

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

December 16, 2016

Report 16.12/4 Fiscal Year 2017 Performance Report

Executive Summary

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” in June 2012. *Annual Strategic Plan Supplements* were added beginning in June 2016 to refine initial goals and priorities and to address changing circumstances and items unforeseen at the time of writing the *Strategic Plan*.

The Board and university community evaluate institutional effectiveness with regard to *Strategic Plan* implementation in a three-part annual process:

1. Each spring all academic departments and administrative units articulate accomplishments and plans related to *Higher Values in Higher Education* through consolidated annual reports and presentations made by the vice presidents and areas that report to the president. These reports and presentations are available from the University Planning website at www.wiu.edu/university_planning/annualpresentations.php
2. Consolidated Annual Report presentations provide qualitative data for annual fall *Higher Values in Higher Education Updates*. These *Updates* are available from the University Planning website at www.wiu.edu/university_planning/annualstrategicplanupdates.php.
3. Annual winter *Performance Reports* compare university performance to stated goals and benchmark institutions to determine if Western Illinois University is successfully enacting its vision and achieving its goals. These *Reports* are also available from the University Planning website at www.wiu.edu/university_planning/annualperformancereports.php.

Since implementation of *Higher Values in Higher Education 2012-2022*, 32 (55.2%) of the University’s performance indicators are completed/maintained or progressing in the desired direction, one shows no change (1.7%), and 25 (43.1%) are moving in the opposite direction. Additional data and benchmarking information are provided in the remainder of this *Report*.

FISCAL YEAR 2017 PERFORMANCE REPORT

This *Report* compares institutional performance on *Strategic Plan* goals and priorities over time and to Western Illinois University benchmark institutions. The University’s most current performance (fall 2016 or Fiscal Year 2017) is reported on a longitudinal basis.

An cumulative change analysis was used to describe effects of *Strategic Plan* implementation. An asterisk is displayed in each table to signify initial implementation of *Higher Values in Higher Education 2012-2022*.

Western’s performance in this *Report* 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-Edwardsville, and the University of Illinois-Springfield), all Illinois public universities, and/or Macomb and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data was displayed for the previous year (fall 2015 or Fiscal Year 2016) due to secondary data publishing schedules. For salary comparisons, the agreed upon University Professionals of Illinois-Western Illinois University peer group was used.

Results

Educational Demand and Quality

The first seven tables relate to student recruitment. Western Illinois University’s recruitment and enrollment strengths, challenges, and opportunities are discussed in the *Enrollment, Retention and Graduation Rate Information Report* presented at today’s Board meeting. Please refer to that *Report* for more specific information on university efforts in these areas.

Western Illinois University remains a *U.S. News and World Report* “Top Midwestern Public Regional University” for the 13th consecutive year. Moreover, the University advanced from 11th place in the fall 2015 rankings to 9th place in the fall 2016 rankings (shown below).

Table 1
Top 15 Fall 2016 Midwestern Public Universities
Ranked by U.S. News and World Report

1. Truman State University	9. University of Wisconsin-Stevens Point
2. University of Northern Iowa	9. University of Wisconsin-Whitewater
3. Grand Valley State University	9. Western Illinois University
4. University of Wisconsin-La Crosse	12. University of Nebraska-Kearney
5. University of Wisconsin-Eau Claire	13. Southern Illinois University-Edwardsville
6. Eastern Illinois University	13. University of Illinois-Springfield
6. University of Michigan-Dearborn	15. University of Wisconsin-Stout
8. University of Minnesota-Duluth	

Tables 2-7 provide trend data in student recruitment. Since implementation of *Higher Values in Higher Education 2012-2022*, the University has a smaller total enrollment, with increased student enrollment in off-campus (online) education, and an enrollment profile that is more racially, internationally, and economically diverse. New freshmen cohorts have improving average ACT scores and high school percentile ranks.

Data from Tables 2-7 also compares individual campus performance to results achieved at Western Illinois University benchmark institutions. The University has lower than average freshmen show-rates (ratio of

enrolled to accepted students), higher transfer show-rates, and a diversity index (the probability the two students from different racial/ethnic designations will interact on a daily basis) approaching the statewide average for Illinois public universities.

Table 2 shows the decline in total university enrollment. Both campuses experienced decreases in on-campus enrollment, offset by increases in off-campus enrollment.

Table 2
Total Enrollment with New Freshmen and Transfer Applications, Acceptances, and Show-Rates
Fall 2012 through Fall 2016

	Fall					Four-Year Change	
	2012*	2013	2014	2015	2016	Number	Percent
Total University Enrollment	<u>12,205</u>	<u>11,707</u>	<u>11,458</u>	<u>11,094</u>	<u>10,373</u>	<u>(1,832)</u>	<u>(15.0%)</u>
On-Campus	11,207	10,701	10,418	9,834	9,083	(2,124)	(19.0%)
Off-Campus	998	1,006	1,040	1,260	1,290	292	29.3%
Macomb Enrollment	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>	<u>(1,885)</u>	<u>(17.4%)</u>
On-Campus	10,003	9,464	9,220	8,694	8,107	(1,896)	(19.0%)
Off-Campus	825	741	715	869	836	11	1.3%
Quad Cities Enrollment	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>	<u>53</u>	<u>3.8%</u>
On-Campus	1,204	1,237	1,198	1,140	976	(228)	(18.9%)
Off-Campus	173	265	325	391	454	281	162.4%

