

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

December 13, 2013

Report 13.12/5 Fiscal Year 2014 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 and corresponding priorities and goals are based on quantifiable measures, supporting an annual three-part 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.

The vice presidents and areas that report to the president last presented their annual consolidated reports to the university community on April 19, 2013. Copies are available at http://www.wiu.edu/university_planning/annualpresentations.php.
2. The reports mentioned above are the basis for two reports made annually at the fall Western Illinois University Board of Trustees meeting. Annual *Strategic Plan Updates* document *Higher Values in Higher Education* accomplishments from the previous year and implementation plans for the current year. Annual *Long Term Plan Updates* document strategic planning actions to position the University in the next 20 years. These reports were presented to the Board on October 11, 2013.
3. Annual performance reports, presented today, 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 table below shows that 34 (55.7 percent) of the University’s performance indicators are completed/maintained or progressing in the desired direction, and 27 (44.3 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/ Maintained	Moving in Desired Direction	Showing No Change	Moving in Opposite Direction
All Performance Indicators	<u>11</u>	<u>23</u>	<u>6</u>	<u>21</u>
Macomb Campus	1	9	2	12
Educational Demand	<u>0</u>	<u>6</u>	<u>1</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>1</u>	<u>2</u>	<u>0</u>	<u>6</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	--	--	--
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	--	--
Quad Cities Campus	1	12	0	8
Educational Demand	<u>1</u>	<u>11</u>	<u>0</u>	<u>2</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

	<u>Completed/ Maintained</u>	<u>Moving in Desired Direction</u>	<u>Showing No Change</u>	<u>Moving in Opposite Direction</u>
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>1</u>	<u>1</u>	<u>0</u>	<u>4</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	--	--	--
Affordability and Financial Strength	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>
Percent of Graduates with Loans	--	--	--	X
Average Debt Load of Graduates	--	--	--	X
Both Campuses	9	2	0	1
Educational Demand	<u>2</u>	<u>1</u>	<u>0</u>	<u>1</u>
Average Professor Salaries	X	--	--	--
Average Associate Professor Salaries	X	--	--	--
Average Assistant Professor Salaries	--	X	--	--
Average Instructor Salaries	--	--	--	X
Educational Opportunity	<u>0</u>	<u>1</u>	<u>0</u>	<u>0</u>
Percent of Alumni Donating to the University	--	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	--	--	--

In totality, the data show that Western Illinois University achieved increases in student quality and diversity. Increasing University enrollment, retention and graduation rates are opportunities for institutional growth and success for the students that we serve. With strong traditions of conservative fiscal management, the University has made increases in faculty salaries compared to peer institutions and maintained financial strength, including instructional and administrative costs well below the statewide average.

Methodology

The University's most current performance (fall 2013 or Fiscal Year 2014) is reported on a longitudinal basis. An asterisk is displayed in each table for fall 2012 or Fiscal Year 2013 to signify initial implementation of *Higher Values in Higher Education 2012-2022* and inform trend analyses.

Western's performance is 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, and the University of Illinois-Springfield), all Illinois public universities, and Macomb and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data is displayed for the previous year (fall 2012 or Fiscal Year 2013) 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.

Results

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 623 students or 5.8 percent between fall 2012 and fall 2013. 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* and *Fiscal Year 2014 Transfer Report* presented at today's Western Illinois University Board of Trustees meeting.

Total Quad Cities enrollment increased from 1,377 students in fall 2012 to 1,502 in fall 2013, with a record undergraduate enrollment of 962 students-up 20.4 percent from last year's historic peak of 799 students. Quad Cities undergraduate enrollment is positioned to grow in the future with active marketing and recruitment, continued growth of the Linkages Program, success of the Quad Cities Honors Cohort and Western Commitment Scholarship Programs, and new partnerships with Illinois Valley College, Rock Valley College, and Highland College (exploring Linkages agreements) and Trinity College of Nursing and Health Sciences.

