

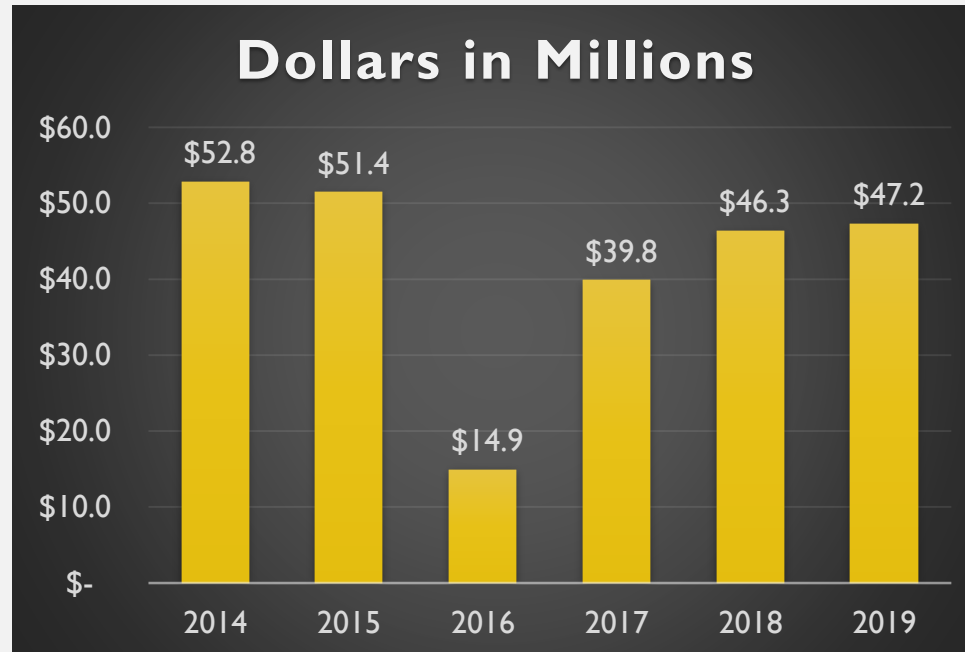
POSITIONING WESTERN ILLINOIS UNIVERSITY FOR THE FUTURE

Presented to the
Western Illinois University Board of Trustees
September 28, 2018

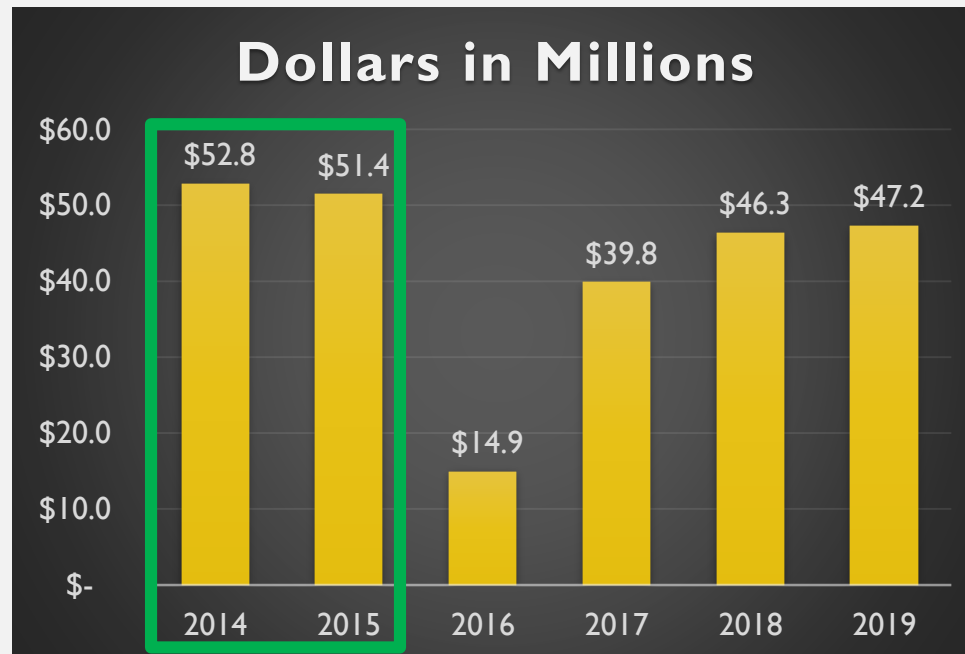
BACKGROUND DATA

Presented to the
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STATE FUNDING: FISCAL YEARS 2014-2019

