

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

### December 19, 2014

#### Report 14.12/5

#### Fiscal Year 2015 Performance Report

##### Executive Summary

In June 2012, 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.”

This *Report* completes an annual three-part institutional effectiveness process.

1. Each spring all academic departments and administrative units articulate accomplishments and plans related to *Higher Values in Higher Education* through annual (consolidated annual report) presentations made by the vice presidents and areas that report to the president.
2. Consolidated Annual Report presentations provide the qualitative data for annual fall Long Term Plan and the Higher Values in Higher Education Updates.
3. Annual winter Performance Reports compares university performance to stated goals and benchmark institutions to determine if the University is successfully enacting its vision and achieving its goals.

Appendix A shows that 42 (74%) of the University’s performance indicators are completed/maintained or progressing in the desired direction, and 15 (26%) show no change or are moving in the opposite direction. Comparable percentages in Fiscal Year 2014 were 62% and 38%, respectively. These results show that the University is advancing quality, opportunity, and affordability and the goals and priorities of *Higher Values in Higher Education*.

Specifically, there is increasing interest (applications) for a Western Illinois University education from highly qualified (accepted) students. We are a strong institution, with a growing reputation for academic excellence. For the first time in institutional history, *U.S. News and World Report* named Western a Top 10 Public Midwestern Regional University; and for the third consecutive year, the University was named as a regional leader in serving students from diverse racial, ethnic, and socioeconomic backgrounds.

Western’s educational opportunities support an engaged learning community committed to the individual learner, with small class sizes and student-to-faculty ratios. The result is increasing retention and graduation rates, success rates that are higher than projections based on ACT score and high school percentile rank alone, and strong levels of student and alumni satisfaction.

Western’s commitment to affordability serves a price sensitive population, heavily reliant on employment and loans to finance the cost of higher education. Through commitments to access, affordability, cost predictability, enhanced need-based aid, and conservative fiscal management, the University is countering a national trend and experiencing a decrease in the percentage of graduates with loans.

## FISCAL YEAR 2015 PERFORMANCE REPORT

### Methodology

The University's most current performance (fall 2014 or Fiscal Year 2015) is reported on a longitudinal basis. An asterisk is displayed in each table to signify initial implementation of *Higher Values in Higher Education 2012-2022* and to inform trend analyses.

Western's performance is 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 Macomb and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data is displayed for the previous year (fall 2013 or Fiscal Year 2014) due to secondary data publishing schedules. For salary comparisons, the agreed upon University Professionals of Illinois-Western Illinois University peer group is used.

### Results

#### Educational Demand and Quality

Western Illinois University has enrollment goals of 12,500 students in Macomb and 3,000 students in the Quad Cities. Total University and Macomb Campus enrollment has decreased since implementation of *Higher Values in Higher Education*. The growth in Quad Cities enrollment has been in off-campus enrollment (where students take a majority of semester credit hours on-line and the remainder on-campus).

Enrollment is expected to increase in the years ahead based on changes to recruitment practices for high-achieving and diverse students discussed in the *Enrollment, Retention and Graduation Rate Information Report* presented at today's Western Illinois University Board of Trustees meeting. This includes expansion of the Western Commitment scholarship program, increased admissions visits, and new retention strategies being developed by the persistence and completion teams.

Western Illinois University is a strong institution, with a growing reputation for academic excellence and educational opportunity. Since implementation of *Higher Values in Higher Education*, Western has become a top 10 public Midwestern regional institution in a 12-state region defined by U.S. News and World Report<sup>1</sup>. The University will capitalize upon its positive momentum to recruit even more students to the Macomb and Quad Cities campuses.

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<sup>1</sup> The 12 states in the Midwest Region defined by U.S. News and World Report are Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Table 1  
Top 15 Fall 2014 Midwestern Public Universities  
Ranked by U.S. News and World Report

1. Truman State University	8. University of Minnesota-Duluth
2. University of Northern Iowa	<b>10. Western Illinois University</b>
3. Grand Valley State University	11. Southern Illinois University-Edwardsville
4. Eastern Illinois University	12. University of Wisconsin-Whitewater
4. University of Wisconsin-Las Crosse	13. Ferris State University
6. University of Wisconsin-Eau Claire	13. University of Nebraska-Kearney
7. University of Michigan-Dearborn	13. University of Wisconsin-Stevens Point
8. University of Illinois-Springfield	

Further evidence for anticipated success is evidenced in increased new freshmen applications on both campuses and new transfer applications in the Quad Cities. Moreover, these increases are from highly qualified (accepted) students. The opportunity is to increase the “show-rate” (ratio of enrolled students to accepted students) to achieve enrollment growth.