	Fall					Four-Year Change	
	2012*	2013	2014	2015	2016	Number	Percent
New Freshmen-Macomb							
Applied	10,254	10,425	10,347	10,667	9,650	(604)	(5.9%)
Accepted	6,438	6,199	6,093	6,463	5,839	(599)	(9.3%)
Enrolled	1,729	1,612	1,563	1,506	1,490	(239)	(13.8%)
Show Rate (Enrolled/Accepted)	26.9%	26.0%	25.7%	23.3%	25.5%	--	(1.4%)
New Freshmen-Quad Cities							
Applied	72	129	324	210	543	471	654.2%
Accepted	43	61	94	71	222	189	439.5%
Enrolled	25	40	42	29	37	12	48.0%
Show Rate (Enrolled/Accepted)	58.1%	65.6%	44.7%	40.8%	16.7%	--	(41.4%)
New Transfers-Macomb							
Applied	2,590	2,282	2,190	2,060	1,921	(669)	(25.8%)
Accepted	1,826	1,555	1,541	1,406	1,317	(509)	(27.9%)
Enrolled	1,075	950	985	867	791	(284)	(26.4%)
Show Rate (Enrolled/Accepted)	58.9%	61.1%	63.9%	61.7%	60.1%	--	1.2%
New Transfers-Quad Cities							
Applied	421	492	456	439	404	(17)	(4.0%)
Accepted	360	391	346	330	269	(91)	(25.3%)
Enrolled	253	293	228	238	177	(76)	(30.0%)
Show Rate (Enrolled/Accepted)	70.3%	74.9%	65.9%	72.1%	65.8%	--	(4.5%)

Table 3 shows that the University has low show-rates for new freshmen when compared to Illinois public universities and Macomb Campus peers. With regard to transfer student show-rates, the Macomb campus ranks 10th among 15 peers and the Quad Cities ranks first among ten peer institutions.

Table 3
New Freshmen and Transfer Student Show Rates
Fall 2015

Illinois Public University Subset	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
New Freshmen Show Rate	23.5%	23.5%	28.2%	34.1%
New Transfers Show Rate	63.7%	57.4%	64.9%	69.8%
All Illinois Public Universities				
New Freshmen Show Rate	23.5%	23.5%	28.0%	34.1%
New Transfers Show Rate	63.7%	55.1%	63.5%	69.8%

Governor State University, Northern Illinois, and Chicago State University did not report data

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
Wisconsin-Stevens Point	48.7%	Wisconsin-Stevens Point	74.2%	Western Illinois-Quad Cities	72.1%
Northern Iowa	44.9%	Nebraska-Kearney	72.4%	University of Illinois-Springfield	69.8%
Wisconsin-Whitewater	44.7%	Northern Iowa	72.0%	Pennsylvania State-Harrisburg	65.6%
Nebraska-Kearney	43.8%	Wisconsin-La Crosse	67.6%	Indiana University-East	64.8%
Central Missouri	43.3%	Central Missouri	66.7%	Montana Tech University	64.5%
Wisconsin-La Crosse	43.1%	Eastern Illinois	65.4%	Indiana University-Kokomo	63.5%
Central Washington	41.1%	Central Washington	64.9%	Saint Ambrose	60.0%
Appalachian State	35.1%	Appalachian State	62.9%	Texas-Permian Basin	55.6%
SIU-Edwardsville	30.5%	Grand Valley State	62.9%	Auburn University-Montgomery	51.4%
Grand Valley State	29.9%	Western Illinois	61.7%	Augustana	48.0%
James Madison	28.3%	SIU-Edwardsville	59.4%	Louisiana State-Shreveport	N/A
Eastern Illinois	25.0%	Wisconsin-Whitewater	59.0%		
Western Illinois	23.5%	James Madison	58.0%		
William Paterson	18.2%	William Patterson	57.0%		
Montclair State	NA	Montclair State	NA		
Truman State	NA	Truman State*	NA		

Table 4 shows increases in minority student enrollment and international student enrollment as a percent of total enrollment on the Macomb Campus, and decreases on the Quad Cities Campus. Pell grant enrollment as a percent of total undergraduate enrollment is down on both campuses. However, these declines have been experienced through the Midwest. Western Illinois University remains in top categories for *U.S. News and World Report* with regard to the most international students, economic diversity, and campus ethnic diversity.

Table 4
Minority and International Student Enrollment as a Percent of Total Enrollment
Pell Grant Recipient Enrollment as a Percent of Total Undergraduate Enrollment
Fall 2012 through Preliminary Fall 2016*

	Fall				
	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Macomb Total Enrollment</u>	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>
Percent Minority Students	28.2%	34.3%	31.3%	32.7%	34.1%
Percent International Students	3.1%	3.6%	5.2%	5.3%	5.4%
<u>Macomb Undergraduate Enrollment</u>	<u>9,785</u>	<u>9,464</u>	<u>8,623</u>	<u>8,121</u>	<u>7,628</u>
Pell Grant Recipients	39.1%	44.3%	44.0%	46.7%	45.2%

Table 4
-continued-

	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Quad Cities Total Enrollment</u>	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>
Percent Minority Students	13.9%	18.5%	16.5%	18.1%	17.9%
Percent International Students	0.4%	0.1%	0.8%	0.8%	0.6%
<u>Quad Cities Undergraduate Enrollment</u>	<u>735</u>	<u>799</u>	<u>1,002</u>	<u>1,020</u>	<u>915</u>
Pell Grant Recipients	38.0%	31.8%	29.9%	31.1%	30.3%

*Fall 2016 Pell Grant data is finalized at the end of term.

