

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

### Fiscal Year 2020 Performance Report

#### Executive Summary

The Western Illinois University Board of Trustees approved implementation of *Higher Values in Higher Education 2017-2027*, with the Vision Statement “Western Illinois University will be the leader in educational quality, opportunity, and affordability among regional public universities” in June 2018. *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 an annual process that includes this *Annual Performance Report* that compares university and campus performance to stated goals and benchmark institutions to determine if Western Illinois University is successfully enacting its *Vision* and achieving its goals. This and past *Reports* are also available from the University Planning website at [www.wiu.edu/university\\_planning/annualperformancereports.php](http://www.wiu.edu/university_planning/annualperformancereports.php)

#### **FISCAL YEAR 2020 PERFORMANCE REPORT**

This *Report* compares institutional performance on *Strategic Plan* goals and priorities over time and to Western Illinois University benchmark institutions, available at [www.wiu.edu/IRP/resources.php](http://www.wiu.edu/IRP/resources.php). The University’s most current performance (fall 2019 or Fiscal Year (FY) 2020) is reported on a longitudinal basis.

A 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 2017-2027*.

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 University and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data was displayed for the previous year (fall 2018 or FY19) 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

Table 1 shows that Western Illinois University remains a *U.S. News and World Report* “Top Midwestern Public Regional University” for the 15<sup>th</sup> consecutive year. Western dropped to 11<sup>th</sup> place from fall 2018 rankings to fall 2019 rankings. Of note, two of our current peer institutions, Grand Valley State University and Southern Illinois University – Edwardsville, have moved from the Regional Universities rankings to the National Universities rankings.

Table 1<sup>i</sup>  
Benchmark Institutions in order as ranked by *U.S. News and World Report*  
National and Midwest Regional Institutional Rankings

Nationally Ranked Benchmarks	Midwest Regional Ranked Benchmark
University of Illinois - Urbana-Champaign	Truman State
University of Illinois - Chicago	University of Northern Iowa
Montclair State	University of Wisconsin - La Crosse
Illinois State	University of Illinois - Springfield
Grand Valley State	Eastern Illinois University
Southern Illinois University - Carbondale	University of Nebraska - Kearney
Northern Illinois University	University of Wisconsin - Stevens Point
Southern Illinois University - Edwardsville	University of Wisconsin - Whitewater
	<b>Western Illinois University</b>
	University of Central Missouri
	Governors State University
	Northeastern Illinois University
	Chicago State University

Tables 2-7 provide trend data in student recruitment. Since implementation of *Higher Values in Higher Education 2017-2027*, the University has a smaller total enrollment, with an enrollment profile that has more distance learners, and is more economically diverse. New freshmen cohorts have improving average ACT scores and high school percentile ranks.

Data from Tables 2-7 also compare 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) at the statewide average for Illinois public universities.

Table 2 shows a decline in total university enrollment. Both campuses experienced decreases in on-campus enrollment, partially offset by increases in off-campus enrollment. The Higher Learning Commission, Western Illinois University's regional accrediting agency, defines distance education or what the University terms as off-campus enrollment as enrollment in online, hybrid, streaming sections, or at a WIU off-campus location (e.g., Farmington, Illinois).

The table below provides unduplicated student headcount enrollment by location. Students are reported in a location based on their majority course section type hours. The University experienced increases between fall 2017-2018 in total off-campus enrollment (occurring at both campuses), new freshmen and transfer student enrollments and show-rates at the Quad Cities campus.

Table 2<sup>ii</sup>  
 Total Enrollment with New Freshmen and Transfer Applications, Acceptances, and Show-Rates  
 Fall 2015 through Fall 2019

	Fall					One-Year Change	
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>	<u>2019</u>	<u>Number</u>	<u>Percent</u>
Total University Enrollment	11,094	10,373	9,441	8,502	7,624	-878	-10.3%
Macomb Enrollment	8,694	8,107	7,272	6,296	5,275	-1021	-16.2%
Quad Cities Enrollment	1,140	976	894	792	724	-68	-8.6%
Extension Enrollment	1,260	1,290	1,275	1,414	1,625	211	14.9%

	Fall					One-Year Change	
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>	<u>2019</u>	<u>Number</u>	<u>Percent</u>
<b>New Freshmen-Macomb</b>							
Applied	10,667	9,650	9,410	8,879	7,302	-1,577	-17.8%
Accepted	6,463	5,839	5,692	5,247	4,137	-1,110	-21.2%
Enrolled	1,506	1,490	1,175	901	895	-6	-0.7%
Show Rate (Enrolled/Accepted)	23.3%	25.5%	20.6%	17.2%	21.6%		4.4%
<b>New Freshmen-Quad Cities</b>							
Applied	210	543	357	272	354	82	30.1%
Accepted	71	222	165	132	166	34	25.8%
Enrolled	29	37	31	33	38	5	15.2%
Show Rate (Enrolled/Accepted)	40.8%	16.7%	18.8%	25.0%	22.9%		-2.1%
<b>New Transfers-Macomb</b>							
Applied	2,060	1,921	1,606	1,401	1,661	260	18.6%
Accepted	1,406	1,317	1,075	961	1,115	154	16.0%
Enrolled	867	791	658	585	660	75	12.8%
Show Rate (Enrolled/Accepted)	61.7%	60.1%	61.2%	60.9%	59.2%		-1.7%
<b>New Transfers-Quad Cities</b>							
Applied	439	404	336	312	318	6	1.9%
Accepted	330	269	237	243	241	-2	-0.4%
Enrolled	238	177	165	185	158	-27	-14.6%
Show Rate (Enrolled/Accepted)	72.1%	65.8%	69.6%	76.1%	65.6%	--	-10.5%

