92.8%	94.1%	94.9%	96.6%	97.7%
Student-to-Faculty Ratio	12:1	12:1	11:1	12:1	12:1

\*Excludes corresponding sections for online and compressed video to avoid duplication.

With small class sizes, the University maintains its commitment to historically low student-to-faculty ratios on both campuses. Maintaining a high-quality academic experience is high priority at Western Illinois University. The University's faculty-to-staff ratios for Macomb and Quad Cities compare very favorably to peer institutions.

Table 13  
 Student-to-Faculty Ratios  
 Fiscal Year 2012

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	16:1	13:1	16:1	18:1
All Illinois Public Universities	16:1	13:1	16:1	19:1

Governors State University did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	15:1	Augustana	11:1
<b>Western Illinois</b>	<b>16:1</b>	Saint Ambrose	11:1
James Madison	16:1	<b>Western Illinois-Quad Cities</b>	<b>12:1</b>
College of Charleston	16:1	Illinois-Springfield	13:1
North Carolina-Wilmington	16:1	University of Baltimore	19:1
Northern Iowa	16:1	Texas A & M-International	23:1
Appalachian State	17:1	Texas A & M-Texarkana	NA
Montclair State	17:1	Pennsylvania State-Harrisburg	NA
Southern Illinois-Edwardsville	18:1	Houston-Clear Lake	NA
Western Kentucky	19:1	Governors State	NA
Western Washington	21:1		
Central Washington	21:1		
Missouri State	21:1		
Sam Houston State	22:1		
Wisconsin-Whitewater	22:1		
California State-Chico	23:1		

The University's high-quality academic experiences result in high levels of alumni satisfaction. The percent of alumni donating to the University is a proxy for student satisfaction with educational experiences. Western has the highest level of alumni donations for the Illinois public university subset, and is tied for fifth among benchmark institutions.

Table 14  
Percent of Alumni Donations  
Fall 2011

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	10%	2%	6%	10%
All Illinois Public Universities	10%	2%	7%	13%

Governors State University and Chicago State University did not report data

Augustana College	25%
Western Kentucky	12%
Northern Iowa	11%
Wisconsin-Whitewater	11%
<b>Western Illinois</b>	<b>10%</b>
Texas A & M-International	10%
Appalachian State	10%
Saint Ambrose	9%
Missouri State	9%
Sam Houston State	8%
James Madison	8%
College of Charleston	8%
Illinois-Springfield	8%
Eastern Illinois	7%
North Carolina-Wilmington	7%
California State-Chico	6%
Montclair State	5%
SIU –Edwardsville	5%
Western Washington	5%
Central Washington	3%

### **Affordability and Financial Strength**

Western Illinois University maintains a strong tradition to cost predictability and affordability. From the time of application during the senior year of high school until college graduation, a student could have experienced four tuition and fee increases. However, Western's *Cost Guarantee* assumes no cost increases for four years provided the student maintains continuous fall/spring enrollment.

When dividing the Cost Guarantee over the student's four years, Western has kept the all-costs increases below the average increase in the *Higher Education Price Index* in four of the last five fiscal years. This has occurred despite the fact that changes in state operating appropriations have not kept to levels at or above inflation, and there were no appropriated funds increases in Fiscal Year 2010, followed by appropriated reductions in Fiscal Years 2011 and 2012.

Table 15  
Western Illinois University-Macomb All-Cost Increases, Changes in the Higher Education Price Index  
And Annual State Appropriations  
Fiscal Year 2008 through Fiscal Year 2012

	Fiscal Year				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Average Four-Year All-Costs Increase	2.7%	1.8%	1.5%	1.2%	1.2%
Average Four-Year Increase in the Higher Education Price Index	5.0%	2.3%	0.9%	2.6%	1.8%
One-Year Change in State Appropriations (operating)	1.9%	2.8%	0.0%	(6.2%)	(1.2%)

FY 2012 is preliminary. Common Fund has not finalized FY12 HEPI increases

Approximately two-thirds of students graduating from the Macomb Campus have loans. The average debt load of these graduating students decreased by \$202 between Fiscal Years 2011 and 2012.