Table 5 shows that the University's Diversity Index is approaching the average for all Illinois public universities. The Macomb campus ranks 3rd and the Quad Cities campus ranks 7th in peer group comparisons for this measure.

Table 5
US News & World Report's Diversity Index
Fall 2015

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	.51	.38	.45	.51
All Illinois Public Universities	.51	.38	.55	.73

Chicago State did not report data

<u>Macomb-Benchmarks</u>		<u>Quad Cities-Benchmarks</u>	
William Patterson University	.68	Texas-Permian Basin	.59
Montclair State	.61	Auburn Montgomery	.54
Western Illinois	.51	Louisiana State-Shreveport	.52
Central Washington	.48	Illinois- Springfield	.49
Eastern Illinois	.46	Penn State Harrisburg	.48
Southern Illinois-Edwardsville	.41	Augustana	.35
Central Missouri	.36	Western Illinois-Quad Cities	.32
James Madison	.33	Saint Ambrose	.26
Wisconsin-Whitewater	.30	Indiana-Kokomo	.24
Grand Valley State	.29	Indiana-East	.20
Nebraska-Kearney	.28	Montana Technological	.12
Appalachian State	.24		
Truman State	.22		
Wisconsin-Stevens Point	.22		
Northern Iowa	.19		
Wisconsin-La Crosse	.17		

Table 6 shows improving average ACT scores and the percent of new freshmen enrolled from the top 25% of their high school graduating class for both campuses.

Table 6
 ACT Score and High School Rank Information
 Western Illinois University New Freshmen
 Fall 2012 through Fall 2016

	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Macomb Campus					
Average ACT Score—All Freshmen	20.7	21.1	20.9	21.1	20.8
Average ACT Score—Regular Admits	21.7	22.0	21.6	21.8	21.6
ACT Interquartile Range	18-23	18-23	18-23	18-23	18-24
Freshmen from top 25% of HS Class	25.8%	27.7%	27.9%	30.8%	30.1%
Quad Cities Campus					
Average ACT Score—All Freshmen	22.7	23.5	24.2	23.2	23.6
	(N=23)	(N=37)	(N=40)	(N=23)	(N=37)
Average ACT Score— Honors Cohort	26.6	26.9	26.3	25.0	26.2
	(N=5)	(N=10)	(N=23)	(N=23)	(N=20)
ACT Interquartile Range	20-26	21-26	22-26	21-26	21-26
Freshmen from top 25% of HS Class	30.4%	41.2%	48.5%	40.9%	52.9%

Population size for Quad Cities students included, as average values can be effected by outliers.

Table 7 shows average ACT scores, interquartile ranges (middle half of the ACT score distribution for new freshmen), and percent of high school graduates from the top 25% of their high school graduating class below peer group averages. However, these results are not unexpected. Valuing educational opportunity, Western Illinois University admits up to 25% of the freshmen class who do not meet published admissions standards but show promise and a willingness to work toward achieving shared educational goals through the Office of Academic Services.

Table 7
 ACT Score and High School Rank Information
 Fall 2015

	WIU	<i>Low</i>	<i>Average</i>	<i>High</i>
Illinois Public Universities Subset				
Average ACT Score	21	21	22	24
ACT Interquartile Range	18-23	18-23	20-25	21-26
From Top 25% of High School Class	31%	31%	38%	46%
All Illinois Public Universities				
Average ACT Score	21	18	22	29
ACT Interquartile Range	18-23	16-20	20-25	26-31
From Top 25% of High School Class	31%	13%	41%	86%

Illinois State and Chicago State did not report Top 25% of High School Class. Chicago State did not report ACT interquartile range. Governors State did not report average ACT.

Similar ACT and high school percentile rank comparisons for Macomb and Quad Cities campus Benchmark Institutions are provided below. The Quad Cities campus ranks third in the two ACT comparisons and fifth in the high school percentile rank comparison. Western Illinois University does not have OAS admission on the Quad Cities campus. The campus does not have the array of academic and student support services to serve these students.

Macomb Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Truman State	27	Truman State	25-30	Truman State	79%
Appalachian State	25	Appalachian State	23-28	Appalachian State	61%
Wisconsin-La Crosse	25	James Madison	23-27	Wisconsin-La Crosse	61%
Grand Valley State	24	Wisconsin-La Crosse	23-26	Northern Iowa	48%
SIU-Edwardsville	23	Grand Valley State	21-26	Grand Valley State	46%
Nebraska-Kearney	23	SIU-Edwardsville	20-26	SIU-Edwardsville	43%
Northern Iowa	23	Wisconsin-Whitewater	20-26	James Madison	41%
Wisconsin-Whitewater	23	Nebraska-Kearney	20-25	Nebraska-Kearney	41%
Central Missouri	22	Northern Iowa	20-25	Montclair State	37%
Wisconsin-Stevens Point	22	Wisconsin-Stevens Point	20-25	Wisconsin-Stevens Point	33%
Central Washington	21	Central Missouri	19-24	Central Missouri	33%
Eastern Illinois	21	Eastern Illinois	19-24	Wisconsin-Whitewater	32%
Western Illinois	21	Central Washington	18-24	Eastern Illinois	31%
Montclair State	20	Western Illinois	18-23	Western Illinois	31%
James Madison	NA	Montclair State	17-23	William Paterson	31%
William Patterson	NA	William Paterson	NA	Central Washington	NA