Quad Cities graduate enrollment decreased from 578 in fall 2012 to 540 in fall 2013. Many initiatives are in progress to reverse enrollment decline. Academic Affairs is establishing an on-line Masters of Business Administration program. Western Illinois University-Quad Cities created a new Assistant Director for Graduate Studies position. This position works with faculty and departments to aggressively recruit graduate students, including recruitment into five-year integrated bachelors and master's degree programs for academically qualified juniors and seniors. Western Illinois University-Quad Cities is also exploring integrated dual enrollment agreements with Augustana College, Cornell College, Illinois Wesleyan University, Monmouth College, and Wartburg College.

The strategies used to increase Western Illinois University enrollment complement *Higher Values in Higher Education* student recruitment priorities. This includes efforts to increase awareness of the University, 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 2009 through Fall 2013

	Fall				
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012*</u>	<u>2013</u>
Macomb Enrollment	<u>11,266</u>	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>
On-Campus	10,487	10,377	10,423	10,003	9,464
Off-Campus	779	847	759	825	741
Quad Cities Enrollment	<u>1,413</u>	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>
On-Campus	1,352	1,277	1,235	1,204	1,237
Off-Campus	61	84	137	173	265

	Fall					One-Year Change	
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>Number</u>	<u>Percent</u>
New Freshmen-Macomb							
Applied	8,331	8,398	9,731	10,326	10,425	99	0.1%
Accepted	5,301	5,423	6,384	6,481	6,199	(282)	(4.4%)
Enrolled	1,641	1,761	1,955	1,754	1,612	(142)	(8.1%)
Show Rate (Enrolled/Accepted)	31.0%	32.5%	30.6%	27.1%	26.0%	--	(1.1%)
New Transfers-Macomb							
Applied	2,391	2,421	2,643	2,588	2,282	(306)	(11.8%)
Accepted	1,732	1,768	1,825	1,825	1,555	(270)	(14.8%)
Enrolled	1,139	1,141	1,144	1,075	950	(125)	(11.6%)
Show Rate (Enrolled/Accepted)	65.8%	64.5%	62.7%	58.9%	61.1%	--	(2.2%)
New Freshmen-Quad Cities							
Applied	4	12	43	72	129	57	79.2%
Accepted	1	6	37	43	61	18	41.9%
Enrolled	1	2	29	25	40	15	60.0%
Show Rate (Enrolled/Accepted)	100.0%	33.3%	78.4%	58.1%	65.6%	--	7.5%
New Transfers-Quad Cities							
Applied	358	370	328	421	492	71	16.9%
Accepted	303	312	281	360	391	31	8.6%
Enrolled	205	203	187	253	293	40	15.8%
Show Rate (Enrolled/Accepted)	67.7%	65.1%	66.5%	70.3%	74.9%	--	4.6%

Table 2 shows that the Western Illinois University-Macomb show rate for fall 2012 new freshmen was the lowest for all Illinois public universities, and the rate decreased to 26.0 percent for fall 2013. The transfer student show rate is lower than the Illinois public university subset average, but higher than the average for all 12 Illinois public universities.

The fall 2012 Western Illinois University-Quad Cities new freshmen show rate (58.1 percent) is higher than all other Illinois public universities. This result is not surprising given that new

freshmen options recently started at the Quad Cities Campus and the primary interest market has been students living in the Quad Cities region. The Western Illinois University new transfer show rate (70.3 percent) is well above the average of Illinois public universities and only 5.6 percent lower than the high for all Illinois public universities.

Table 2
New Freshmen and New Transfer Show Rates
Fall 2012

Illinois Public University Subset	WIU	Low	Average	High
New Freshmen Show Rate	27.1%	27.1%	31.1%	33.6%
New Transfers Show Rate	60.8%	58.1%	63.5%	75.9%
All Illinois Public Universities				
New Freshmen Show Rate	27.1%	22.1%	30.7%	34.8%
New Transfers Show Rate	60.8%	58.1%	58.3%	75.9%

Governor State University and Chicago State University did not report data

Twelve of 15 peer institutions have higher freshmen show rates than Western Illinois University-Macomb and nine have higher transfer show rates than the Macomb Campus. The Quad Cities Campus transfer show rate is second of five institutions and higher than two other local institutions.

