

# The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results

Presented to the  
Western Illinois University Board of Trustees  
June 8, 2018

# Background

- Reporting began in FY16 as the University addressed the historic and unprecedented statewide budget impasse
- Reporting was designed on this plan to continue through FY18 as part of the University's Quality Initiative to the Higher Learning Commission

# Board Discussions

## The State:

1. Investing less in higher education
2. Allocating partial funding for FY16 and FY17
3. Retaining cash flow issues
4. Demonstrating a history where funding increases are unlikely

## The University addressing:

1. Declining Enrollment
2. Increasing Tuition Dependency

## Implement an 8-point *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

# Priority 1: Create Reinvestment Pool

- Holding 25% of appropriated operating budgets across the University

Actual FY17 appropriated funds operating expenses were 20.7% of appropriated funds expenditures (and are budgeted at 22.5% for FY18)

- Evaluating replacement hires with regard to mission centrality and priority need

# Priority 2: Provide High Demand Programs

- During the last three years:
  - Established new educational opportunities
  - Expanded the online degree portfolio
  - Introduced new hybrid programs

Established
B.S. Cybersecurity
B.S. Mechanical Engineering
B.S. Middle Level Education
B.A. Broadcasting and Journalism (formerly separate degrees)
Integrated Degree History
Integrated Degree B.A. in General Studies/M.A. in LEJA
Master's Degree Program: B.A. in Anthropology/Master of Liberal Arts and Sciences
M.A. Community and Economic Development
M.S. Applied Statistics and Decision Analytics
M.S. Ed. Educational Studies
<u>10 new opportunities</u>



Established	New Online
B.S. Cybersecurity	B.B. Accountancy
B.S. Mechanical Engineering	B.A. Anthropology
B.S. Middle Level Education	B.A./B.B. Economics
B.A. Broadcasting and Journalism (formerly separate degrees)	B.B. Management
Integrated Degree History	M.A. Law Enrolment and Justice Administration
Integrated Degree B.A. in General Studies/M.A. in LEJA	
Master's Degree Program: B.A. in Anthropology/Master of Liberal Arts and Sciences	
M.A. Community and Economic Development	
M.S. Applied Statistics and Decision Analytics	
M.S. Ed. Educational Studies	
<u>10 new opportunities</u>	<u>5 new online opportunities</u>

Established	New Online	New Hybrid
B.S. Cybersecurity	B.B, Accountancy	MBA
B.S. Mechanical Engineering	B.A. Anthropology	M.A. Community and Economic Development
B.S. Middle Level Education	B.A./B.B. Economics	M.S. College Student Personnel
B.A. Broadcasting and Journalism (formerly separate degrees)	B.B. Management	
Integrated Degree History	M.A. Law Enrolment and Justice Administration	
Integrated Degree B.A. in General Studies/M.A. in LEJA		
Master's Degree Program: B.A. in Anthropology/Master of Liberal Arts and Sciences		
M.A. Community and Economic Development		
M.S. Applied Statistics and Decision Analytics		
M.S. Ed. Educational Studies		
<u>10 new opportunities</u>	<u>5 new online opportunities</u>	<u>3 new hybrid opportunities</u>



# Priority 2: Provide High Demand Programs

- Reinststate 1 Hour Counselor Education Courses
  - Planning for Counselor Summits in the Fall
- Place the Honors College at the Forefront of the University



# Priority 3: Remove Enrollment Barriers

- Increasing timeliness of communications
  - Implementing Customer Relationship Management Software
  - Implementing ACT self-report and validation
- Using federal SEOG funding to eliminate the “MAP GAP”