Quad Cities Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Augustana	26	Augustana	23-28	Augustana	62%
Montana Technological	25	Montana Technological	23-27	Montana Technological	56%
Western Illinois-Quad Cities	24	Western Illinois-Quad Cities	21-26	Texas Permian Basin	54%
Illinois-Springfield	23	Illinois-Springfield	20-26	Illinois-Springfield	46%
Saint Ambrose	23	Penn State-Harrisburg	20-26	Western Illinois-Quad Cities	41%
Auburn-Montgomery	21	Saint Ambrose	20-25	Saint Ambrose	40%
Indiana-East	21	Auburn-Montgomery	19-23	Auburn-Montgomery	40%
Indiana-Kokomo	20	Indiana-East	18-23	Penn State-Harrisburg	33%
Texas-Permian Basin	20	Indiana-Kokomo	18-23	Indiana-East	30%
		Texas-Permian Basin	18-22	Indiana-Kokomo	29%

Data for other benchmark institutions were not available.

Western Illinois University students are 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. The goal has been achieved and is improving for professors and associate professors, while declining for assistant professors and increasing for instructors.

Table 8
Average Western Illinois University Faculty Salaries
Compared to the Mean of Peer Institutions
Fiscal Years 2012 through 2016

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	2012	2013*	2014	2015	2016
Professors	102.9%	101.3%	104.0%	106.3%	106.2%
Associate Professors	100.1%	100.0%	102.2%	105.2%	105.2%
Assistant Professors	96.3%	96.8%	97.1%	96.1%	95.9%
Instructors	95.9%	90.0%	85.9%	91.5%	90.9%

Educational Opportunity

Tables 9 and 10 present data on the student experience. These data show that the number of course sections on both campuses is decreasing and both campuses have a current student-to-faculty ratio of 14:1, which is the lowest for all Illinois public universities. Comparisons to benchmark institutions show that Macomb has the lowest student-to-faculty ratio, and the Quad Cities has the third lowest student-to-faculty ratio.

Table 9
Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios
Fiscal Year 2012 through Fiscal Year 2016

	Fiscal Year				
	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Macomb Campus					
Number of Sections*	4,977	4,845	4,793	4,678	4,506
Percent of Classes Less Than 20	82.7%	82.6%	84.6%	85.1%	62.6%
Student-to-Faculty Ratio	16:1	15:1	15:1	14:1	14:1
Quad Cities Campus					
Number of Sections*	529	557	520	492	450
Percent of Classes Less Than 30	97.7%	96.4%	94.0%	94.3%	63.7%
Student-to-Faculty Ratio	12:1	12:1	14:1	14:1	14:1

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

Table 10
Student-to-Faculty Ratios
Fall 2015

	<u>WU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	14:1	14:1	16:1	20:1
All Illinois Public Universities	14:1	14:1	16:1	20:1

Chicago State and Governors State did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Nebraska-Kearney	14:1	Saint Ambrose	10:1
Western Illinois	14:1	Augustana	12:1
William Paterson	14:1	Illinois-Springfield	14:1
Eastern Illinois	15:1	Western Illinois-Quad Cities	14:1
James Madison	16:1	Indiana University-East	15:1
Truman State	16:1	Montana Tech University	15:1
Appalachian State	16:1	Pennsylvania State-Harrisburg	15:1
Northern Iowa	17:1	Auburn University-Montgomery	16:1
Grans Valley State	17:1	Indiana University-Kokomo	16:1
Montclair State	17:1	Louisiana State-Shreveport	21:1
Wisconsin-La Crosse	18:1	Texas-Permian Basin	24:1
Central Washington	20:1		
Central Missouri	20:1		
SIU-Edwardsville	20:1		
Wisconsin-Stevens Point	21:1		
Wisconsin-Whitewater	22:1		

Tables 11-14 present first-year retention rates and six-year graduation rates for first-time, full-time, degree seeking students.. Since implementation of the current *Strategic Plan*, the Macomb campus retention rate improved for all students, minority students, and Pell Grant recipients. The Quad Cities campus retention rate decreased.

The Macomb campus graduation rate increased 0.3% from last year, is approaching the average of Illinois public universities, and improved from last among benchmark institutions in last year's comparison. Six-year graduation rates are not available for the Quad Cities campus. The University did not begin admitting first-time, full-time freshmen to that campus until fall 2013.

Table 11
Western Illinois University First Year Retention and Six-Year Graduation Rates

	Cohort				
	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Freshmen Retention Rates-Macomb					
All Students	67.7%	63.3%	72.1%	67.7%	69.2%
Minority Students	60.8%	53.4%	64.5%	60.0%	62.4%
Pell Grant Recipients	65.9%	56.8%	67.5%	66.4%	65.9%
Freshmen Retention Rates-Quad Cities					
All Students	--	--	76.9%	82.6%	64.7%
Minority Students	--	--	N/A	N/A	N/A
Pell Grant Recipients	--	--	N/A	N/A	N/A
Six-Year Graduation Rates-Macomb	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
All Students	54.0%	56.0%	54.3%	52.8%	53.1%
Minority Students	45.0%	44.0%	48.5%	41.5%	38.4%
Pell Grant Recipients	56.6%	56.7%	56.5%	50.7%	49.8%

Cells marked NA are based on counts of five or fewer students in the cohort.