New Freshmen		New Transfers-Macomb Benchmarks		New Transfers-Quad Cities Benchmarks	
Northern Iowa	50.9%	Sam Houston State	77.3%	Illinois – Springfield	75.9%
Wisconsin-Whitewater	44.8%	Wisconsin-Whitewater	72.2%	Western Illinois-Quad Cities	70.3%
Western Kentucky	42.9%	Northern Iowa	70.1%	University of Baltimore	64.1%
Missouri State	42.0%	Eastern Illinois	66.2%	Augustana	51.4%
Sam Houston State	39.9%	Appalachian State	65.8%	Saint Ambrose	49.9%
Central Washington	39.6%	Missouri State	65.6%	Governors State	NA
Western Washington	34.5%	Central Washington	63.2%	Pennsylvania State-Harrisburg	NA
North Carolina-Wilmington	33.9%	Montclair State	62.5%		
SIU-Edwardsville	33.1%	Western Kentucky	60.9%		
Montclair State	33.0%	Western Illinois	60.8%		
James Madison	30.1%	North Carolina Wilmington	60.7%		
Eastern Illinois	29.9%	James Madison	58.9%		
Western Illinois	27.1%	Western Washington	57.8%		
College of Charleston	26.4%	SIU-Edwardsville	56.6%		
California State-Chico	22.0%	College of Charleston	53.9%		
Appalachian State	20.3%	California State-Chico	40.4%		

Both Western campuses continue to diversify. Over the last five years, the Macomb Campus experienced increases in international, minority student, and Pell grant recipient enrollment as a percent of total enrollment. The two latter comparisons also increased at the Quad Cities Campus during this time. In 2013, for the second consecutive year, *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 2009 through Fall 2013

	Fall				
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012*</u>	<u>2013</u>
Macomb Enrollment	<u>11,266</u>	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>
Percent Minority	17.0%	20.0%	23.2%	28.2%	34.3%
Percent International	3.4%	3.3%	3.4%	3.1%	3.6%
Percent Pell Grant	32.1%	35.6%	41.0%	39.1%	44.3%
Quad Cities Enrollment	<u>1,413</u>	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>
Percent Minority	10.7%	11.5%	11.8%	13.9%	18.5%
Percent International	0.7%	1.4%	0.9%	0.4%	0.1%
Percent Pell Grant	27.1%	26.9%	21.0%	38.0%	31.8%

As diversity enrollment continues to increase, students continue to have more opportunities to interact with other students from cultures and backgrounds different from their own, 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 value is the highest 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 2012

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	0.43	0.30	0.38	0.43
All Illinois Public Universities	0.43	0.28	0.47	0.71

Governors State University did not report data

Macomb-Benchmarks		Quad Cities-Benchmarks	
Montclair State	0.59	University of Baltimore	0.61
Sam Houston State	0.55	Illinois-Springfield	0.42
California State-Chico	0.51	Augustana College	0.29
Western Illinois	0.43	Western Illinois University-QC	0.25
Central Washington	0.42	Saint Ambrose	0.22
Eastern Illinois	0.39	Texas A&M-International	0.08
Western Washington	0.38	Pennsylvania State-Harrisburg	NA
Western Kentucky	0.30	Houston-Clear Lake	NA
James Madison	0.29	Governor's State	NA
North Carolina-Wilmington	0.27		
College of Charleston	0.27		
Wisconsin-Whitewater	0.24		
Missouri State	0.22		
Appalachian State	0.20		
Northern Iowa	0.15		

Entering student ACT scores and high school percentile ranks of Macomb freshmen increased. Aggressive recruitment of high quality students, with strategies including Western Commitment Scholarships, helped advance average ACT scores above state and national norms. The 21.1 mean ACT value for Western Illinois University is above corresponding averages for the state of

Illinois (20.5) and the nation (20.7). The ACT and high school percentage rank information for Western Illinois University-Quad Cities is most similar to California State University-Chico, Eastern Illinois University, Northern Illinois University, Southern Illinois University-Carbondale, University of Wisconsin-Whitewater, and Western Kentucky University. The Quad Cities Campus will benchmark admissions practices at these and other peer institutions and adapt national best practices for the recruitment of fall 2014 new students.