# Priority 4: Improve Retention

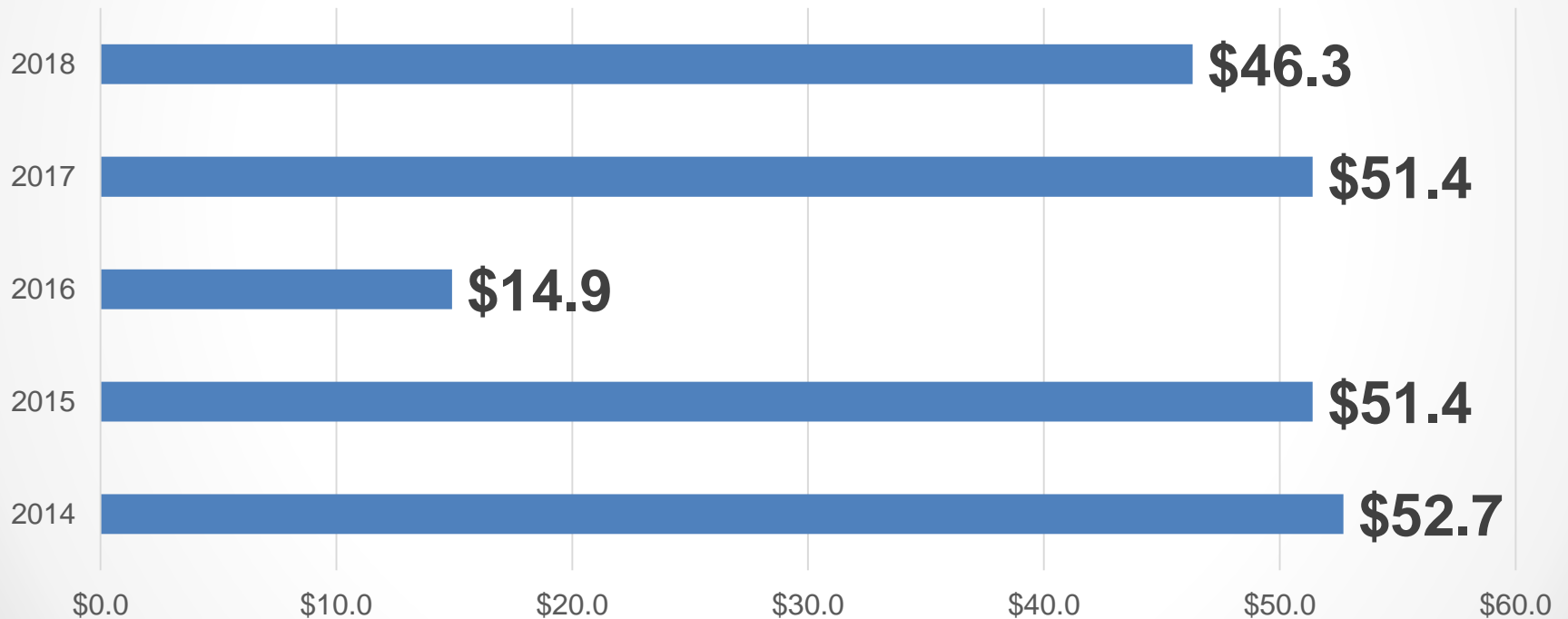
- Yield Rate (enrolled/applied)
- Show-Rate (enrolled/accepted)
  - Increased educational outreach activities exemplified in today's President's Executive Institute Power Point
- 85.7% of the eligible spring 2017 undergraduate students had re-enrolled as of June 7, 2017
- 87.2% of the eligible spring 2018 undergraduate students had re-enrolled as of June 6, 2018

# Priority 5: Increase Revenue

- Advocate for the Restoration of Fair and Predictable Funding
  - Higher Education Working Group
  - Illinois Public Higher Education Reception
  - Senate Budget Testimony
  - House Budget Testimony
- Carefully Monitoring Enrollment
  - Applications
  - Acceptances
  - Enrollment and Housing Deposits
- Carefully Monitor State Funding

# Priority 5: Increase Revenue

State Appropriations by Fiscal Year  
(\$ in Millions)