Table 12
First-Year Retention Rate and Graduation Rates¹

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	68%	68%	74%	82%
6-Year Graduation Rates	54%	47%	57%	72%
All Illinois Public Universities				
First-Year Retention	68%	53%	71%	93%
6-Year Graduation Rates	54%	20%	51%	84%

Governors State University did not report data

First-Year Retention Rates Macomb Benchmarks		Six-Year Graduation Rates Macomb Benchmarks		First-Year Retention Rates Quad Cities Benchmarks	
James Madison	92%	James Madison	82%	Augustana College	85%
Truman State	88%	Truman State	73%	Penn State-Harrisburg	83%
Appalachian State	88%	Wisconsin-La Crosse	70%	Northern Iowa	82%
Wisconsin-La Crosse	86%	Appalachian State	69%	Saint Ambrose	78%
Montclair State	83%	Grand Valley State	67%	Montana Technological	69%
Grand Valley State	83%	Northern Iowa	66%	Texas-Permian Basin	68%
Northern Iowa	82%	Montclair State	61%	Louisiana State-Shreveport	66%
Wisconsin-Whitewater	80%	Wisconsin-Stevens Point	61%	Indiana University-East	66%
Wisconsin-Stevens Point	79%	Eastern Illinois	59%	Western Illinois-Quad Cities	65%
Nebraska-Kearney	78%	Wisconsin-Whitewater	58%	Indiana University-Kokomo	63%
Central Washington	76%	Nebraska-Kearney	56%	Auburn-Montgomery	63%
William Paterson	76%	Western Illinois	54%		
Eastern Illinois	75%	Central Washington	53%		
SIU-Edwardsville	72%	Central Missouri	52%		
Central Missouri	70%	SIU-Edwardsville	51%		
Western Illinois	68%	William Paterson	49%		

¹ The graduation rate indicates the average proportion of fall 2006 through fall 2009 freshmen graduating within six years; and freshman retention is based on the average of the 2011 through fall 2014 cohorts.

Table 13 presents the difference between the University’s actual graduation rate and predicted graduation rate. The latter is calculated from ACT scores and high school percentile ranks of new freshmen. A positive difference indicates that the educational experience is contributing to student success, because more students are graduating than are projected. Western Illinois University’s 4% difference is third highest among 11 Illinois public universities and ranks 10th among 16 benchmark institutions.

Table 13
Difference between Predicted and Actual Six-Year Graduation Rates
At Illinois Public Universities and Western Illinois University Benchmark Institutions

Illinois Public Universities			
	Actual Graduation Rate	Predicted Graduation Rate	Difference
Illinois State	73%	61%	12%
Eastern Illinois	58%	49%	9%
Western Illinois	53%	49%	4%
Illinois-Urbana/Champaign	85%	82%	3%
Illinois-Chicago	60%	63%	(3%)
Northern Illinois	50%	53%	(3%)
Southern Illinois-Carbondale	45%	51%	(6%)
Chicago State	20%	28%	(8%)
Southern Illinois-Edwardsville	49%	58%	(9%)
Illinois-Springfield	48%	59%	(11%)
Northeastern Illinois	22%	43%	(21%)

Macomb Benchmark Institutions			
	Actual Graduation <u>Rate</u>	Predicted Graduation <u>Rate</u>	<u>Difference</u>
Montclair State	66%	47%	19%
James Madison	81%	70%	11%
Wisconsin-Whitewater	60%	50%	10%
Wisconsin-Stevens Point	65%	56%	9%
Eastern Illinois	58%	49%	9%
Northern Iowa	68%	60%	8%
Grand Valley State	67%	61%	6%
Appalachian State	71%	66%	5%
Nebraska-Kearney	57%	52%	5%
Western Illinois	53%	49%	4%
Central Washington	52%	49%	3%
Central Missouri	52%	49%	3%
Wisconsin-La Crosse	69%	68%	1%
William Patterson	49%	50%	(1%)
Truman State	73%	79%	(6%)
Southern Illinois-Edwardsville	49%	58%	(9%)

Table 14 presents four-year transfer graduation rates since six-year graduation rates cannot be compared on the Quad Cities campus. The 64.4% rate for the Macomb campus is up 3.4% percent from last year. The 68.2% rate for the Quad Cities campus is down 14.6% from last year.

Table 14
Four-Year New Transfer Student Graduation Rates
Fall 2007-Fall 2011 Cohorts

	2007		2008		2009		2010		2011	
	<u>N</u>	<u>Pct</u>	<u>N</u>	<u>Pct</u>	<u>N</u>	<u>Pct</u>	<u>N</u>	<u>Pct</u>	<u>N</u>	<u>Pct</u>
Macomb										
All Students	632	61.5%	644	64.0%	678	63.9%	722	67.8%	670	64.4%
Minority Students	60	47.2%	78	48.4%	88	52.1%	113	55.9%	100	51.0%
Pell Grant Recipients	228	58.3%	277	63.1%	294	60.0%	364	63.1%	331	60.5%
Quad Cities										
All Students	127	69.0%	75	80.6%	92	80.4%	82	82.8%	60	68.2%
Minority Students	21	67.7%	NA	NA	17	82.2%	14	77.8%	8	61.5%
Pell Grant Recipients	62	68.9%	44	81.5%	37	75.5%	37	82.2%	38	69.0%

