

To: Members of the Western Illinois University Board of Trustees
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From: Joe Rives, Vice President, Quad Cities and Planning

Date: November 30, 2017

Re: November 2017 Strategic Plan Update

The *October 2017 Strategic Plan Update* indicated that the first eight meetings of the Social Responsibility Task Force (SRTF) have/will focus on quantitative internal and external environmental scanning. These meetings will be completed on December 13, 2017. In preparation for future meetings, this month's *Strategic Plan Update* lists 51 data sources that have or will be reviewed by the SRTF. Please contact me if there are additional data sources that you recommend the Task Force review before beginning the next phase of strategic plan development.

In the next phase of strategic plan development, the SRTF will use results from environmental scanning to prepare a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis will serve as a basis for drafting goals and priorities for Higher Values in Higher Education 2017-2027. Following institutional precedence, the spring semester will be spent working with the University community and governance groups in an iterative manner to create the next ten-year shared vision and strategic plan for Western Illinois University.

Institutional Data Reviewed

The initial SRTF meetings identified issues facing higher education in general and at Western Illinois University in particular. These conversations focused on issues related to access, affordability, diversity, enrollment, financing of Illinois public higher education, retention and graduation rates, and student preparation for postsecondary education. To study the issue empirically, the SRTF examined longitudinal institutional data related to:

1. Average ACT score, high school grade point average, gender, and ethnic distributions of new freshmen.
2. Average four-year all-cost increases.
3. Centennial Honors College enrollment.
4. Distance education course, credit hour, and headcount enrollment.
5. Enrollment in the High School Dual Enrollment program.
6. Enrollment, persistence, and completion by racial/ethnic designation, gender, and major.
7. Faculty and staff headcounts by racial/ethnic designation.
8. Financial indicators reported to the Higher Learning Commission.
9. Institutional revenue by source of funds.
10. International student enrollment.
11. New freshmen enrollment and retention by county.
12. Number of non-returning new freshmen who left the University in good standing compared to those that left the University on probation or suspension.
13. Percent of new freshmen who started at Western Illinois University, but graduated from another college or university.
14. Percentages of new freshmen and new transfers who were accepted and enrolled at the University (i.e., show-rate analyses).

15. The “MAP Gap,” or difference between tuition and fees and the cost of attendance.
16. Time-to-degree.
17. Trends in state appropriations.
18. Tuition as a percentage of state appropriations.
19. Western Commitment Scholarship enrollments.
20. Western Illinois University’s annual economic impact.

Statewide and National Data Reviewed

Statewide and national data provides indication of whether trends experienced at Western Illinois University were similar or different to those at the state and/or national level. This includes:

21. Administrative costs per credit hour.
22. Annual changes in state appropriations.
23. Average Illinois family income.
24. Average four-year increase in the Higher Education Price Index.
25. College costs as a percent of family income.
26. High School graduation projections by state and racial/ethnic designation.
27. Higher education costs a percentage of family income.
28. Instate tuition and fee rates at Illinois public universities.
29. Instructional costs per credit hour.
30. Market share enrollments at Illinois public universities.
31. Military Times Edge Magazine rankings.
32. National Student Clearinghouse Data.
 - a. Enrollment by college and program for students who were accepted to Western Illinois University, but enrolled elsewhere.
 - b. Total graduates by college or university for new freshmen who started at Western Illinois University, but graduated elsewhere.
33. National Survey of Student Engagement Data.
 - a. Comparisons of first-year and seniors participation in programs and activities that are designed to promote learning and personal development.
34. Number and percent of Illinois high school graduates attending college in- and out-of-state.
35. Percent of students receiving need-based financial aid and loans.
36. Percent of students with unmet financial need.
37. Population changes in Illinois by county.
38. Princeton review rankings.
39. Six-year graduation rates at Illinois public universities and national four-year public universities.
40. Student-to-faculty ratios.
41. Trends in appropriated funding at Illinois public universities.
42. Trends in state need-based (Monetary Assistance Program) financial aid funding.
43. US News and World Report rankings.
44. Washington Monthly rankings.

Benchmarking Data Reviewed

Benchmarking data was also reviewed to see if trends experienced at Western Illinois University were similar or different to trends experienced at universities that are programmatically and empirically similar to Western. Data sources include:

45. Alumni giving rate.
46. Average ACT scores and high school grade point averages of new freshmen.
47. Average debt load for students with loans.
48. Percent of graduates with loans.

- 49. Show rate analyses.
- 50. First-year retention and six-year graduation rates.
- 51. US News and World Report's Diversity Index.

Thank you for contacting me if you any recommended environmental scanning data sources. Please also contact me if have any questions and/or feedback for the continued successful advancement of the *Higher Values in Higher Education 2012-2022*.

cc: President Thomas CSEC President Dorethy SGA President Cortez
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