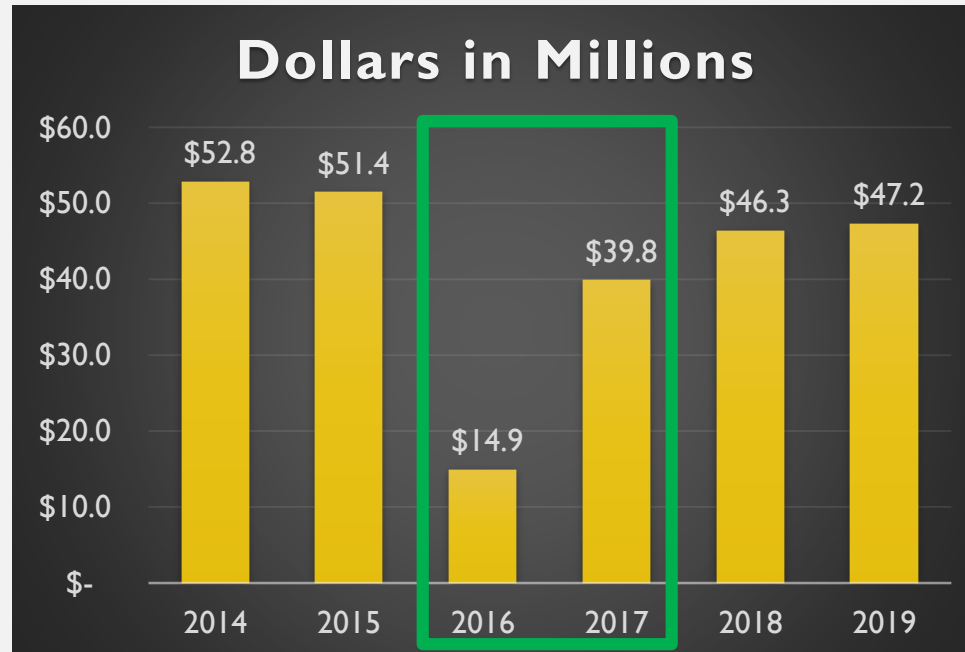


STATE FUNDING: FISCAL YEARS 2014-2019



Before the Budget Impasse: WIU received \$104.2M

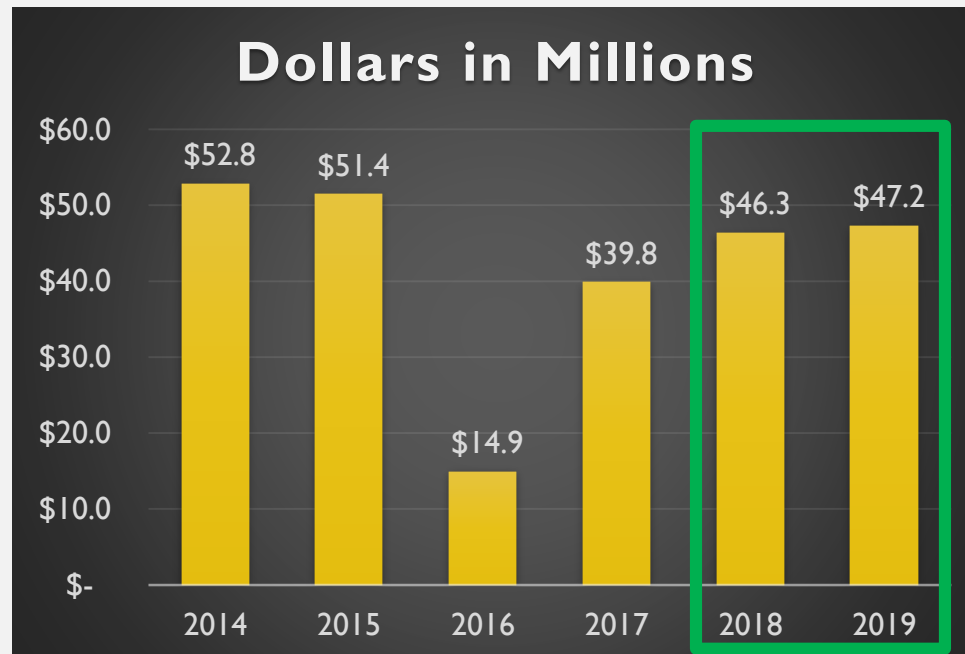
STATE FUNDING: FISCAL YEARS 2014-2019



During the Budget Impasse: WIU Received \$54.7 Million—a 48% reduction from FY14-15

This is the equivalent of receiving one year of revenue for two years of expenses