Table 15 presents information on alumni donation rates. *U.S. News and World Report* publishes this data as a proxy for student satisfaction². The University’s rate of 4.4% is approaching the statewide average of Illinois public universities. It also ranks 18th among 24 benchmark institutions

Table 15
Percent of Alumni Donations
Fall 2015

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	4.4%	3.6%	4.8%	6.8%
All Illinois Public Universities	4.4%	1.8%	4.8%	9.5%

Governors State University and Chicago State University did not report data

Augustana	19.4%
Montana Technological	14.4%
Texas-Permian Basin	10.6%
Northern Iowa	8.6%
Wisconsin-Whitewater	8.6%
Truman State	8.2%
Appalachian State	7.5%
Nebraska-Kearney	7.1%
Indiana-Kokomo	6.9%
James Madison	6.7%
Indiana-East	6.5%
Saint Ambrose	6.1%
Wisconsin-Stevens Point	5.0%
Grand Valley State	4.9%
Illinois-Springfield	4.8%
Eastern Illinois	4.5%
William Paterson	4.5%
Western Illinois	4.4%
Wisconsin-La Crosse	3.9%
Montclair State	3.7%
SIU-Edwardsville	3.6%
Auburn-Montgomery	2.7%
Central Washington	2.5%
Central Missouri	2.1%

Louisiana State-Shreveport and Penn State-Harrisburg did not report data

² *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 2013-2014 and 2014-2015.”

Affordability and Financial Strength

Western Illinois University maintains affordable tuition and fee rates. Macomb’s annual student rates shown in Table 16 are below the median of the Illinois public university subset. Quad Cities rates (\$9,287) are significantly lower than locally based Saint Ambrose University (\$28,870) and Augustana College (\$39,621).

Table 16
New Freshmen In-State Tuition and Fee Rates at Selected Illinois Public Universities
Academic Year 2016-2017³

	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>
Southern Illinois-Edwardsville	\$11,008	\$9,180	\$20,188
Western Illinois	\$11,245	\$9,580	\$20,825
Illinois-Springfield	\$11,413	\$9,700	\$21,113
Eastern Illinois	\$11,580	\$9,546	\$21,126
Illinois State	\$14,062	\$9,850	\$23,912

Maintaining affordability is important to a student-base that is price sensitive. Compared to the Illinois public university subset, Western has the highest percentage of students receiving need-based financial aid and the highest percentage of students engaged in self help (using employment and loans) to finance their education. The University also has the fourth lowest average student loan amount for academic year 2015-2016.

Table 17
Percentage of student receiving need-based aid and loans
Academic Year 2015-2016

<u>Need Based Aid</u>	
Western Illinois	73%
Eastern Illinois	68%
Illinois-Springfield	65%
Southern Illinois-Edwardsville	63%
Illinois State	61%
<u>Self Help</u>	
Western Illinois	68%
Illinois-Springfield	54%
Easter Illinois	54%
Southern Illinois-Edwardsville	53%
Illinois State	51%
<u>Loans</u>	
Southern Illinois-Edwardsville	\$4,460
Illinois-Springfield	\$4,363
Illinois State	\$4,345
Western Illinois	\$4,328
Eastern Illinois	\$4,207

Western understands and respects its population base, as evidenced by inclusion of a need-based component to Western Commitment Scholarship, setting of one tuition rate for all domestic students, and lowering new

³ U.S. News & World Report defines Tuition as tuition and mandatory fees. Fees refers to room and board costs for a double room.

student tuition by 3% for academic year 2016-2017. However, Western's need awards as a percent of total financial aid awards ranks last for the five benchmark institutions.

Table 18
Need as Percent of Total Average Financial Aid Awards

Illinois-Springfield	80%
Illinois State	72%
Southern Illinois-Edwardsville	64%
Eastern Illinois	64%
Western Illinois	61%

Data for Table 19 cannot be updated until the State of Illinois passes an appropriation for Illinois public universities. Current stopgap spending authority for the 12 Illinois public universities expires December 31, 2016.

Table 19
Western Illinois University-Macomb All-Cost Increases, Changes in the Higher Education Price Index
And Annual State Appropriations
Fiscal Year 2011 through Fiscal Year 2015

	Fiscal Year				
	2011	2012	2013*	2014	2015
Average Four-Year All-Costs Increase	1.5%	1.2%	1.2%	1.1%	0.8%
Average Four-Year Increase in the Higher Education Price Index	0.9%	2.6%	1.7%	1.9%	2.2%
One-Year Change in State Appropriations (operating)	(6.2%)	(1.2%)	(6.1%)	1.3%	(0.3%)

The percent of graduates with loans and the average debt load for these students increased. Compared to 16 Macomb campus peers, Western Illinois University has the highest percentage of graduates with loans and the third highest average debt load for these students.