Table 16  
Percent of Western Illinois University Graduates with Loans  
And the Average Debt Load of Graduating Students with Loans  
Fiscal Years 2008 through 2012

	Fiscal Year				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Percent of students with loans	67%	60%	69%	66%	66%
Average debt load of graduates with loans	\$17,272	\$17,567	\$22,007	\$23,227	\$23,025

Western is near the average of statewide and national comparisons in the percent of graduating students with loans, and average in the amount of student debt load. As an institution of opportunity, Western serves many first-generation and low-income students. State and federal student loans and grants, as well as scholarships, work-study programs, and campus jobs, are available to help ease the cost of attending college. More than 76 percent of WIU students receive some type of financial assistance. Continuation of modest cost increases, Cost Guarantee programs, and a comprehensive campaign focusing on scholarships are three institutional measures to help reduce student reliance on loans.

Scholarships open many doors for students. Through the generosity of alumni, faculty and staff, friends, parents, corporations, and foundations, WIU awards more than 1,700 scholarships annually. The majority of scholarships reward high academic potential and achievement, while others consider hometown, academic interest, or financial need.

Table 17  
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans  
Fiscal Year 2011

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	66%	14%	59%	86%
Average Debt Load	\$23,227	\$12,100	\$23,064	\$30,237
All Illinois Public Universities*				
Percent of Graduates with Loans	66%	14%	62%	86%
Average Debt Load	\$23,227	\$12,100	\$24,569	\$30,237

\* Governors State University did not report data

Percent of Graduates with Loans		Average Debt Load	
College of Charleston	45.3%	Appalachian State	\$17,155
Western Washington	51.0%	Central Washington	\$18,539
James Madison	52.0%	Western Washington	\$18,969
Appalachian State	54.0%	Missouri State	\$19,977
Central Washington	60.0%	James Madison	\$22,128
Sam Houston State	60.3%	Western Kentucky	\$22,205
Western Kentucky	64.0%	<b>Western Illinois</b>	<b>\$23,227</b>
<b>Western Illinois</b>	<b>66.0%</b>	Wisconsin-Whitewater	\$23,902
Eastern Illinois	69.0%	Sam Houston State	\$24,498
Wisconsin-Whitewater	70.0%	Northern Iowa	\$25,523
Montclair State	71.0%	College of Charleston	\$26,024
Missouri State	73.0%	Eastern Illinois	\$26,500
Northern Iowa	74.0%	Montclair State	\$28,070

On the Quad Cities Campus, the average debt load of 2011 graduates was \$18,593. The average debt includes all loans from previous institutions, and is one-half of local private, four-year institutions. Scholarships and the dual enrollment (Linkages) program help to reduce student reliance on loans.

Percent of Graduates with Loans		Average Debt Load	
Illinois-Springfield	71.0%	<b>Western Illinois-Quad Cities</b>	<b>\$18,593</b>
<b>Western Illinois-Quad Cities</b>	<b>74.0%</b>	Illinois-Springfield	\$25,998
Saint Ambrose	82.0%	Saint Ambrose	\$35,446
Pennsylvania State-Harrisburg	NA	Pennsylvania State-Harrisburg	NA

While maintaining a commitment to affordability, it is important to note a fundamental change in state financing of Illinois public higher education. Annual state operating appropriations are below Western's all-costs increases and the *Higher Education Price Index*. Coupled with unfunded state mandates, Western has become increasingly reliant on the University Income Fund. State appropriations now account for two-fifths of the University's annual general revenue appropriation.

Table 18  
Western Illinois University Appropriation History  
Fiscal Year 2009 through Fiscal Year 2013

(\$ Reported in Millions)	Fiscal Year				
	2009	2010	2011	2012	2013
Total Appropriation	\$121.9	\$123.9	\$123.9	\$127	\$127
Percent Change	3.1%	1.6%	0.0%	2.5%	0.0%
General Revenue Fund	\$59.9	\$59.9	\$56.1	\$55.5	\$52.1
Percent Change	2.8%	0.0%	(6.2%)	(1.2%)	(6.1%)
University Income Fund	\$62.0	\$64.0	\$67.7	\$71.4	\$74.8
Percent Change	3.3%	3.2%	5.8%	5.5%	4.7%
Income Fund Percent Total	50.9%	51.7%	54.7%	56.3%	58.9%

Through conservative fiscal management, Western Illinois University contains costs and provides resources to support the academic mission and service operations of the University. The

following financial ratios described in *Strategic Financial Analysis for Higher Education (6th Edition)* document the University's financial strength.