STATE FUNDING: FISCAL YEARS 2014-2019

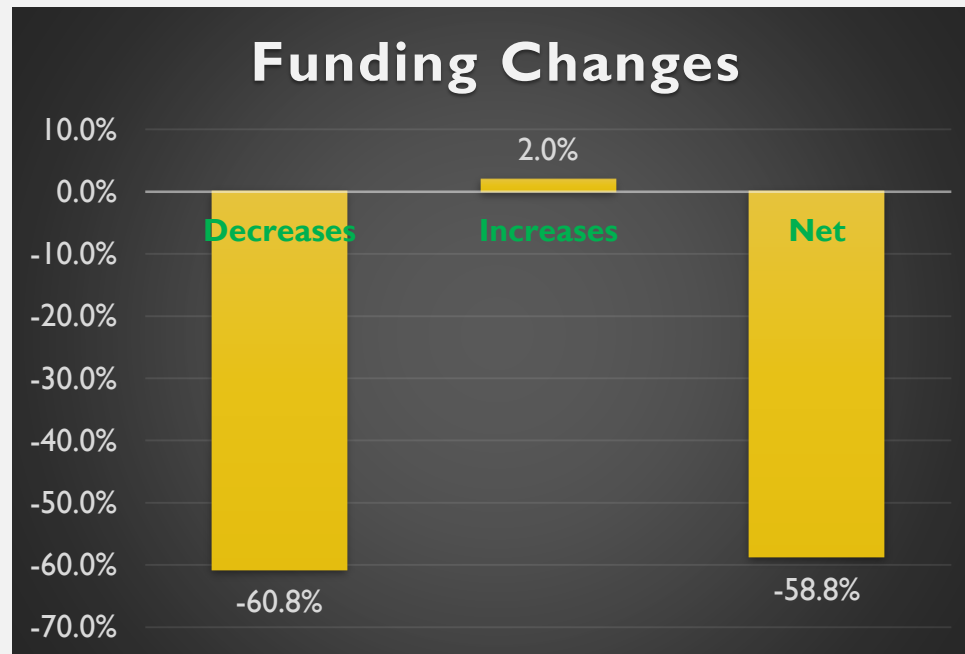


After the Budget Impasse: WIU received \$93.5M

This is \$10.7M (10.3%) less than FY14-15

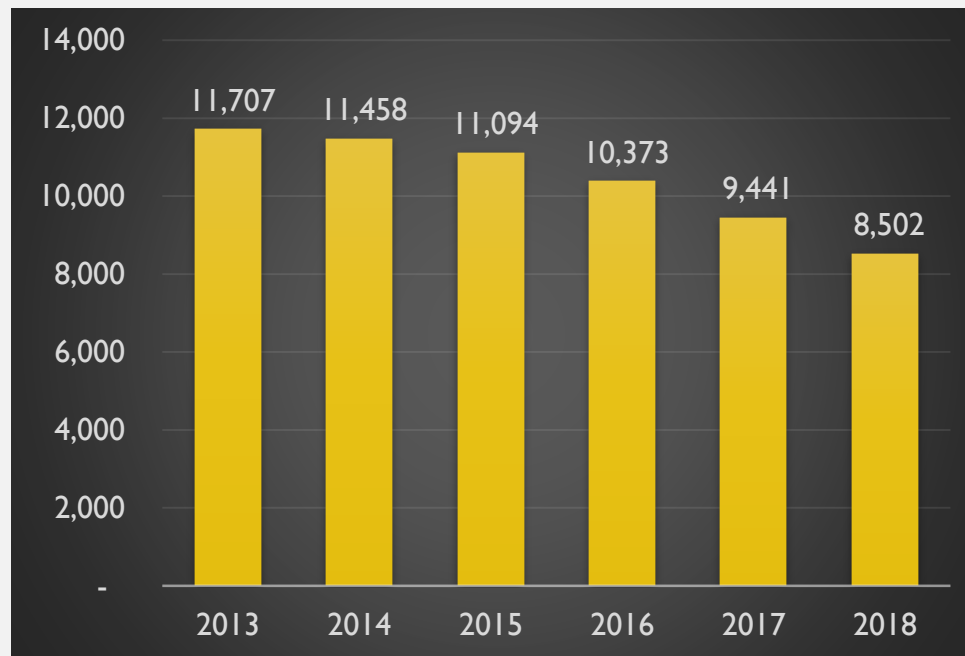
Totaling \$65.4M (58.8%) less than FY14-15