Table 20
Percent of Western Illinois University Graduates with Loans
And the Average Debt Load of Graduating Students with Loans
Fiscal Years 2012 through 2016

	Fiscal Year				
	2012	2013*	2014	2015	2016
Percent of students with loans	73%	82%	77%	80%	81%
Average debt load of graduates with loans	\$24,993	\$25,187	\$28,948	\$28,785	\$30,103

Table 21
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
Fiscal Year 2016

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	81%	58%	71%	81%
Average Debt Load	\$30,103	\$20,817	\$27,306	\$30,743
All Illinois Public Universities*				
Percent of Graduates with Loans	81%	48%	66%	81%
Average Debt Load	\$30,103	\$15,713	\$27,040	\$34,816

* Governors State University and Chicago State did not report full data

Percent of Graduates with Loans		Average Debt Load	
Nebraska-Kearney	56%	Nebraska-Kearney	\$20,412
Southern Illinois-Edwardsville	58%	Southern Illinois-Edwardsville	\$20,817
Central Washington	69%	Northern Iowa	\$23,391
Wisconsin-La Crosse	69%	Wisconsin-Stevens Point	\$25,042
Northern Iowa	72%	Wisconsin-La Crosse	\$25,805
Grand Valley State	74%	Central Washington	\$26,286
Central Missouri	75%	Central Missouri	\$26,369
Wisconsin-Stevens Point	75%	Wisconsin-Whitewater	\$27,455
William Paterson	76%	Grand Valley State	\$29,656
Eastern Illinois	77%	Western Illinois	\$30,103
Wisconsin-Whitewater	81%	Eastern Illinois	\$30,743
Western Illinois	81%	William Paterson	\$33,068

Data for other benchmark institutions was not available

Data for Table 22 cannot be updated until the State of Illinois passes an appropriated budget for Illinois public universities. However it can be noted that the Western's commitment to conservative fiscal management is important to containing costs for students. The institution is experiencing decreasing state funding and increasing reliance on the University Income Fund revenue.

Table 22
Western Illinois University Appropriation History
Fiscal Year 2011 through Fiscal Year 2015

(\$ Reported in Millions)	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Total Appropriation	\$123.9	\$127.0	\$127.0	\$125.6	\$132.5
Percent Change	0.0%	2.5%	0.0%	(1.1%)	3.8%
General Revenue Fund	\$56.1	\$55.5	\$52.1	\$52.8	\$52.6
Percent Change	(6.2%)	(1.2%)	(6.1%)	1.3%	(0.2%)
University Income Fund	\$67.7	\$71.4	\$74.8	\$72.8	\$79.7
Percent Change	5.8%	5.5%	4.7%	(2.7%)	9.6%
Income Fund Percent Total	54.7%	56.3%	58.9%	58.0%	60.3%

Through conservative fiscal management and mission-driven spending, the University maintains financial strength. Table 23 presents federally required financial ratios that are reported to the Higher Learning Commission annually.

The University's Composite Financial Indicator (CFI) score is a measure of the institution's overall financial strength. If an institution is below 1.0 for two consecutive years, it is considered to have financial challenges and Commission follow-up is required. Despite appropriated fund reductions and state cash flow issues, Western Illinois University has improved its financial strength since Fiscal Year 2009.

Table 23
 Western Illinois University Financial Ratios
 Reported to the Higher Learning Commission-North Central Association of Colleges and Schools
 Fiscal Year 2009 through Fiscal Year 2015

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Composite Financial Indicator	1.30	3.00	3.60	2.90	1.70	2.75	1.47
Primary Reserve Ratio	0.06	0.21	0.25	0.27	0.26	0.25	0.26
Net Operating Revenue Ratio	0.01	0.04	0.06	0.04	0.00	0.01	(0.01)
Return on Net Assets Ratio	0.03	0.13	0.18	0.12	0.04	0.13	0.02
Viability Ratio	0.80	0.10	0.76	0.70	0.75	0.77	0.47

In addition a growing Composite Financial Indicator score:

- The primary reserve ratio demonstrates institutional fiscal stability. A negative or decreasing trend over time would indicate a weakening financial condition.
- The net operating ratio shows institutional operations with a surplus in six 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 net assets ratio shows availability of additional expendable net assets to satisfy debt obligations.
- The change to the viability ratio is an effect of the volatile economy.

Western Illinois University remains below the statewide average on instructional and administrative costs per credit hour⁴. Western's values on are third and second lowest of the 12 Illinois public universities on these measures, respectively. Instructional costs are 11.7% below the statewide average, and administrative costs 20.5% below the statewide average. Western's conservative fiscal management enables the University to advance *Strategic Plan* goals and priorities during a period of decreased and delayed state funding.

⁴ A future *Strategic Plan Update* will provide the data for Fiscal Year 2016 when it is published by the Illinois Board of Higher Education. The data were not available at the time of writing this Report.

Table 24
 Instructional Costs per Credit Hour at Illinois Public Universities
 Fiscal Year 2011 through Fiscal Year 2015

	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Southern Illinois-Edwardsville	\$240.55	\$249.57	\$257.94	\$269.52	\$261.01
Illinois State	\$267.13	\$286.37	\$297.85	\$300.43	\$311.13
Western Illinois	\$272.68	\$284.01	\$294.30	\$307.32	\$316.86
Southern Illinois-Carbondale	\$302.19	\$309.84	\$314.13	\$329.27	\$331.53
Northeastern Illinois	\$259.39	\$284.40	\$298.35	\$343.49	\$346.07
Northern Illinois	\$282.36	\$306.19	\$331.84	\$339.47	\$348.49
Eastern Illinois	\$270.13	\$289.67	\$331.88	\$352.67	\$358.40
State Average	\$303.41	\$317.81	\$335.60	\$355.00	\$358.73
Illinois-Springfield	\$318.74	\$338.65	\$372.28	\$384.41	\$361.23
Governors State	\$328.00	\$364.12	\$364.31	\$392.48	\$373.04
Illinois-Urbana/Champaign	\$348.71	\$350.07	\$362.97	\$400.24	\$398.54
Illinois-Chicago	\$342.14	\$359.77	\$374.94	\$382.35	\$399.84
Chicago State	\$287.08	\$312.29	\$417.04	\$419.86	\$429.72
% WIU Is Under the State Average	(10.1%)	(10.6%)	(12.3%)	(13.4%)	(11.7%)