Table 3 shows that the University is below the average show-rates (ratio of enrolled/accepted) for new freshmen when compared to Illinois public universities and University peers. With regard to transfer student show-rates, the University ranks 15<sup>th</sup> among 16 peers and the Quad Cities Campus ranks third among nine peer institutions. Fall 2020 and beyond recruitment efforts will focus on bringing current and prospective applicants to campus before the initial term of enrollment.

Table 3<sup>iii</sup>  
 New Freshmen and Transfer Student Show Rates  
 Fall 2018

Illinois Public University Subset	<b>WIU</b>	<u>Low</u>	<u>Average</u>	<u>High</u>
New Freshmen Show Rate	<b>17.4%</b>	16.8%	24.4%	32.1%
New Transfers Show Rate	<b>64.0%</b>	58.3%	64.6%	75.8%
All Illinois Public Universities				
New Freshmen Show Rate	<b>17.4%</b>	16.8%	26.2%	35.2%
New Transfers Show Rate	<b>64.0%</b>	57.1%	63.2%	75.8%

WIU new freshmen and transfer data in both tables reflects the University rate.

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
Wisconsin-La Crosse	45.8%	Eastern Illinois	75.8%	Louisiana State-Shreveport	78.1%
Wisconsin-Stevens Point	44.1%	Nebraska-Kearney	72.3%	Montana Tech University	66.5%
Wisconsin-Whitewater	42.6%	Northern Iowa	71.2%	<b>Western Illinois-Quad Cities</b>	<b>65.6%</b>
Northern Iowa	39.9%	Wisconsin-Stevens Point	69.7%	Texas-Permian Basin	62.7%
William Paterson	37.5%	Central Missouri	67.7%	Augustana	62.2%
Truman State	36.9%	Wisconsin-Whitewater	66.1%	Indiana University-Kokomo	60.0%
Central Missouri	35.7%	<b>Western Illinois</b>	<b>64.0%</b>	Indiana University-East	59.3%
Montclair State	31.5%	Appalachian State	63.8%	University of Illinois-Springfield	58.3%
Appalachian State	30.7%	Wisconsin-La Crosse	63.2%	Auburn University-Montgomery	56.8%
Grand Valley State	30.4%	SIU-Edwardsville	61.6%	Saint Ambrose	52.5%
SIU-Edwardsville	30.4%	Grand Valley State	60.9%	Pennsylvania State-Harrisburg	N/A
James Madison	27.6%	Montclair State	59.0%		
Central Washington	25.8%	James Madison	57.3%		
Nebraska-Kearney	18.1%	Central Washington	56.3%		
<b>Western Illinois</b>	<b>17.4%</b>	Truman State	56.3%		
Eastern Illinois	16.8%	William Paterson	51.2%		

Table 4 shows decreases in minority student (Macomb campus) and international student enrollment (both campuses) as a percent of total enrollment. Similar declines have been experienced throughout the Midwest.

In contrast, Pell grant enrollment as a percent of total undergraduate enrollment is up on both campuses. Serving students with the highest percentage of financial need reinforces the importance of conservative, mission-driven fiscal management. Current and prospective Western Illinois University students and their families are cost-sensitive.

Table 4<sup>iv</sup>  
 Minority and International Student Enrollment as a Percent of Total Enrollment  
 Pell Grant Recipient Enrollment as a Percent of Total Undergraduate Enrollment  
 Fall 2015 through Fall 2019

	Fall				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>	<u>2019</u>
<u>Macomb Total Enrollment</u>	<u>8,694</u>	<u>8,107</u>	<u>7,272</u>	<u>6,296</u>	<u>5,275</u>
Percent Minority Students	34.1%	36.5%	38.1%	38.5%	37.3%
Percent International Students	5.5%	5.8%	6.0%	5.6%	5.4%
<u>Macomb Undergraduate Enrollment</u>	<u>7,628</u>	<u>7,134</u>	<u>6,292</u>	<u>5,408</u>	<u>4,498</u>
Pell Grant Recipients	47.8%	48.7%	51.3%	53.6%	50.4%
<u>Quad Cities Total Enrollment</u>	<u>1,140</u>	<u>976</u>	<u>894</u>	<u>792</u>	<u>724</u>
Percent Minority Students	19.0%	19.1%	20.0%	22.2%	21.3%
Percent International Students	0.5%	0.5%	1.1%	1.0%	0.3%
<u>Quad Cities Undergraduate Enrollment</u>	<u>804</u>	<u>693</u>	<u>585</u>	<u>537</u>	<u>495</u>
Pell Grant Recipients	40.8%	38.2%	39.0%	42.6%	40.4%
<u>Extension Total Enrollment</u>	<u>1,260</u>	<u>1,290</u>	<u>1,275</u>	<u>1,414</u>	<u>1,625</u>
Percent Minority Students	18.2%	17.2%	18.2%	21.5%	21.7%
Percent International Students	1.4%	1.0%	1.5%	1.2%	1.0%
<u>Extension Undergraduate Enrollment</u>	<u>709</u>	<u>716</u>	<u>818</u>	<u>809</u>	<u>965</u>
Pell Grant Recipients	39.8%	38.4%	34.1%	39.6%	43.0%