STATE FUNDING: FISCAL YEARS 2014-2019



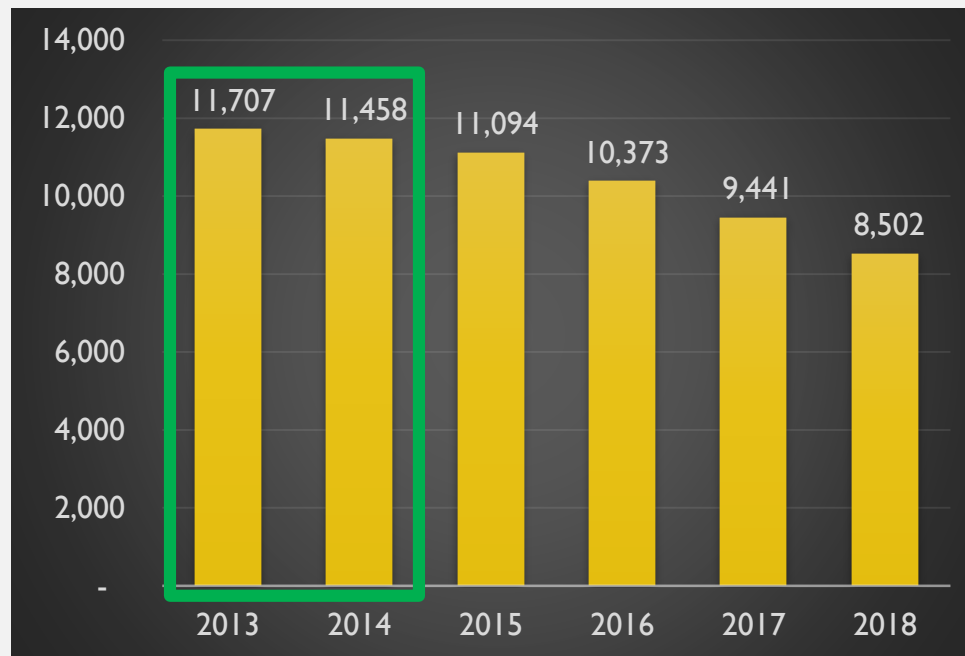
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TOTAL ENROLLMENT FALL 2013-2018



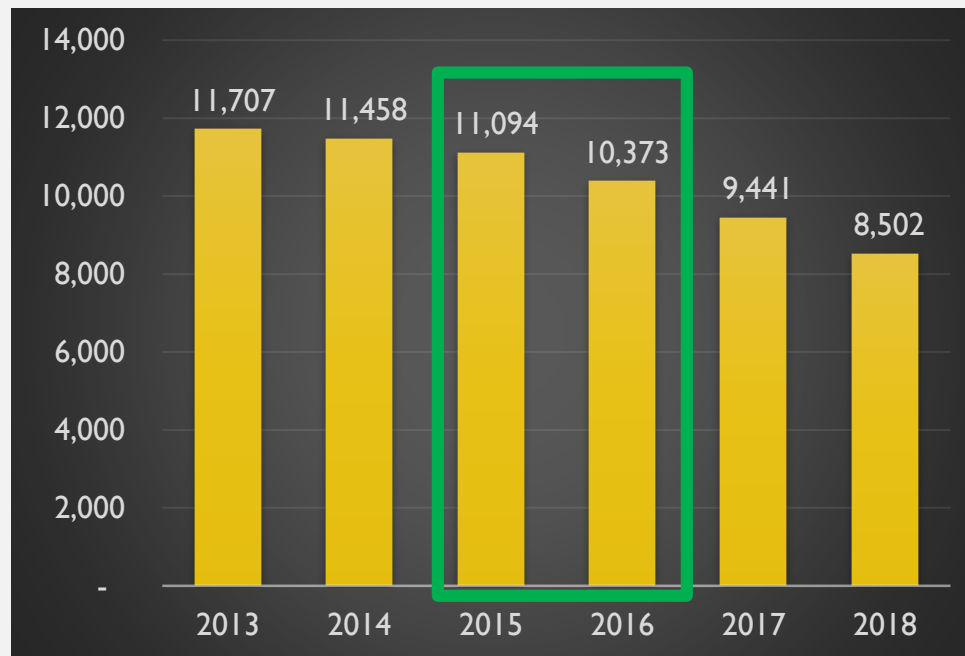
- Total headcount enrollment decreased by 3,205 students (27.4%) since fall 2013