Table 5
ACT Score and High School Rank Information
Western Illinois University New Freshmen
Fall 2009 through Fall 2013

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012*</u>	<u>2013</u>
Macomb Campus					
Average ACT Score—All Admits	21.3	21.0	20.7	20.7	21.1
Average ACT Score—Regular Admits	21.6	21.4	21.6	21.7	22.0
ACT Interquartile Range	19-23	18-23	18-23	18-23	18-23
Freshmen from top 25% of HS Class	22.0%	25.0%	25.7%	25.8%	27.7%
Quad Cities Campus					
Average ACT Score—Honors Cohort	--	--	--	26.6	26.9
Average ACT Score—Linkages Students	--	--	22.2	21.9	21.9
ACT Interquartile Range	--	--	19-25	20-26	21-26
Freshmen from top 25% of HS Class	--	--	29.6%	30.4%	41.2%

When comparing entering student characteristics across colleges and universities, it is important to carefully consider institutional missions and traditions. The University's commitment to special admission skews entering student comparisons. Western annually admits between 255 and 485 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 340 OAS admissions in fall 2013, which represent 20.6 percent of the new freshman cohort. In fall 2012 there were 441 OAS admissions representing 25.1 of the new freshmen cohort. The most recent six-year graduation rate (fall 2007 cohort) of specially admitted students was 51.4 percent compared to 56.7 percent for all other freshmen. The University expects to see increases in student retention and graduation rates through retention initiatives discussed earlier in this *Report*.

Table 6
ACT Score and High School Rank Information
Fall 2012

	WIU	<i>Low</i>	<i>Average</i>	<i>High</i>
Illinois Public Universities Subset				
Average ACT Score	21.0	21.0	22.4	24.0
ACT Interquartile Range	18-23	17-23	20-25	22-25
From Top 25% of High School Class	26.0%	26.0%	28.2%	42.0%
All Illinois Public Universities				
Average ACT Score	21.0	19.0	22.7	28.0
ACT Interquartile Range	18-23	16-21	20-25	26-31
From Top 25% of High School Class	26.0%	24.0%	41.7%	88.0%

Governors State University did not report data. Illinois State University did not report Top 25% of High School Class. ACT Values for WIU, Low, High and all institutions reported below are rounded to the nearest whole number for consistency with US News and World Report methodology.

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Appalachian State	26.0	Appalachian State	24-28	California State-Chico	76.0%
Western Washington	25.0	College of Charleston	23-27	College of Charleston	67.0%
College of Charleston	25.0	James Madison	23-27	North Carolina-Wilmington	65.0%
James Madison	25.0	Western Washington	22-28	Appalachian State	56.0%
North Carolina-Wilmington	24.0	North Carolina-Wilmington	22-26	Western Washington	55.0%
Northern Iowa	23.0	Missouri State	21-26	Missouri State	53.0%
Southern Illinois-Edwardsville	23.0	Northern Iowa	21-25	Northern Iowa	48.0%
Wisconsin-Whitewater	22.0	SIU-Edwardsville	20-25	James Madison	44.0%
Western Kentucky	22.0	Wisconsin-Whitewater	20-24	Western Kentucky	44.0%
California State-Chico	21.0	Eastern Illinois	19-24	Sam Houston State	42.0%
Central Washington	21.0	Sam Houston State	19-23	Montclair State	42.0%
Eastern Illinois	21.0	Western Kentucky	18-25	SIU-Edwardsville	42.0%
Sam Houston State	21.0	California State – Chico	18-24	Eastern Illinois	31.0%
Western Illinois	21.0	Western Illinois University	18-23	Wisconsin-Whitewater	30.0%
Montclair State	NA	Central Washington	16-23	Western Illinois	26.0%
Missouri State	NA	Montclair State	NA	Central Washington	NA

Western Illinois University students are educated and served by 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 assistant professors, associate professors (now at the peer group median), and professors (above the peer group average). Salary increases coupled with no faculty layoffs or furloughs occurred during a period of decreased state appropriations and delayed state reimbursements.