External comparisons show that 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 5 shows that the University's Diversity Index (the probability that students from different racial/ethnic backgrounds will interact on a daily basis) is at the statewide average for all Illinois public universities. WIU ranks first among the subset of Illinois public institutions for diversity. The University is 3<sup>rd</sup> among its peers and the Quad Cities campus fell by one place and is 7<sup>th</sup> in its peer group comparison.

Table 5<sup>v</sup>  
 US News & World Report's Diversity Index  
 Fall 2018

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	.56	.41	.49	.56
All Illinois Public Universities	.56	.41	.57	.72

Macomb Benchmarks		Quad Cities Benchmarks	
William Patterson University	0.70	Louisiana State-Shreveport	0.66
Montclair State	0.67	Texas-Permian Basin	0.6
<b>Western Illinois</b>	<b>0.56</b>	Auburn Montgomery	0.57
Eastern Illinois	0.53	Penn State-Harrisburg	0.55
Central Washington	0.50	Illinois-Springfield	0.49
Southern Illinois-Edwardsville	0.41	Augustana	0.37
James Madison	0.37	<b>Western Illinois-Quad Cities</b>	<b>0.36</b>
Central Missouri	0.35	Saint Ambrose	0.33
Nebraska-Kearney	0.33	Indiana-Kokomo	0.26
Grand Valley State	0.30	Indiana-East	0.26
Wisconsin-Whitewater	0.30	Montana Technological	0.13
Appalachian State	0.28		
Wisconsin-Stevens Point	0.23		
Northern Iowa	0.21		
Wisconsin-La Crosse	0.18		

Truman State's data is not available for this ranking.

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

Table 6<sup>vi</sup>  
 ACT and SAT Score and High School Rank Information  
 Western Illinois University New Freshmen  
 Fall 2015 through Fall 2019

<b>University</b>	<u>Fall</u> 2015	<u>Fall</u> 2016	<u>Fall</u> 2017	<u>Fall</u> 2018	<u>Fall</u> 2019
Average ACT Score - All Freshmen	21.1	20.8	20.7	21.3	22
Freshmen from top 25% of HS Class	30.8%	30.1%	29.9%	31.7%	34.70%
Average SAT Score - All Freshmen				1031	1057
SAT Interquartile Range: Reading/Writing					480-580
SAT Interquartile Range: Math					470-570

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. Valuing educational opportunity, results below are not unexpected. 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 REACH Program.

Table 7<sup>vii</sup>  
 ACT Score and High School Rank Information - Fall 2017

	<b>WIU</b>	Low	Average	High
<u>Illinois Public Universities Subset</u>				
Average ACT Score	<b>21</b>	20	22	24
ACT Interquartile Range	<b>18-23</b>	18-22	19-25	21-27
From Top 25% of High School Class	<b>32%</b>	32%	40%	49%
<u>All Illinois Public Universities</u>				
Average ACT Score	<b>21</b>	18	22	29
ACT Interquartile Range	<b>18-23</b>	15-22	19-25	26-32
From Top 25% of High School Class	<b>32%</b>	11%	41%	81%



Similar comparisons for Macomb and Quad Cities campuses are provided below.

**Macomb Benchmarks**

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Truman State	27	Truman State	24-30	Truman State	83%
Appalachian State	26	Appalachian State	23-28	Appalachian State	59%
James Madison	26	James Madison	23-28	Wisconsin-La Crosse	57%
Wisconsin-La Crosse	25	Wisconsin-La Crosse	23-27	Northern Iowa	51%
Grand Valley State	24	Grand Valley State	21-27	Grand Valley State	47%
SIU-Edwardsville	24	SIU-Edwardsville	20-27	Nebraska-Kearney	45%
Nebraska-Kearney	23	Wisconsin-Stevens Point	20-25	SIU-Edwardsville	44%
Wisconsin-Stevens Point	23	Northern Iowa	20-24	Central Missouri	36%
Central Missouri	22	Nebraska-Kearney	19-26	James Madison	36%
Northern Iowa	22	Central Missouri	19-24	Montclair State	34%
Montclair State	21	Montclair State	18-24	Eastern Illinois	34%
<b>Western Illinois</b>	<b>21</b>	<b>Western Illinois</b>	<b>18-23</b>	<b>Western Illinois</b>	<b>32%</b>
Central Washington	20	Eastern Illinois	18-22	Wisconsin-Whitewater	30%
Eastern Illinois	20	Central Washington	17-23	Wisconsin-Stevens Point	24%
William Paterson	20	William Paterson	16-23		