TOTAL ENROLLMENT FALL 2013-2018



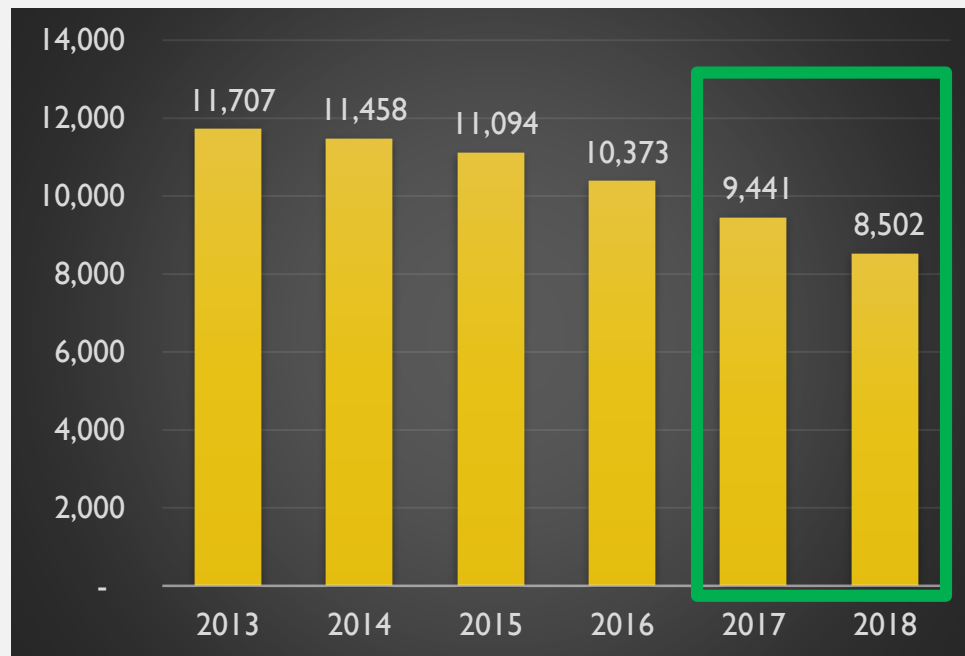
- **Before the Budget Impasse:** Enrollment maintained at over 11,000 students (Fall 2013-2014)

TOTAL ENROLLMENT FALL 2013-2018



- **During the Budget Impasse:** Enrollment declined to just slightly above 10,000 students

TOTAL ENROLLMENT FALL 2013-2018



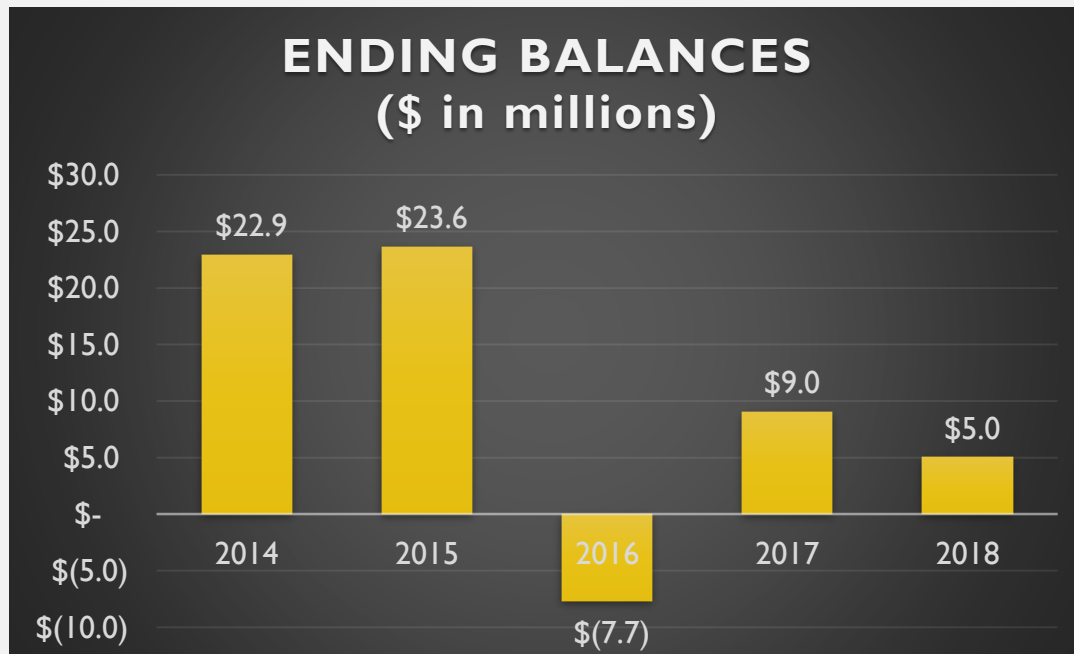
- **After the Budget Impasse:** Enrollment decline escalated

WHY ARE STUDENTS LEAVING ILLINOIS TO ATTEND COLLEGE OUT OF STATE?