# Priority 5: Increase Revenue

## Appropriations Received by Month

	FY17	FY18
Prior to July	\$39,786,900	--
July	6,793,900	\$251,931
August	--	4,930,081
September	2,986,203	4,842,930
October	--	8,452,865
November	--	5,995,190
December	1,999,021	3,702,880
January	2,205,266	4,488,896
February	--	--
March	6,071,738	4,302,007
April	--	324,134
May	--	8,808,780
June (to date)	--	--
% Received	100.0%	99.6%

# FY19 Operations and Grants Recommended Increases

	IBHE	Governor	Final Appropriation
Chicago State	2.0%	0.0%	1.9%
Eastern Illinois	2.3%	0.0%	2.0%
Governors State	2.5%	0.0%	2.0%
Illinois State	2.2%	0.0%	2.1%
Northeastern Illinois	2.4%	0.0%	2.0%
Northern Illinois	2.1%	0.0%	2.0%
Southern Illinois	2.1%	0.0%	2.0%
Western Illinois	2.2%	0.0%	2.0%
University of Illinois	2.2%	0.0%	1.9%
Total	2.2%	0.0%	2.0%

Source: June 5, 2018, IBHE Informational Item

# FY19 Capital Projects Summary

## (\$ in millions)

	Total	Number of Projects
University of Illinois	\$144,332.5	22
Western Illinois	98,685.0	5
Northeastern Illinois	90,101.0	7
Chicago State	86,041.5	8
Illinois State	65,885.0	6
Northern Illinois	16,822.2	4
Southern Illinois	16,459.8	11
Eastern Illinois	9,605.1	7
Governors State	725.0	2
Total	\$528,627.0	72

Source: June 5, 2018, IBHE Informational Item



# FY19 Capital Projects Summary

## Reminders

- Funding has to be appropriated **and** released before projects can commence
- The State also appropriated \$41.6 million for capital renewal
- WIU received \$485,000 of this appropriation
-

# FY19 WIU Capital Projects (\$ in thousands)

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	Total
Center for Performing Arts	\$89,000.0



*Source: June 5, 2018, IBHE Informational Item*

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	Total
Center for Performing Arts	\$89,000.0
Capital Renewal	485.0

*Source: June 5, 2018, IBHE Informational Item*

# FY19 WIU Capital Projects (\$ in thousands)

	Total
Center for Performing Arts	\$89,000.0
Capital Renewal	485.0
Quad Cities Campus	5,660.0

*Source: June 5, 2018, IBHE Informational Item*

# FY19 WIU Capital Projects (\$ in thousands)

	Total
Center for Performing Arts	\$89,000.0
Capital Renewal	485.0
Quad Cities Campus	5,660.0
Quad Cities Campus	3,315.0

*Source: June 5, 2018, IBHE Informational Item*

# FY19 WIU Capital Projects (\$ in thousands)

	Total
Center for Performing Arts	\$89,000.0
Capital Renewal	485.0
Quad Cities Campus	5,660.0
Quad Cities Campus	3,315.0
Memorial Hall and Other Permanent Improvements	225.0

*Source: June 5, 2018, IBHE Informational Item*

# FY19 WIU Capital Projects (\$ in thousands)

	Total
Center for Performing Arts	\$89,000.0
Capital Renewal	485.0
Quad Cities Campus	5,660.0
Quad Cities Campus	3,315.0
Memorial Hall and Other Permanent Improvements	225.0
<b>Total</b>	<b><u>\$98,685.0</u></b>

*Source: June 5, 2018, IBHE Informational Item*



# Priority 6: Decrease Expenses

- Conserve and Limit Operational Expenditures
- Carefully Evaluate Replacement Hires

# Total University Faculty and Staff

## Fall 2015 through Fall 2017

	<u>2015</u> <u>(FY16)</u>	<u>2016</u> <u>(FY17)</u>	<u>2017</u> <u>(FY18)</u>	<u>Number</u>	<u>Percent</u>
Faculty	679	615	608	(71)	(10.5%)
A/P	451	413	397	(54)	(12.0%)
CS	781	657	630	(151)	(19.3%)
Total	<u>1,911</u>	<u>1,685</u>	<u>1,644</u>	<u>(267)</u>	<u>(14.0%)</u>