**Quad Cities Benchmarks**

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Auburn-Montgomery	28	Auburn-Montgomery	25-30	Auburn-Montgomery	62%
Augustana College	26	Penn State-Harrisburg	23-27	Montana Tech	57%
<b>WIU-Quad Cities</b>	<b>26</b>	Augustana College	22-29	Texas-Permian Basin	52%
Penn State-Harrisburg	25	Montana Tech	22-27	Illinois-Springfield	49%
Montana Tech	24	<b>WIU-Quad Cities</b>	<b>20-27</b>	<b>WIU-Quad Cities</b>	<b>46%</b>
Illinois-Springfield	24	Illinois-Springfield	20-27	Saint Ambrose University	44%
LSU-Shreveport	23	Saint Ambrose University	20-26	Penn State-Harrisburg	40%
Saint Ambrose University	23	LSU-Shreveport	20-25	Indiana-East	34%
Indiana-East	21	Indiana-Kokomo	19-23	Augustana College	32%
Indiana-Kokomo	21	Indiana-East	17-24	Indiana-Kokomo	29%
Texas-Permian Basin	20	Texas-Permian Basin	17-22		

Western Illinois University students are served by high-achieving, diverse faculty and staff. *Higher Values in Higher Education* includes faculty and staff salaries that meet and exceed the mean of peer institutions as a priority. The goal has been achieved for professors and associate professors, and is improving for assistant professors and instructors.

Table 8<sup>viii</sup>  
 Average Western Illinois University Faculty Salaries  
 Compared to the Mean of Peer Institutions  
 Fiscal Years 2014 through 2018

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>	<u>2019</u>
Professors	106.3%	106.2%	101.00%	106.30%	105.90%
Associate Professors	105.2%	105.2%	99.10%	101.20%	103.40%
Assistant Professors	96.1%	95.9%	89.90%	91.60%	92.00%
Instructors	91.5%	90.9%	83.30%	85.60%	85.90%

Educational Opportunity

Tables 9 and 10 present data on the student experience. These data show that the number of course sections on both the Macomb and Quad Cities campuses decreased this year. The Macomb campus has a current student-to-faculty ratio of 13:1, which is the lowest for all Illinois public universities while the Quad Cities Campus has a student faculty ratio of 14:1. Comparisons to benchmark institutions from 2017 show that Macomb has the lowest student-to-faculty ratios, while the Quad Cities has one of the highest student-to-faculty ratios.

Table 9<sup>ix</sup>  
 Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios  
 Fiscal Year 2015 through Fiscal Year 2019

	Fall Data				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Western Illinois University					
Number of Sections	2214	2027	1932	1756	1464
Percent of Classes Less than 20	52%	51%	57%	61%	62%
Student-to-Faculty Ratio	14:1	15:1	14:1	13:1	13:1

Table 10<sup>x</sup>  
 Student-to-Faculty Ratios  
 Fall 2018

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	13:1	13:1	15:1	18:1
All Illinois Public Universities	13:1	13:1	15:1	20:1

Macomb Benchmarks		Quad Cities Benchmarks	
<b>Western Illinois University</b>	<b>13:1</b>	Saint Ambrose University	11:1
Eastern Illinois	13:1	Augustana College	12:1
University of Nebraska Kearney	14:1	Montana Technological University	13:1
William Patterson University	14:1	University of Illinois-Springfield	13:1
James Madison	16:1	<b>Western Illinois - Quad Cities</b>	<b>14:1</b>
Truman State University	16:1	Indiana University-East	15:1
Appalachian State	16:1	Indiana University-Kokomo	15:1
Grand Valley State	16:1	Pennsylvania State University-Harrisburg	15:1
University of Central Missouri	16:1	Auburn University-Montgomery	17:1
SIU-Edwardsville	16:1	University of Texas-Permian Basin	22:1
Montclair State	17:1	Louisiana State University-Shreveport	29:1
University of Northern Iowa	18:1		
University of Wisconsin-Stevens Point	18:1		
University of Wisconsin-La Crosse	19:1		
University of Wisconsin-Whitewater	20:1		
Central Washington	23:1		

Tables 11-14 present first-year retention rates and six-year graduation rates for first-time, full-time, degree seeking students. The overall university retention rate increased 2.2% over last year.

The overall university six-year graduation rate for new full-time freshmen also increased 4.3% from last year. Separate graduation rates are not calculated by campus. Increased living-learning communities on the Macomb campus, the Learning Assistants program on the Quad Cities campus, the new My Western intranet for all students, and success coaches are examples of new initiatives that may have contributed to improved student persistence and completion rates.

Table 11<sup>xi</sup>  
Western Illinois University First Year Retention and Six-Year Graduation Rates

	Cohort				
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Freshmen Retention Rates-University					
All Students	67.7%	69.2%	67.8%	65.3%	67.5%
Minority Students	60.0%	62.4%	59.7%	54.6%	58.7%
Six-Year Graduation Rates-University					
All Students	52.8%	53.1%	50.4%	46.2%	50.5%
Minority Students	41.5%	38.4%	39.3%	32.8%	37.3%

Table 12<sup>xii</sup>  
First-Year Retention Rate and Graduation Rates<sup>1</sup>

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	<b>68%</b>	68%	73%	77%
6-Year Graduation Rates	<b>51%</b>	48%	55%	71%
All Illinois Public Universities				
First-Year Retention	<b>68%</b>	53%	70%	93%
6-Year Graduation Rates	<b>51%</b>	12%	63%	85%