- Aggressive recruitment from out-of-state institutions
- Effects of the statewide budget impasse
- Belief that you will get a better education if you go elsewhere
- Not fully funding the MAP program
- Belief it is less expensive to attend out-of-state

–Chicago Sun Times, September 21, 2018

UNIVERSITY RESERVES FISCAL YEARS 2014-2018



- Exhausted Reserves
- From 2 months of payroll to 2 weeks on payroll
- University projected to deficit spend in FY19

SUMMARY OF FISCAL AND ENROLLMENT CHALLENGES

1. The State continues in the aftermath of the budget impasse to invest less in higher education
2. The State retains cash flow issues; universities do not receive lump sum appropriations
3. WIU and other Illinois public universities face declining enrollment
4. The University has increasing tuition dependency and diminishing reserves

FY16-18 PRIORITIES AND REINVESTMENT PLAN

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FY16-18 PRIORITIES AND REINVESTMENT PLAN

- Create Reinvestment Pool
- Provide High Demand Programs
- Remove Enrollment Barriers
- Improve Retention
- Increase Revenue
- Decrease Expenses
- Enhance Operational Efficiencies
- Engage in All Funds Budgeting

FY16-18 PRIORITIES AND REINVESTMENT PLAN

Diversified Revenue Streams

- Increases in Foundation Revenue
- Increases in Grants and Contracts
- Established PEI

Reduced Personnel and Operating Expenditures

Disestablished Academic Programs

Engaged in Shared Sacrifices

- Voluntary No Pay Program
- Furloughs
- Deferred Raises

UNIVERSITY STAFFING: FALL 2014-2017

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>		<u>Number</u>	<u>Percent</u>
Faculty	709	679	615	608		(101)	(14.2%)
A/P	459	451	413	397		(62)	(13.5%)
CS	807	781	657	630		(177)	(21.9%)
Total	<u>1,975</u>	<u>1,911</u>	<u>1,685</u>	<u>1,644</u>		<u>(331)</u>	<u>(16.8%)</u>

Protected the academic core by reducing
staff to faculty at a ratio of 2.4:1

FACULTY STAFFING: FALL 2014-2017

	<u>2014</u> <u>(FY15)</u>	<u>2015</u> <u>(FY16)</u>	<u>2016</u> <u>(FY17)</u>	<u>2017</u> <u>(FY18)</u>		<u>Number</u>	<u>Percent</u>
Tenure/Tenure Track	456	454	412	412		(44)	(9.6%)
Non-Tenure Track	121	130	120	106		(15)	(12.4%)
Non-Negotiated Temporary/Adjunct	94	57	52	57		(37)	(39.4%)
Department Chairs	38	38	31	33		(5)	(13.2%)
Faculty Subtotal	<u>709</u>	<u>679</u>	<u>615</u>	<u>608</u>		<u>(101)</u>	<u>(14.2%)</u>

UNIVERSITY EXPENDITURES FISCAL YEARS 2015-2017

					Cumulative Reduction	
	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>Amount</u>	<u>Percent</u>
A/P	\$23,092,806	\$21,965,529	\$20,106,450	\$19,976,500	(\$3,116,300)	(13.5%)
Faculty	50,807,647	50,964,699	46,443,196	46,349,200	(4,458,500)	(8.8%)
Civil Service	22,094,879	20,575,680	17,681,424	17,911,700	(4,182,800)	(18.9%)
Extra Help/ Overtime	502,224	390,193	534,442	328,400	(173,800)	(34.6%)
Student Help	1,148,841	978,977	998,905	992,100	(156,700)	(13.6%)
Graduate Assistants	2,563,030	2,495,397	2,445,528	2,456,000	(107,000)	(4.2%)
Summer Session	1,510,489	1,586,896	1,551,125	1,465,500	(45,000)	(3.0%)
Reimburse- ment/Award	26,499	9,167	7,043	6,100	(20,400)	(77.0%)
Total	<u>\$101,746,415</u>	<u>\$98,976,538</u>	<u>\$89,768,113</u>	<u>\$89,485,500</u>	<u>(\$12,260,500)</u>	<u>(12.1%)</u>