# Total University Faculty

## Fall 2014 through Fall 2017

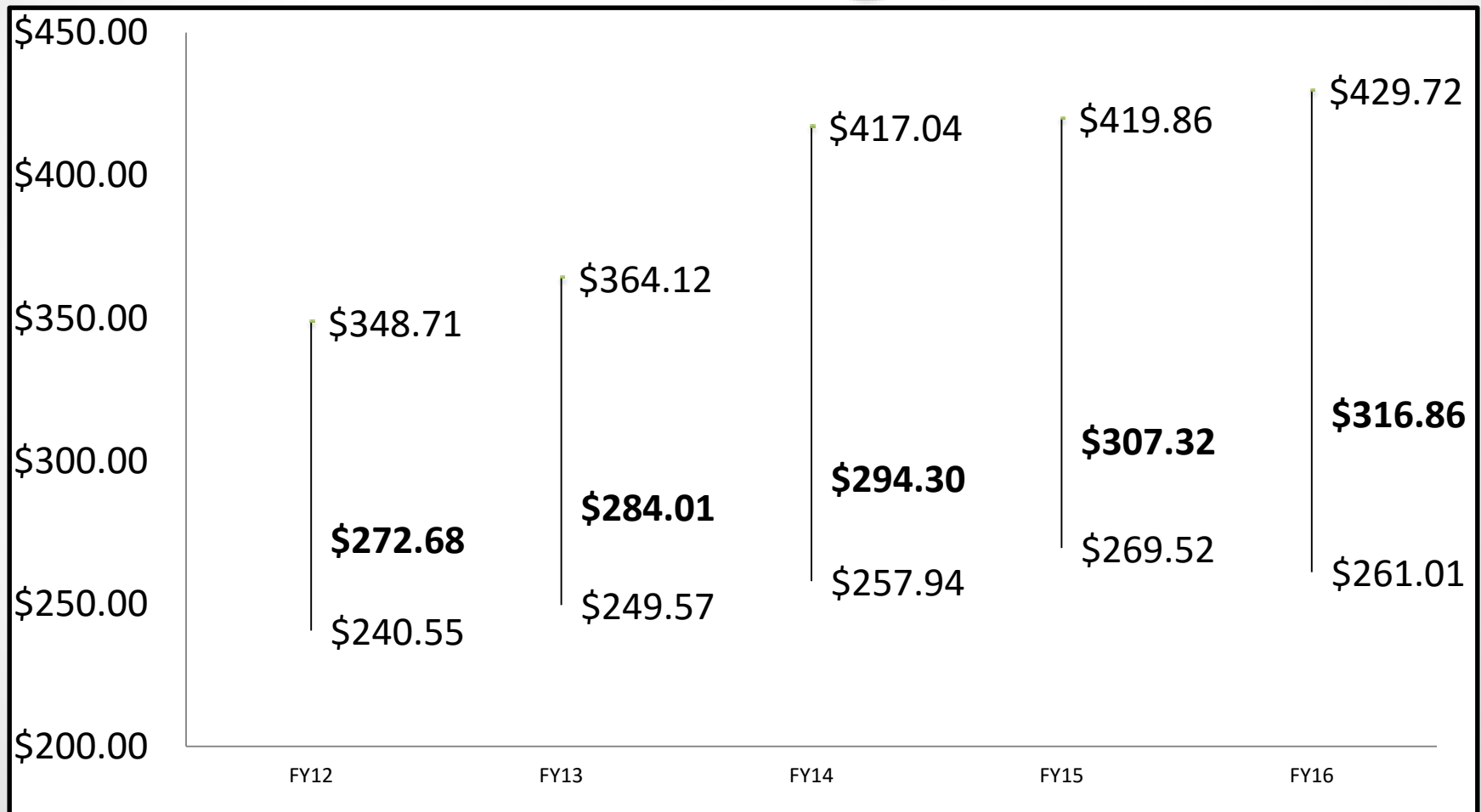
	<u>2015</u> <u>(FY16)</u>	<u>2016</u> <u>(FY17)</u>	<u>2017</u> <u>(FY18)</u>
Tenure/Tenure Track Unit A	454	412	412
Non-Tenure Track Unit B	130	120	106
Non-Negotiated Temporary/Adjunct	57	52	57
Department Chairs	38	31	33
Faculty Subtotal	<u>679</u>	<u>615</u>	<u>608</u>