<sup>1</sup> The retention and graduation rates shown are for the fall 2018 cohort (retention) and fall 2013 cohort (graduation)

First-Year Retention Rates-University		Six-Year Graduation Rates-University		First-Year Retention Rates-QC	
James Madison	91%	James Madison	83%	Augustana	88%
Appalachian State	87%	Truman State	73%	Penn State-Harrisburg	86%
Truman State	86%	Appalachian State	72%	Northern Iowa	83%
Wisconsin-La Crosse	85%	Wisconsin-La Crosse	70%	Saint Ambrose	78%
Grand Valley State	84%	Montclair State	67%	Montana Technological	75%
Northern Iowa	83%	Northern Iowa	67%	Auburn-Montgomery	67%
Montclair State	82%	Grand Valley State	66%	<b>WIU - Quad Cities</b>	<b>67%</b>
Wisconsin-Whitewater	81%	Wisconsin-Stevens Point	64%	Indiana University-East	66%
Nebraska-Kearney	81%	Wisconsin-Whitewater	59%	Louisiana State-Shreveport	64%
Central Washington	74%	Nebraska-Kearney	58%	Texas-Permian Basin	64%
SIU-Edwardsville	74%	Eastern Illinois	57%	Indiana-Kokomo	62%
William Paterson	74%	Central Washington	53%		
Wisconsin-Stevens Point	74%	William Paterson	52%		
Eastern Illinois	73%	Central Missouri	51%		
Central Missouri	71%	<b>Western Illinois</b>	<b>51%</b>		
<b>Western Illinois</b>	<b>68%</b>	SIU-Edwardsville	48%		

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 3% difference is fifth highest among 12 Illinois public universities and ranks 10<sup>th</sup> among 16 benchmark institutions.

Table 13<sup>xiii</sup>  
 Difference between Predicted and Actual Six-Year Graduation Rates

Illinois Public Universities	<u>Actual Graduation Rate</u>	<u>Predicted Graduation Rate</u>	<u>Difference</u>
Illinois State University	71	62	9
University of Illinois-Urbana-Champaign	85	79	6
Eastern Illinois University	57	52	5
University of Illinois - Chicago	59	54	5
<b>Western Illinois University</b>	<b>51</b>	<b>48</b>	<b>3</b>
Northern Illinois University	47	50	-3
University of Illinois - Springfield	50	56	-6
SIU - Carbondale	43	51	-8
SIU - Edwardsville	48	58	-10
Northeastern Illinois University	23	41	-18
Chicago State University	12	42	-30

Governors State did not report information

University Benchmarks			
	Actual Graduation Rate	Predicted Graduation Rate	Difference
Montclair State	67	48	19
Appalachian State	72	64	8
Wisconsin-Stevens Point	64	56	8
Wisconsin-Whitewater	59	51	8
Nebraska Kearney	58	52	6
Grand Valley State	66	61	5
Eastern Illinois	57	52	5
Central Washington	53	49	4
University of Northern Iowa	67	64	3
<b>Western Illinois University</b>	<b>51</b>	<b>48</b>	<b>3</b>
William Patterson University	52	49	3
University of Central Missouri	51	51	0
Truman State University	73	74	-1
Wisconsin-La Crosse	70	72	-2
SIU-Edwardsville	48	58	-10

Table 14 presents four-year transfer graduation rates. The University's four-year graduation rate is down slightly from 66.9% to 64.9%.

Table 14<sup>xiv</sup>  
 Four-Year New Transfer Student Graduation Rates  
 Fall 2011-Fall 2015 Cohorts

<u>Western Illinois</u> <u>University</u>	<u>2011</u>		<u>2012</u>		<u>2013</u>		<u>2014</u>		<u>2015</u>	
	N	%	N	%	N	%	N	%	N	%
All Students	1128	64.7%	1110	67.3%	1056	67.3%	1036	66.9%	940	64.9%
Minority Students	209	51.7%	229	48.9%	247	57.5%	232	58.6%	240	52.9%

Table 15 presents information on alumni donation rates. *U.S. News and World Report* publishes this data as a proxy for student satisfaction<sup>2</sup>. The University's rate of 3.8% is approaching the statewide average of Illinois public universities. It also gained 1 spot and now ranks 16<sup>th</sup> among 23 benchmark institutions

<sup>2</sup> *US News and World Report* defined the Alumni Giving Rate as a "two-year average."