UNIVERSITY EXPENDITURES FISCAL YEARS 2015-2017

					Cumulative Reduction	
	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>Amount</u>	<u>Percent</u>
Fringe Benefits	\$94,799	\$119,386	\$125,130	\$191,700	\$96,900	102.2%
FICA	1,348,418	1,318,020	1,192,587	(157,600)	(157,600)	(11.7%)
Group Insurance	1,744,800	1,744,800	1,744,800	\$0	0	0.0%
Contractual	10,335,345	9,082,535	9,637,672	9,968,800	(366,500)	(3.5%)
Travel	674,645	342,277	272,736	347,900	(326,700)	(48.4%)
Commodities	1,271,601	752,249	890,986	975,000	(296,100)	(23.3%)
Equipment	1,488,095	113,474	143,465	1,152,600	(335,500)	(22.5%)
Library Books	1,222,894	1,208,842	1,242,345	880,300	(342,600)	(28.0%)
Tele.	475,281	367,899	327,298	319,600	(155,700)	(32.8%)
Automotive	274,631	173,000	126,091	133,500	(141,100)	(51.4%)
Awards, Grants, and Matches	4,849,968	5,968,060	7,300,574	7,487,800	2,617,800	53.8%
Perm. Imp.	626,969	16,082	33,200	39,700	(\$587,300)	(93.7%)
Grand Total	<u>\$24,407,446</u>	<u>\$21,206,624</u>	<u>\$23,036,884</u>	<u>\$24,433,000</u>	<u>\$5,600</u>	<u>0.0%</u>

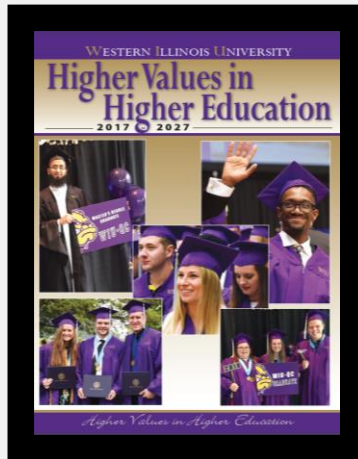
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Less Awards/ Grants/Matches	\$19,557,478	\$15,238,564	\$15,736,310	16,945,200	(\$2,612,278)	(13.4%)

POSITIONING WESTERN ILLINOIS UNIVERSITY FOR THE FUTURE PLAN

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VISION AND MISSION



- **Vision:** To be a national leader in quality, opportunity, and affordability
- **Mission:** To prepare students to lead in dynamic and diverse communities

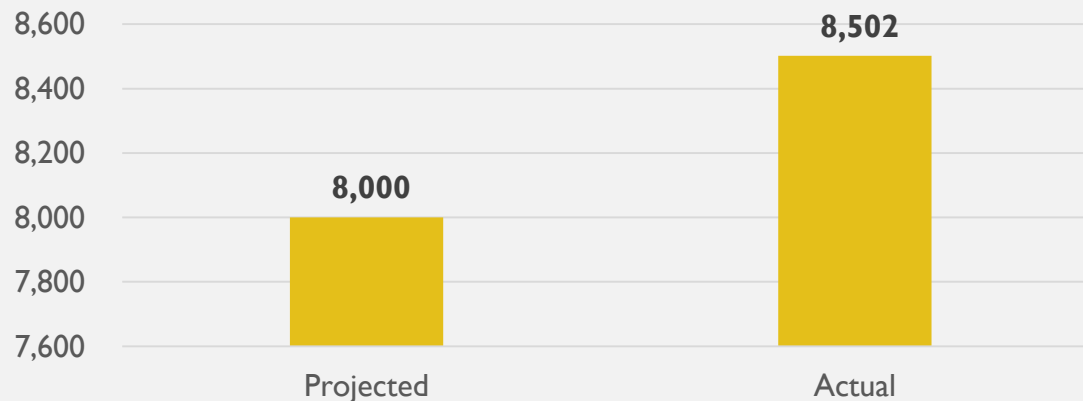
GOALS

1. Advance the Vision, Mission, Goals and Priorities of *Higher Values in Higher Education 2017-2027*
2. Reduce Expenditures and Eliminate Deficit Spending
3. Grow New Student Enrollment
4. Improve Retention and Graduation Rates
5. Increase and Diversify Revenue Streams
6. Achieve Reaffirmation of Accreditation from the Higher Learning Commission in Academic Year 2020-2021

GUIDING PRINCIPLES

- We will continue to be guided by the University's Vision, Mission, and Values articulated in *Higher Values in Higher Education*
- The total university enrollment goal is 10,000 students to align resources with enrollment and finances

Fall 2018 Total Enrollment Comparison



GUIDING PRINCIPLES

- We will minimize layoffs to tenured faculty
- Students will be held harmless in academic realignment:
 - Students on both campuses and online will continue to have access to courses needed for degree requirements, which includes General Education courses
 - We will continue to provide four year undergraduate experiences and graduate programs in Macomb, Quad Cities, and through distance education
- Any disestablishment of academic program must carefully evaluate the benefit against significant giving to the University and the role of the programs in our host communities