# Priority 7: Enhance Efficiency

## Instructional Costs per Credit Hour

Fiscal Year	WIU	% Below State Avg.
2012	\$272.68	(10.1%)
2013	\$284.01	(10.6%)
2014	\$294.30	(12.3%)
2015	\$307.32	(19.6%)
<b>2016</b>	<b>\$316.86</b>	<b>(11.7%)</b>

# Instructional Costs Per Credit Hour: Statewide Low, High, and WIU



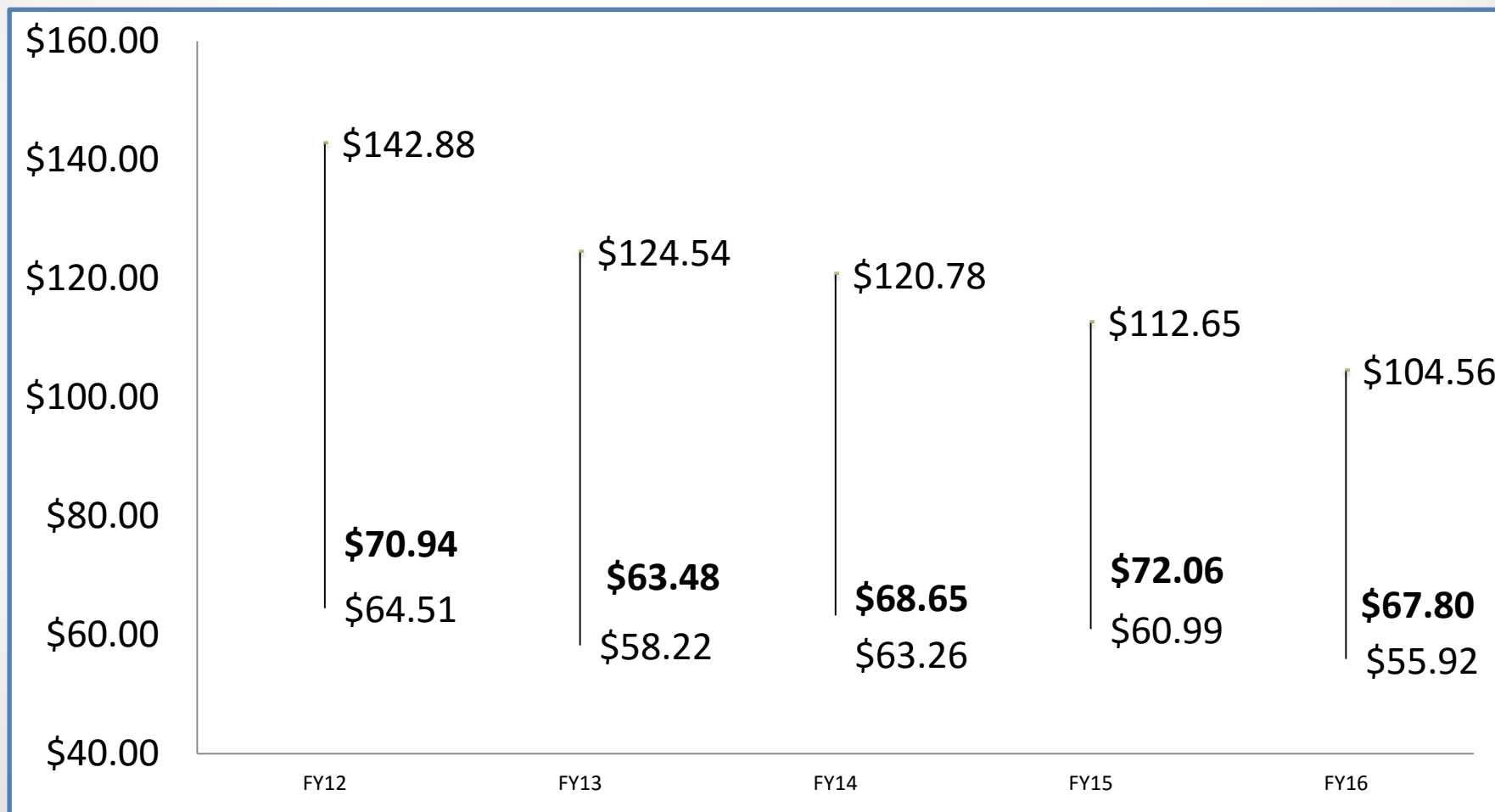
Source: Illinois Board of Higher Education Cost Study