Table 15<sup>xv</sup>  
Percent of Alumni Donations  
Fall 2018

	<b>WIU</b>	Low	Average	High
Illinois Public Universities Subset	<b>3.8%</b>	2.8%	4.2%	6.4%
All Illinois Public Universities	<b>3.8%</b>	1.6%	3.9%	7.0%

Governors State University and Chicago State University did not report data

Montana Technological University	14.2%
Augustana College	11.3%
University of Northern Iowa	8.0%
Truman State University	7.2%
University of Nebraska Kearney	7.2%
James Madison	7.1%
University of Wisconsin-Whitewater	6.5%
Saint Ambrose University	6.5%
Appalachian State	6.3%
Indiana University-Kokomo	6.1%
Louisiana State University-Shreveport	5.4%
Indiana University-East	5.0%
University of Illinois-Springfield	4.8%
Grand Valley State	4.3%
University of Wisconsin-Stevens Point	4.2%
<b>Western Illinois University</b>	<b>3.8%</b>
University of Wisconsin-La Crosse	3.8%
William Paterson University	3.6%
Montclair State	3.4%
Eastern Illinois	3.1%
SIU-Edwardsville	2.8%
Auburn University-Montgomery	2.8%
Central Washington	2.0%
University of Texas-Permian Basin	0.9%

Central Missouri, and Penn State-Harrisburg did not report data

Affordability and Financial Strength

Western Illinois University maintains affordable tuition and fee rates. Macomb’s total annual tuition, fees, room & board rates shown in Table 16 are \$1,453 lower than the mean of the Illinois public university subset. Quad Cities rates (\$9,629) are significantly lower than locally based Saint Ambrose University (\$32,478) and Augustana College (\$45,136).

Table 16<sup>xvi</sup>

Annual New Freshmen, In-State Tuition & Fees, and Room & Board at Selected Illinois Public Universities, Academic Year 2018-2019

	<u>Tuition &amp; Fees</u>	<u>Room &amp; Board</u>	<u>Total</u>
Eastern Illinois	\$11,803.00	\$9,882.00	\$21,685.00
<b>Western Illinois</b>	<b>\$12,951.00</b>	<b>\$9,630.00</b>	<b>\$22,581.00</b>
Illinois State	\$14,516.00	\$9,850.00	\$24,366.00
Illinois-Springfield	\$12,891.00	\$11,660.00	\$24,551.00
SIU-Edwardsville	\$14,916.00	\$12,074.00	\$26,990.00

Maintaining affordability is important to a student-base that is price sensitive. Compared to the Illinois public university subset, Western has the second highest percentage of students receiving need-based financial aid and the highest percentage of students using self-help (employment and loans) to finance their education. However, the University maintains the second lowest average student loan amount for academic year 2018-2019.

Table 17<sup>xvii</sup>

Percentage of student receiving need-based aid and loans  
Academic Year 2018-2019

<u>Need Based Aid</u>		<u>Self Help</u>		<u>Loans</u>	
Eastern Illinois	80%	<b>Western Illinois</b>	<b>70%</b>	Eastern Illinois	\$3,123
<b>Western Illinois</b>	<b>79%</b>	Eastern Illinois	65%	<b>Western Illinois</b>	<b>\$3,188</b>
Illinois-Springfield	71%	Illinois-Springfield	53%	SIU-Edwardsville	\$3,992
SIU-Edwardsville	69%	SIU-Edwardsville	48%	Illinois State	\$8,056
Illinois State	64%	Illinois State	47%	Illinois-Springfield	\$8,819

Western understands its population base, as evidenced by the increased availability of need-based financial aid. Since 2016, Western’s average percent of need met for first-year students improved from ranking last to third among five benchmark institutions.



Table 18<sup>xviii</sup>  
Average Percent of Need Met for First Year Students  
Academic Year 2018-19

Illinois-Springfield	82%
SIU-Edwardsville	76%
<b>Western Illinois</b>	<b>65%</b>
Eastern Illinois	55%
Illinois State	43%

Table 19 shows that the University’s total four-year tuition increases for new students were above the average increase in the Higher Education Price Index for the first time in several years. Western Illinois University maintains affordability by limiting cost increases to levels below inflationary indices, despite inconsistent appropriations for Illinois public higher education.

Table 19<sup>xix</sup>  
Western Illinois University New Student Tuition Increases, Changes in the *Higher Education Price Index* and Annual State Appropriations  
Fiscal Year 2015 through Fiscal Year 2019

	Fiscal Year				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>	<u>2019</u>
New Student 4-Year Tuition Increase	2.7%	2.0%	-3.0%	0.0%	3.9%
Average 4-year Increase in the Higher Education Price Index	2.0%	1.4%	3.4%	2.9%	2.5%
One-year Change in State Appropriations (GRF)	-2.5%	-71.0%	245.0%	-10.0%	2.0%

Additional university actions will be necessary to decrease the percent of graduates with loans, and the average debt load of these students. Among current benchmarks, Western Illinois University had the highest percentage of graduates with loans. The University also had the third highest average student debt load.

Table 20<sup>xx</sup>  
Percent of Western Illinois University Graduates with Loans  
And the Average Debt Load of Graduating Students with Loans  
Graduating Classes of 2014 through 2018

	Graduating Class				
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>
Percent of Students with Loans	80%	81%	83%	84%	86%
Average Debt Load of Graduates with Loans	\$28,785	\$30,103	\$30,721	\$29,422	\$31,326

Table 21<sup>xxi</sup>

Percent of Graduates with Loans and Average Debt Load of Graduating Students with Loans  
Graduating Class 2018

	WIU	Low	Average	High
Illinois Public Universities Subset				
% of Graduates with Loans	<b>86%</b>	58%	68%	86%
Average Debt Load	<b>\$31,326</b>	\$22,248	\$26,926	\$31,326
All Illinois Public Universities				
% of Graduates with Loans	<b>86%</b>	45%	64%	86%
Average Debt Load	<b>\$31,326</b>	\$16,220	\$26,468	\$33,912