The 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 operated with a surplus in each of the last seven 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 more than doubled since Fiscal Year 2005, 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's return on net assets ratio increased in five of the last seven fiscal years.

Table 19  
Western Illinois University Financial Ratios  
Reported to the Higher Learning Commission-North Central Association of Colleges and Schools  
Fiscal Year 2005 through Fiscal Year 2011

	Fiscal Year						
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Primary Reserve Ratio	0.082	0.101	0.139	0.167	0.061	0.209	0.252
Net Operating Revenue Ratio	0.021	0.017	0.033	0.014	0.006	0.039	0.061
Return on Net Assets Ratio	0.069	0.083	0.102	0.052	0.026	0.132	0.180
Viability Ratio	0.357	0.335	0.545	0.730	0.800	0.966	0.758

Western is committed to efficiently allocating resources. Between Fiscal Years 2007 and 2010, the University achieved its goal of remaining below the statewide average on instructional costs per credit hour. Western's value of \$267.16 is 11.1 percent below the statewide average. A future Strategic Plan Update will provide the data for Fiscal Year 2011 when it is published by the Illinois Board of Higher Education. The data were not available at the time of writing this *Report*.



Table 20  
Instructional Costs per Credit Hour at Illinois Public Universities  
Fiscal Year 2007 through Fiscal Year 2010

	Fiscal Year			
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Chicago State	\$323.57	\$324.20	\$343.58	\$309.30
Eastern Illinois	\$247.15	\$262.43	\$268.70	\$270.80
Governors State	\$314.03	\$313.87	\$324.60	\$309.84
Illinois State	\$235.88	\$243.58	\$257.72	\$260.18
Northeastern Illinois	\$237.91	\$255.41	\$271.20	\$263.09
Northern Illinois	\$244.96	\$265.46	\$278.29	\$269.71
Southern Illinois-Carbondale	\$283.79	\$294.79	\$304.92	\$311.12
Southern Illinois-Edwardsville	\$227.40	\$236.75	\$246.60	\$232.22
Illinois-Chicago	\$321.29	\$324.64	\$338.75	\$314.44
Illinois-Springfield	\$313.24	\$346.59	\$334.89	\$327.87
Illinois-Urbana/Champaign	\$327.46	\$343.15	\$336.21	\$330.45
Western Illinois	\$235.21	\$250.82	\$267.16	\$275.31
State Average	\$279.58	\$292.74	\$300.52	\$293.95
% WIU Is Under the State Average	(15.9%)	(14.3%)	(11.1%)	(6.3%)

Western Illinois University maintains its goal of remaining below the statewide average on administrative costs per credit hour. The University's value of \$68.90 is 16.8 percent below the statewide average.

Table 21  
Administrative Costs per Credit Hour at Illinois Public Universities  
Fiscal Year 2007 through Fiscal Year 2010

	Fiscal Year			
	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Chicago State	\$131.76	\$130.16	\$137.81	\$82.93
Eastern Illinois	\$71.84	\$75.87	\$79.53	\$75.35
Governors State	\$124.00	\$129.85	\$134.07	\$119.49
Illinois State	\$77.60	\$76.59	\$84.67	\$85.35
Northeastern Illinois	\$60.86	\$66.11	\$68.42	\$73.13
Northern Illinois	\$80.87	\$91.89	\$95.17	\$95.63
Southern Illinois-Carbondale	\$80.70	\$87.58	\$84.46	\$84.34
Southern Illinois-Edwardsville	\$60.47	\$65.28	\$64.03	\$58.36
Illinois-Chicago	\$72.28	\$70.81	\$75.81	\$70.51
Illinois-Springfield	\$95.41	\$121.33	\$116.76	\$101.60
Illinois-Urbana/Champaign	\$68.96	\$77.70	\$77.88	\$77.93
Western Illinois	\$59.92	\$63.55	\$68.90	\$68.70
State Average	\$74.79	\$80.38	\$82.82	\$79.64
% WIU Is Under the State Average	(19.9%)	(20.9%)	(16.8%)	(13.7%)

### **Summary and Next Steps**

As the University begins implementation of *Higher Values in Higher Education 2012-2022*, approximately three-fifths of the University's performance indicators are completed/maintained or progressed in the desired direction and two-fifths are staying the same or moving in the opposite direction. With a strong institutional commitment to advancing institutional priorities and goals, monthly strategic plan updates, consolidated annual reports, as well as annual 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.