Table 7
Average Western Illinois University Faculty Salaries
Compared to the Mean of Peer Institutions
Fiscal Years 2008 through 2013

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	2009	2010	2011	2012	2013*
Professors	96.8%	102.6%	102.5%	102.9%	101.3%
Associate Professors	93.7%	99.2%	98.7%	100.1%	100.0%
Assistant Professors	90.6%	95.5%	94.9%	96.3%	96.8%
Instructors	91.9%	92.2%	94.9%	95.9%	90.0%

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. In all of the comparisons below (except for minority students) retention and graduation rates decreased over the last five years. However, in the last year, six-year graduation rates of all students and pell grant recipients increased.

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

	Cohort				
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012*</u>
Freshmen Retention Rates-Macomb					
All Students	73.6%	72.8%	71.4%	67.7%	63.3%
Minority Students	72.1%	70.5%	65.7%	60.8%	53.4%
Pell Grant Recipients	77.5%	73.4%	68.2%	65.9%	56.8%
Six-Year Graduation Rates-Macomb	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
All Students	59.6%	58.1%	53.4%	54.0%	56.0%
Minority Students	40.7%	43.3%	45.9%	45.0%	44.0%
Pell Grant Recipients	58.3%	54.8%	53.6%	56.6%	56.7%

Macomb and Quad Cities Campuses have similar longitudinal retention and graduation rate trends¹. Both campuses will benefit from institutional participation in the new Academy for Student Persistence and Completion sponsored by the Higher Learning Commission-North Central Association of Colleges and Schools. Western was one of only 20 member institutions selected for participation in a competitive process open to all 1,900 institutions of higher education in the Commission’s service area. Future reports to the Western Illinois University Board of Trustees will keep the Board and campus community informed of institutional progress on this initiative that begins with a workshop in December 2013.

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

	Cohort				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Four-Year Graduation Rates-Quad Cities					
All Students	64.5%	68.0%	68.4%	69.0%	61.7%
Minority Students	50.0%	66.7%	50.0%	67.7%	51.7%
Pell Grant Recipients	69.7%	70.2%	65.3%	70.5%	67.0%

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 2003 through 2006. Freshman retention indicates the average proportion of freshmen who entered the school in the fall of 2008 through fall 2011 and returned the following fall.”

Western’s average retention rate was below the average for both Illinois public university comparisons and was the second lowest in national comparisons displayed below. However, the six-year graduation rate was above the Illinois public university subset. Western Illinois University-Quad Cities graduation rate was only below Augustana College—a private, highly selective liberal arts college.

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

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	72%	71%	76%	84%
6-Year Graduation Rates	54%	52%	57%	71%
All Illinois Public Universities				
First-Year Retention	72%	58%	74%	94%
6-Year Graduation Rates	54%	21%	52%	84%

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	80%	Augustana College	78%
Appalachian State	87%	Western Washington	67%	Western Illinois-Quad Cities	69%
North Carolina-Wilmington	86%	North Carolina-Wilmington	68%	Saint Ambrose	63%
California State-Chico	85%	Northern Iowa	66%	Illinois - Springfield	47%
Western Washington	85%	Appalachian State	67%	Texas A & M - International	39%
College of Charleston	83%	College of Charleston	69%	Pennsylvania State-Harrisburg	NA
Northern Iowa	82%	Montclair State	63%	Governors State	NA
Montclair State	82%	Eastern Illinois	60%		
Eastern Illinois	79%	California State-Chico	56%		
Wisconsin-Whitewater	79%	Western Illinois	54%		
Central Washington	76%	Central Washington	53%		
Missouri State	75%	Wisconsin-Whitewater	58%		
Sam Houston State	74%	Missouri State	55%		
Western Kentucky	73%	Southern Illinois-Edwardsville	60%		
Western Illinois	72%	Sam Houston State	50%		
Southern Illinois-Edwardsville	71%	Western Kentucky	49%		

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 since Fiscal Year 2009.