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

Percent of Graduates with Loans		Average Debt Load	
Nebraska-Kearney	48%	Nebraska-Kearney	\$19,200
James Madison	51%	SIU-Edwardsville	\$22,604
Truman State	51%	Central Washington	\$22,900
Appalachian State	58%	Appalachian State	\$23,230
SIU-Edwardsville	58%	Northern Iowa	\$24,474
Eastern Illinois	60%	Truman State	\$24,847
Wisconsin-La Crosse	67%	Wisconsin-La Crosse	\$26,706
Northern Iowa	69%	Wisconsin-Whitewater	\$28,050
Central Missouri	70%	Eastern Illinois	\$28,213
Grand Valley State	71%	Grand Valley State	\$28,415
Wisconsin Stevens Point	71%	Central Missouri	\$28,543
Central Washington	72%	James Madison	\$29,189
Montclair State	72%	William Paterson	\$31,105
William Paterson	74%	<b>Western Illinois University</b>	<b>\$31,326</b>
Wisconsin-Whitewater	79%	Wisconsin Stevens Point	\$31,571
<b>Western Illinois University</b>	<b>86%</b>	Montclair State	\$43,670

Institutional commitments to affordability are challenged by state funding practices. The FY16 and FY17 statewide budget impasse caused an increased reliance on the University Income Fund revenue as shown in Table 22. Its impact can also be seen in the decreased financial indicators shown in Table 23.

Table 22<sup>xxii</sup>  
 Western Illinois University Appropriation History  
 Fiscal Year 2015 through Fiscal Year 2019

(\$ Reported in Millions)	2015	2016	2017	2018*	2019
Total Appropriations	\$127.0	\$89.5	\$129.6	\$110.1	\$103.8
Percent Change	0.6%	-29.5%	44.8%	-15.1%	-5.7%
General Revenue Fund	\$51.4	\$14.9	\$51.5	\$46.3	\$47.2
Percent Change	-2.5%	-71.0%	244.2%	-10.0%	2.0%
University Income Fund	\$75.5	\$74.6	\$69.7	\$63.8	\$56.7
Percent Change	2.9%	-1.3%	-6.5%	-8.6%	-11.2%
Income Fund Percent Total	59.5%	83.3%	53.8%	57.9%	54.5%

WIU continues to solidify its future fiscal foundation despite fiscal challenges, as shown by independent analyses conducted by the Higher Learning Commission. HLC computes a Composite Financial Index (CFI) score for each institution annually following methodology documented in *Strategic Financial Analysis for Higher Education: Identifying, Measuring & Reporting Financial Risks (Seventh Edition)*. A CFI score can range from -4.0 to +10.0. CFI scores are placed in one of three ranges (zones) to determine if further HLC review is required.

WIU's FY16 CFI was (0.30), and placed the University "below the zone." When a CFI falls below the zone (i.e., a value between -4.0 and -0.01) HLC requires submission of a report and supporting documents for review by a financial panel. The institution is further required to submit a report for panel review until its CFI is "above the zone," (i.e., a value > 1.0).

In evaluating Western's *Financial Improvement Plan*, the Panel concluded, "WIU approached the state-created crisis in a sensible and thoughtful manner, and barring any further disruption in state appropriations, WIU will rapidly regain CFI's that are in or above the zone."

HLC Projections were realized. WIU's 2017 CFI improved to 0.54 and to 3.22 for fiscal year 2018. WIU's CFI is now "in the zone." WIU's Financial Panel concluded, "The institution has responded well to declining revenues ... and continue[s] to do well in developing strategies to navigate these tumultuous situations that have mostly been due to decreased or unstable state funding."

Table 23<sup>xxiii</sup>

Western Illinois University Financial Ratios  
 Reported to HLC-North Central Association of Colleges and Schools  
 Fiscal Year 2012 through Fiscal Year 2018

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Composite Financial Indicator	2.90	1.70	2.75	1.47	-0.30	0.54	3.22
Primary Reserve Ratio	0.27	0.26	0.25	0.26	0.16	0.16	0.20
Net Operating Revenue Ratio	0.04	0.00	0.01	-0.01	-0.15	-0.02	0.08
Return on Net Assets Ratio	0.12	0.04	0.13	0.02	-0.14	-0.02	0.14
Viability Ratio	0.70	0.75	0.77	0.47	0.56	0.60	0.79

Additional analysis of the University’s fiscal ratios shows:

- A stabilized primary reserve ratio demonstrating fiscal stability. A negative or decreasing trend over time would indicate weakening fiscal status.
- A net operating ratio showing the effects of using institutional reserves to sustain the quality, viability, and operations during the statewide budget impasse.
- A net assets ratio documenting improvement in the availability of additional expendable net assets to satisfy debt obligations.
- A viability ratio reflecting the effects of a volatile statewide economy.

Western Illinois University further demonstrates a commitment to conservative, mission-driven fiscal management, as evidenced in Tables 24. The University remains below the statewide average on instructional costs per credit hour, with instructional costs 4.1% 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 (FY13-15) and during the statewide budget impasse (FY16-17).