# Priority 7: Enhance Efficiency

## Administrative Costs per Credit Hour

<u>Fiscal Year</u>	<u>WIU</u>	<u>% Below State Average</u>
FY 2012	\$70.94	(19.3%)
FY 2013	\$63.48	(26.9%)
FY 2014	\$68.85	(24.0%)
FY 2015	\$72.06	(20.5%)
<b>FY 2016</b>	<b>\$67.80</b>	<b>(18.4%)</b>

# Administrative Costs Per Credit Hour: Statewide Low, High, and WIU



Source: Illinois Board of Higher Education Cost Study

# Disestablished

1. B.A. African-American Studies

2. B.S. Athletic Training

3. B.S. Media & Instructional Technology

4. B.A. Music

5. B.A. Philosophy

6. B.A. Religious Studies

7. B.A. Women's Studies





Disestablished	Eliminated	Created
1. B.A. African-American Studies	1. Departments of African American Studies, Philosophy and Religious Studies, and Women's Studies	A) Department of Liberal Arts and Sciences (housing African American Studies, Religious Studies, Women's Studies minors)
2. B.S. Athletic Training		B) Department of Mathematics and Philosophy
3. B.S. Media & Instructional Technology		
4. B.A. Music		
5. B.A. Philosophy		
6. B.A. Religious Studies		
7. B.A. Women's Studies		

Disestablished	Eliminated	Created
1. B.A. African-American Studies	1. Departments of African American Studies, Philosophy and Religious Studies, and Women's Studies	A) Department of Liberal Arts and Sciences (housing African American Studies, Religious Studies, Women's Studies minors)
2. B.S. Athletic Training		B) Department of Mathematics and Philosophy
3. B.S. Media & Instructional Technology		
4. B.A. Music	2. Eliminated Department of Dietetics, Fashion Merchandising and Hospitality	A) B.S. in Apparel and Textile Merchandising moved to Management and Marketing
5. B.A. Philosophy		B) B.S. in Dietetics moved to Kinesiology
6. B.A. Religious Studies		C) B.S. in Hospitality Management moved to RPTA
7. B.A. Women's Studies		D) B.S. in Family and Consumer Sciences moved to College Office

Disestablished	Eliminated	Created
	3. Eliminated Department of Geography, Geographic Information Sciences and Meteorology and Department of Geology	A) Department of Earth, Atmospheric, and Geographic Information Sciences
Total	6 Departments	3 Departments

# Priority 8: Engage in All Funds Budgeting

- Intensify fundraising
- Increase contracts and grants
- Establish new revenue streams through the President's Executive Institute
- Support other forms of entrepreneurialism

# Evaluate the Position of the University

## Continued Advancement

- Higher Values in Higher Education
- Strategic Plan Supplements
- President's Executive Institute
- National Recognitions and Accolades



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