Table 11
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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Macomb Campus					
Number of Sections*	5,129	4,974	4,993	4,977	4,845
Percent of Classes Less Than 30	80.9%	81.6%	82.6%	82.7%	82.6%
Student-to-Faculty Ratio	16:1	16:1	16:1	16:1	15:1
Quad Cities Campus					
Number of Sections*	575	588	554	529	557
Percent of Classes Less Than 30	94.1%	94.9%	96.6%	97.7%	96.4%
Student-to-Faculty Ratio	12:1	11:1	12:1	12:1	12:1

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

With small class sizes, the University maintains a commitment to historically low student-to-faculty ratios on both campuses. Maintaining a high-quality academic experience is high priority of *Higher Values in Higher Education*. The University’s faculty-to-staff ratios for Macomb and Quad Cities compare favorably to peer institutions.

Table 12
Student-to-Faculty Ratios
Fall 2012

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	15:1	12:1	16:1	19:1
All Illinois Public Universities	15:1	12:1	16:1	19:1

Governors State University did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	15:1	Saint Ambrose	11:1
Western Illinois	15:1	Western Illinois-Quad Cities	12:1
James Madison	16:1	Augustana	12:1
College of Charleston	16:1	Illinois-Springfield	12:1
North Carolina-Wilmington	16:1	Houston-Clear Lake	16:1
Northern Iowa	16:1	University of Baltimore	19:1
Appalachian State	16:1	Texas A & M-International	22:1
Montclair State	17:1	Pennsylvania State-Harrisburg	NA
Southern Illinois-Edwardsville	18:1	Texas A & M-Texarkana	NA
Central Washington	18:1	Governors State	NA
Western Kentucky	19:1		
Missouri State	20:1		
Western Washington	21:1		
Sam Houston State	23:1		
Wisconsin-Whitewater	23:1		
California State-Chico	25:1		

The percent of alumni donating to the University is a proxy for student satisfaction with educational experiences. US News and World Report defined the Alumni Giving Rate as “The average percentage of living alumni with bachelor’s degrees who gave to their school during 2010-2011 and 2011-2012.” Western is now at the statewide average for Illinois public universities.

Table 13
Percent of Alumni Donations
Fall 2012

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	6%	5%	6%	7%
All Illinois Public Universities	6%	2%	6%	10%

Governors State University and Chicago State University did not report data

Augustana	27%
Western Kentucky	11%
Wisconsin-Whitewater	11%
Northern Iowa	10%
Appalachian State	9%
Texas A & M-International	8%
Sam Houston State	8%
Saint Ambrose	8%
Missouri State	8%
College of Charleston	7%
James Madison	7%
Western Illinois University	6%
Illinois-Springfield	6%
Eastern Illinois	6%
North Carolina-Wilmington	6%
California State-Chico	6%
Montclair State	5%
SIU –Edwardsville	5%
Western Washington	5%
Central Washington	2%

Affordability and Financial Strength

Western Illinois University maintains a strong tradition of 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 kept the all-costs increases below the average increase in the *Higher Education Price Index* in four of the last five fiscal years. This occurred despite the University only receiving state appropriated funding increases in one of the last five fiscal years. Fiscal Year 2010 funding was level, and there were annual decreases in Fiscal Years 2011-2013.

Table 14
Western Illinois University-Macomb All-Cost Increases, Changes in the Higher Education Price Index
And Annual State Appropriations
Fiscal Year 2010 through Fiscal Year 2014

	Fiscal Year				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>
Average Four-Year All-Costs Increase	1.8%	1.5%	1.2%	1.2%	1.1%
Average Four-Year Increase in the Higher Education Price Index	2.3%	0.9%	2.6%	1.7%	1.9%
One-Year Change in State Appropriations (operating)	0.0%	(6.2%)	(1.2%)	(6.1%)	1.3%

FY 2013 is preliminary. Common Fund has not finalized FY13 HEPI increases

Although the University kept cost increases to students and their families as low as possible and maintained financial predictability through the *Cost Guarantee*, an increase in average unmet need is leading more students to take educational loans. The rate of graduating students needing loans to complete educational studies increased by an average of eight percent in the last two fiscal years.