Table 24<sup>xxiv</sup>  
 Instructional Costs per Credit Hour at Illinois Public Universities

### Fiscal Year 2014 through Fiscal Year 2018

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Southern Illinois-Edwardsville	\$257.94	\$269.52	\$261.01	\$237.14	\$263.78
Illinois State University	\$297.85	\$300.43	\$311.13	\$300.28	\$307.54
Southern Illinois-Carbondale	\$314.13	\$329.27	\$331.53	\$321.63	\$338.92
<b>Western Illinois</b>	<b>\$294.30</b>	<b>\$307.32</b>	<b>\$316.86</b>	<b>\$315.78</b>	<b>\$350.41</b>
State Average	\$335.60	\$355.00	\$358.73	\$337.21	\$365.51
Eastern Illinois	\$331.88	\$352.67	\$358.40	\$345.70	\$373.66
Northeastern Illinois	\$298.35	\$343.49	\$346.07	\$342.97	\$374.91
Northern Illinois	\$331.84	\$339.47	\$348.49	\$350.81	\$374.92
Governors State	\$364.31	\$392.48	\$373.04	\$278.20	\$379.79
Illinois-Urbana/Champaign	\$362.97	\$400.24	\$398.54	\$365.36	\$385.89
Illinois-Chicago	\$374.94	\$382.35	\$399.84	\$405.83	\$396.70
Illinois-Springfield	\$372.28	\$384.41	\$361.23	\$360.10	\$435.67
Chicago State	\$417.04	\$419.86	\$429.72	\$422.70	\$528.90
% WIU Is Under the State Average	12.30%	13.40%	11.70%	6.40%	4.13%

### 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 April 15-16, 2019. The Fiscal Year 2020 Higher Values in Higher Education Update will be presented at the October 2019 Western Illinois University Board of Trustees meeting, followed by the Fiscal Year 2020 Performance Report in March 2020.

<sup>i</sup> Table 1, Fall 2019 Midwest Public Universities rankings, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>

<sup>ii</sup> Table 2, Total Enrollment Fall 2015-2019, Tables 1, 1Q and 11 in *2019-2020 Factbook, Western Illinois University*.

<sup>iii</sup> Table 3, New Freshmen and Transfer Show Rates. Fall 2019 Midwest Public Universities rankings, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>

<sup>iv</sup> Table 4, Minority and International Student Enrollment and Pell Grant Recipients, Table 12 in *2019-2020 Factbook, Western Illinois University*.

<sup>v</sup> Table 5, US News Best Colleges Diversity Index Calculator. <https://www.usnews.com/education/best-colleges/articles/campus-ethnic-diversity-methodology>

<sup>vi</sup> Table 6, ACT/SAT Score and High School Rank Information, Table 3 *2019-2020 Factbook, Western Illinois University*, plus a special report from WIU's Office of Institutional Research and Planning.

<sup>vii</sup> Table 7, ACT/SAT Score and High School Rank Information. *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>

<sup>viii</sup> Table 8, Average WIU Faculty Salaries compared to the mean of Peer Institutions. Special Report from WIU's Office of Institutional Research and Planning.

<sup>ix</sup> Table 9, Number of Course Sections and Student : Faculty ratios, Common Data Set from WIU's Office of Institutional Research and Planning

<sup>x</sup> Table 10, Student-to-Faculty Ratios, *2019 US News Best Colleges*, <https://premium.usnews.com/best->

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- colleges/rankings/regional-universities
- <sup>xi</sup> Table 11, First Year Retention and Graduation Rates, Table 36, *2019-2020 Factbook, Western Illinois University*
- <sup>xii</sup> Table 12, Comparisons of First Year Retention and Graduation Rates, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xiii</sup> Table 13, Predicted and Six Year Graduation Rates, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xiv</sup> Table 14, Transfer Graduation Rates, Table 41 in *2019-2020 Factbook, Western Illinois University* plus special reports from IRP and Financial Aid.
- <sup>xv</sup> Table 15, Alumni Donations, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xvi</sup> Table 16, amounts retrieved from the IBHE Student Tuition and Required Fees, Room and Board for Full-Time, In-State Entering Undergraduate Students. <http://www.ibhe.org/ibhedatabook/ChapterIV/Table%20IV-1.aspx>
- <sup>xvii</sup> Table 17, Need-Based and Student Loan Percentages and Amounts, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xviii</sup> Table 18, Average Percent of Need Met, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xix</sup> Table 19, New Student Tuition Increases, *2019-2020 Factbook, Western Illinois University* Table 56 and Higher Education Price Index <http://info.commonfund.org/commonfund-higher-education-price-index>
- <sup>xx</sup> Table 20, Loans and Debt Load Longitudinal, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xxi</sup> Table 21, Loans and Debt Load Comparisons, *2019 US News Best Colleges*, <https://premium.usnews.com/best-colleges/rankings/regional-universities>
- <sup>xxii</sup> Table 22, Appropriations History, *2019-2020 Factbook, Western Illinois University* Table 56.
- <sup>xxiii</sup> Table 23, Financial Ratios, Reported to the Higher Learning Commission, Annual Institutional Data Update.
- <sup>xxiv</sup> Table 24, IBHE Academic Discipline Cost Study, Section VI, All Disciplines Instruction less Physical Plant