Source: IBHE Academic Discipline Cost Study, Section VI, All Disciplines Instruction less Physical Plant

Table 25
 Administrative Costs per Credit Hour at Illinois Public Universities
 Fiscal Year 2008 through Fiscal Year 2015

	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Southern Illinois-Edwardsville	\$61.59	\$64.51	\$58.22	\$63.26	\$60.99
Western Illinois	\$67.76	\$70.94	\$63.48	\$68.85	\$72.06
Illinois-Chicago	\$75.00	\$78.40	\$78.41	\$74.00	\$76.55
Illinois-Urbana/Champaign	\$84.38	\$82.99	\$88.94	\$96.76	\$90.24
State Average	\$83.18	\$87.92	\$86.86	\$90.65	\$90.60
Northeastern Illinois	\$71.80	\$78.60	\$75.16	\$87.76	\$91.63
Eastern Illinois	\$74.80	\$84.37	\$89.03	\$96.55	\$94.78
Southern Illinois-Carbondale	\$81.76	\$81.80	\$80.28	\$90.77	\$96.09
Illinois-Springfield	\$105.00	\$104.18	\$92.60	\$110.23	\$103.26
Illinois State	\$88.86	\$104.83	\$102.01	\$95.81	\$104.54
Governors State	\$125.05	\$142.88	\$118.26	\$120.78	\$106.07
Northern Illinois	\$97.75	\$102.11	\$101.63	\$106.82	\$109.29
Chicago State	\$106.40	\$137.24	\$124.54	\$106.03	\$112.65
% WIU Is Under the State Average	(18.5%)	(19.3%)	(26.9%)	(20.0%)	(20.5%)

Next Steps

The campus community will continue to implement priorities and goals in *Higher Values in Higher Education*. The vice presidents and areas that report to the president will present annual accomplishments and plans to the University on May 4-5, 2017. The Fiscal Year 2017 Higher Values in Higher Education Update will be presented at the October 2017 Western Illinois University Board of Trustees meeting, followed by the *Fiscal Year 2018 Performance Report* in December 2017.

Appendix A
 Status of University Performance Indicators
 Change Since Implementation of Higher Values in Higher Education 2012-2022

	<u>Completed/ Maintained</u>	<u>Moving in Desired Direction</u>	<u>Showing No Change</u>	<u>Moving in Opposite Direction</u>
All Performance Indicators	<u>9</u>	<u>23</u>	<u>1</u>	<u>25</u>
Macomb Campus Performance Indicators	0	10	1	14
Educational Demand	<u>0</u>	<u>6</u>	<u>0</u>	<u>7</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>0</u>	<u>4</u>	<u>1</u>	<u>7</u>
First-Year Retention-All Freshmen	--	X	--	--
First-Year Retention-Minority Freshmen	--	X	--	--
First-Year Retention-Pell Grant Freshmen	--	--	X	--
Six-Year Graduation Rate-All Freshmen	--	--	--	X
Six-Year Graduation Rate-Minority Freshmen	--	--	--	X
Six-Year Graduation Rate-Pell Grant Freshmen	--	--	--	X
Four-Year Graduation Rate-All Transfers	--	X	--	--
Four-Year Graduation Rate-Minority Transfers	--	--	--	X
Four-Year Graduation Rate-Pell Grant Transfers	--	X	--	--
Number of Class Sections	--	--	--	X
Percent of Classes Under 20	--	--	--	X
Student-to-Faculty Ratio	--	--	--	X
Quad Cities Campus Performance Indicators	0	13	0	6
Educational Demand	<u>0</u>	<u>9</u>	<u>0</u>	<u>4</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

Appendix A
Change Since Implementation of Higher Values in Higher Education 2012-2022
-continued-

	<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>0</u>	<u>4</u>	<u>0</u>	<u>2</u>
Four-Year Graduation Rate-All Transfers	--	X	--	--
Four-Year Graduation Rate-Minority Transfers	--	X	--	--
Four-Year Graduation Rate-Pell Grant Transfers	--	X	--	--
Number of Class Sections	--	--	--	X
Percent of Classes Under 20	--	--	--	X
Student-to-Faculty Ratio	--	X	--	--
University Performance Indicators	9	0	0	5
Educational Demand	<u>2</u>	<u>0</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>0</u>	<u>0</u>	<u>0</u>	<u>1</u>
Percent of Alumni Donating to the University	--	--	--	X
Affordability and Financial Strength	<u>7</u>	<u>0</u>	<u>0</u>	<u>2</u>
Percent of Graduates with Loans	--	--	--	X
Average Debt Load of Graduates	--	--	--	X
Institutional Cost Increases Compared to Inflation (N/A)	--	--	--	--
Composite Finance Indicator Score	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	--	--	--