Table 15
 Percent of Western Illinois University Graduates with Loans
 And the Average Debt Load of Graduating Students with Loans
 Fiscal Years 2009 through 2013

	Fiscal Year				
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Percent of students with loans	60%	69%	66%	73%	82%
Average debt load of graduates with loans	\$17,567	\$22,007	\$23,227	\$24,993	\$25,187

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 focused on scholarships are three institutional strategies to help reduce student reliance on loans.

Table 16
 Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
 Fiscal Year 2012

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	73%	51%	66%	73%
Average Debt Load	\$24,993	\$21,057	\$25,602	\$28,575
All Illinois Public Universities*				
Percent of Graduates with Loans	73%	26%	61%	73%
Average Debt Load	\$24,993	\$21,057	\$27,600	\$37,824

* Governors State University and Northeastern Illinois University did not report data

Percent of Graduates with Loans		Average Debt Load	
College of Charleston	47.8%	Appalachian State	\$20,016
Appalachian State	54.0%	Western Washington	\$20,473
James Madison	54.0%	Missouri State	\$20,545
Western Kentucky	55.0%	Central Washington	\$21,211
Western Washington	55.0%	James Madison	\$22,792
Sam Houston State	62.7%	Northern Iowa	\$23,575
Central Washington	65.8%	Western Illinois	\$24,993
Wisconsin-Whitewater	72.0%	Wisconsin-Whitewater	\$25,147
Eastern Illinois	72.0%	Sam Houston State	\$26,490
Western Illinois	73.0%	Western Kentucky	\$26,974
Northern Iowa	76.5%	Eastern Illinois	\$28,575
Missouri State	NA	College of Charleston	\$32,880
Montclair State	NA	Montclair State	NA

On the Quad Cities Campus, the average debt load of 2013 graduates was \$18,113. The average debt includes all loans from previous institutions, and approximately one-half of other local, four-year institutions. In addition to lower annual tuition and fees, scholarships and participation in the dual enrollment (Linkages) program helps to reduce student reliance on loans.

Percent of Graduates with Loans		Average Debt Load	
Illinois-Springfield	66.0%	Western Illinois-Quad Cities	\$18,113
Augustana	71.0%	Illinois-Springfield	\$24,657
Western Illinois-Quad Cities	77.0%	Augustana	\$34,120
Saint Ambrose	80.0%	Saint Ambrose	\$37,236
Pennsylvania State-Harrisburg	NA	Pennsylvania State-Harrisburg	NA

There has been a fundamental change in state financing of Illinois public higher education, as the state of Illinois only increased general revenue funding to the University in one of the last five fiscal years. As a result, Western Illinois University and all other Illinois public universities have become increasingly reliant on the University Income Fund revenue. State general fund appropriations now account for 42 percent of the University's total appropriation, and the remaining 58 percent is from the University Income Fund. Just ten years ago, the ratio was reverse. The State provided 59 percent of the total appropriation and the University Income Fund provided the remaining 41 percent of the total Fiscal Year 2004 appropriation.

Table 17
Western Illinois University Appropriation History
Fiscal Year 2010 through Fiscal Year 2014

(\$ Reported in Millions)	2010	2011	2012	2013*	2014
Total Appropriation	\$123.9	\$123.9	\$127.0	\$127.0	\$125.6
Percent Change	1.6%	0.0%	2.5%	0.0%	(1.1%)
General Revenue Fund	\$59.9	\$56.1	\$55.5	\$52.1	\$52.8
Percent Change	0.0%	(6.2%)	(1.2%)	(6.1%)	1.3%
University Income Fund	\$64.0	\$67.7	\$71.4	\$74.8	\$72.8
Percent Change	3.2%	5.8%	5.5%	4.7%	(2.7%)
Income Fund Percent Total	51.7%	54.7%	56.3%	58.9%	58.0%

Western Illinois University engages in conservative fiscal management to demonstrate fiscal accountability to its primary investors, students, their families, and state taxpayers. Focused spending in alignment with *Higher Values in Higher Education* 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 2006, 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 current recession, Western Illinois University's return on net assets ratio has increased its position since Fiscal Year 2006.