GUIDING PRINCIPLES

- We will review all service areas for increased efficiency
- Fiscal reductions will not occur in admissions, marketing, or development
- We will reinvest in high-need and growth areas
- We will continue to demonstrate strict adherence to the Higher Learning Commission's Criteria for Accreditation
- We will uphold the University's commitments to shared governance, transparency, and administrative decision making

**GOAL 1:
ACHIEVE THE VISION, MISSION,
GOALS, AND PRIORITIES OF HVHE**

**Higher Values in Higher
Education**

**Positioning WIU
for the Future Plan**

**Future Strategic
Plan Supplements**

**Presidential
Initiatives**

**Accreditation Self
Study**

**Consolidated
Annual Reports**

GOAL 2: REDUCE EXPENDITURES AND ELIMINATE DEFICIT SPENDING

Initial Actions

- Provided FY20 layoff notifications to 24 faculty members
- Removed 62 vacant faculty positions from the budget
- Permanently reduced operating budgets by 25%
- Notified Tri-States Public Radio of Elimination of Appropriated Funding
- Initiated review of all service areas to identify opportunities for increased efficiency
- Enacted Academic Program Elimination Committee (Report due December 2, 2018)

**GOAL 2:
REDUCE EXPENDITURES AND
ELIMINATE DEFICIT SPENDING**

Initial Actions

- Enacting New Enterprise Car Pilot Program in the Quad Cities
- Ratifying Contact with The American Federation of State, County and Municipal Employees, Council 31, AFL-CIO on behalf of Local Union No. 417

GOAL 3: GROW ENROLLMENT

Academic Realignment Plan

- Draft Introduced July 16, 2018
- Provost having meetings with all Deans and Department Chairs
- Provost's Office meeting with all departments and schools in the College of Arts and Sciences and others by request
- Members of the President's Leadership Team attending meetings of the Colleges, Library, and the Quad Cities campus

GOAL 3: GROW ENROLLMENT

Meeting	Date	Time
College of Arts and Sciences	October 11, 2018	3:30 PM
College of Business and Technology	October 15, 2018	3:30 PM
School of Global Education and Outreach	November 1, 2018	3:30 PM
College of Education and Human Services	November 5, 2018	3:30 PM
University Libraries	November 8, 2018	3:30 PM
College of Fine Arts and Communication	November 15, 2018	3:30 PM
Western Illinois University-Quad Cities	TBD	TBD

GOAL 3: GROW ENROLLMENT

Additional Actions

Hiring of a Recruiter to Target Military Students

New Agreement with Rock Island Arsenal

Developing Agreements with Community College of the Airforce

- October 1 Meeting

New Online Opportunities

- B.B. in Supply Chain Management
- M.S. Ed. in Educational Studies

GOAL 3: GROW ENROLLMENT

Placing Centennial Honors College at the Forefront of the University

- Two potential schemes have been presented to members of the Task Force, Western Lab Alumni, staff, members of the University Honors Council, and administrators
- Feedback is currently being compiled to share with the team



GOAL 3: GROW ENROLLMENT

Placing Centennial Honors College at the Forefront of the University

- Three design firms have been selected for interviews to compete Simpkins Hall roof replacement and tuckpointing



GOAL 3: GROW ENROLLMENT

Placing Centennial Honors College at the Forefront of the University

- Begin work in the Quad Cities Library soon



GOAL 4: IMPROVE RETENTION AND GRADUATION RATES

Enhancing the Predictive Analytic framework

- Add non-cognitive variables
- Develop new transfer model

Hosting Meeting of On-Line Institutions (October 5)

- Antioch University
- Capella University
- College for Financial Planning
- Colorado Technical University
- National American University
- Southwest Polytechnic Institution

GOAL 4: IMPROVE RETENTION AND GRADUATION RATES

Initiating Hiring of a Director for the new Retention Center

Exploring Expanding Experiential Education

- Internship Committee
- Cooperative Education
- Guaranteed Employment Programs

GOAL 5: INCREASE AND DIVERSIFY REVENUE STREAMS

Meeting with Governor's Office of Management and Budget (GOMB)

- September 20, 2018

Hosting Budget Meeting with Illinois Board of Higher Education

- October 5, 2018

Follow Up Meeting with GOMB

- October date TBD

Western I01

- November date TBD

**GOAL 6:
ACHIEVE REAFFIRMATION OF
ACCREDITATION**

Forming Social Responsibility Task Force

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