Table 18
 Western Illinois University Financial Ratios
 Reported to the Higher Learning Commission-North Central Association of Colleges and Schools
 Fiscal Year 2006 through Fiscal Year 2012

	Fiscal Year						
	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Primary Reserve Ratio	0.101	0.139	0.167	0.061	0.209	0.252	0.273
Net Operating Revenue Ratio	0.017	0.033	0.014	0.006	0.039	0.061	0.043
Return on Net Assets Ratio	0.083	0.102	0.052	0.026	0.132	0.180	0.122
Viability Ratio	0.335	0.545	0.730	0.800	0.966	0.758	0.695

With mission-driven spending, the University achieved its goal of remaining below the statewide average on instructional costs per credit hour between Fiscal Years 2008 and 2011. Western's value of \$272.68 is 10.1 percent below the statewide average. A future Strategic Plan Update will provide the data for Fiscal Year 2012 when it is published by the Illinois Board of Higher Education. The data were not available at the time of writing this *Report*.

Table 19
 Instructional Costs per Credit Hour at Illinois Public Universities
 Fiscal Year 2008 through Fiscal Year 2011

	Fiscal Year			
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Chicago State	\$324.20	\$343.58	\$309.30	\$287.08
Eastern Illinois	\$262.43	\$268.70	\$270.80	\$270.13
Governors State	\$313.87	\$324.60	\$309.84	\$328.00
Illinois State	\$243.58	\$257.72	\$260.18	\$267.13
Northeastern Illinois	\$255.41	\$271.20	\$263.09	\$259.39
Northern Illinois	\$265.46	\$278.29	\$269.71	\$282.36
Southern Illinois-Carbondale	\$294.79	\$304.92	\$311.12	\$302.19
Southern Illinois-Edwardsville	\$236.75	\$246.60	\$232.22	\$240.55
Illinois-Chicago	\$324.64	\$338.75	\$314.44	\$342.14
Illinois-Springfield	\$346.59	\$334.89	\$327.87	\$318.74
Illinois-Urbana/Champaign	\$343.15	\$336.21	\$330.45	\$348.71
Western Illinois	\$250.82	\$267.16	\$275.31	\$272.68
State Average	\$292.74	\$300.52	\$293.95	\$303.41
% WIU Is Under the State Average	(14.3%)	(11.1%)	(6.3%)	(10.1%)

Western Illinois University also maintains a goal to remain 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 20
 Administrative Costs per Credit Hour at Illinois Public Universities
 Fiscal Year 2008 through Fiscal Year 2011

	Fiscal Year			
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Chicago State	\$130.16	\$137.81	\$82.93	\$106.40
Eastern Illinois	\$75.87	\$79.53	\$75.35	\$74.80
Governors State	\$129.85	\$134.07	\$119.49	\$125.05
Illinois State	\$76.59	\$84.67	\$85.35	\$88.86
Northeastern Illinois	\$66.11	\$68.42	\$73.13	\$71.80
Northern Illinois	\$91.89	\$95.17	\$95.63	\$97.75
Southern Illinois-Carbondale	\$87.58	\$84.46	\$84.34	\$81.76
Southern Illinois-Edwardsville	\$65.28	\$64.03	\$58.36	\$61.59
Illinois-Chicago	\$70.81	\$75.81	\$70.51	\$75.00
Illinois-Springfield	\$121.33	\$116.76	\$101.60	\$105.00
Illinois-Urbana/Champaign	\$77.70	\$77.88	\$77.93	\$84.38
Western Illinois	\$63.55	\$68.90	\$68.70	\$67.76
State Average	\$80.38	\$82.82	\$79.64	\$83.18
% WIU Is Under the State Average	(20.9%)	(16.8%)	(13.7%)	(18.5%)

Next Steps

The campus community will continue implementing priorities and goals in *Higher Values in Higher Education* and the *Long Term Plan for Western Illinois University*. The vice presidents and areas that report to the president will present annual accomplishments and plans to the University on April 17-18, 2014. This will be followed by annual *Higher Values in Higher Education* and *Long Term Plan Updates* at the October 2014 Western Illinois University Board of Trustees meeting and the *Fiscal Year 2015 Performance Report* presented at the December 2014 Board meeting.