Table 2  
Total Enrollment in Macomb and Quad Cities  
With New Freshmen and Transfer Applications, Acceptances, Enrollments, and Show-Rates  
Fall 2010 through Fall 2014

	Fall					Two-Year Change	
	2010	2011	2012*	2013	2014	Number	Percent
Total University	12,585	12,554	12,205	11,707	11,458	(747)	(6.1%)
On-Campus	11,654	11,658	11,207	10,701	10,418	(789)	(7.0%)
Off-Campus	931	896	998	1,006	1,040	42	4.2%
Macomb	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>	(893)	(8.2%)
On-Campus	10,377	10,423	10,003	9,464	9,220	(783)	(7.8%)
Off-Campus	847	759	825	741	715	(110)	(13.3%)
Quad Cities	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>	146	10.6%
On-Campus	1,277	1,235	1,204	1,237	1,198	(6)	(0.5%)
Off-Campus	84	137	173	265	325	152	87.9%

	Fall					Two-Year Change	
	2010	2011	2012*	2013	2014	Number	Percent
New Freshmen-Macomb							
Applied	8,398	9,688	10,254	10,425	10,347	93	0.9%
Accepted	5,423	6,347	6,438	6,199	7,147	709	11.0%
Enrolled	1,761	1,926	1,729	1,612	1,563	(166)	(9.6%)
Show Rate (Enrolled/Accepted)	32.5%	30.3%	26.9%	26.0%	21.8%	--	(5.1%)
New Freshmen-Quad Cities							
Applied	12	43	72	129	324	252	350.0%
Accepted	6	37	43	61	284	241	560.5%
Enrolled	2	29	25	40	42	17	68.0%
Show Rate (Enrolled/Accepted)	33.3%	78.4%	58.1%	65.6%	14.8%	--	(43.3%)

Table 2  
-continued-

	2010	2011	2012*	2013	2014	Two-Year Change	
						Number	Percent
New Transfers-Macomb							
Applied	2,422	2,643	2,590	2,282	2,190	(400)	(15.4%)
Accepted	1,769	1,825	1,826	1,555	2,019	193	10.6%
Enrolled	1,141	1,114	1,075	950	985	(90)	(8.4%)
Show Rate (Enrolled/Accepted)	64.5%	61.0%	58.9%	61.1%	48.8%	--	(10.1%)
New Transfers-Quad Cities							
Applied	370	328	421	492	456	35	8.3%
Accepted	312	281	360	391	420	60	16.7%
Enrolled	203	187	253	293	228	(25)	(9.9%)
Show Rate (Enrolled/Accepted)	65.1%	66.5%	70.3%	74.9%	54.3%	--	(16.0%)

Table 3  
New Freshmen and Transfer Student Show Rates  
Fall 2013

	WIU	Low	Average	High
Illinois Public University Subset				
New Freshmen Show Rate	<b>26.4%</b>	26.4%	29.7%	36.0%
New Transfers Show Rate	<b>63.9%</b>	57.0%	63.5%	68.7%
All Illinois Public Universities				
New Freshmen Show Rate	<b>26.4%</b>	25.4%	29.4%	36.0%
New Transfers Show Rate	<b>63.9%</b>	51.5%	63.0%	68.7%

Governor State University and Chicago State University did not report data

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
North Carolina-Wilmington	65.4%	Sam Houston State	71.4%	Illinois-Springfield	68.7%
Wisconsin-Whitewater	43.8%	Wisconsin-Whitewater	70.6%	Pennsylvania State-Harrisburg	62.9%
Missouri State	43.2%	Missouri State	70.4%	Western Illinois-Quad Cities	54.3%
Western Kentucky	41.6%	Eastern Illinois	67.7%	Augustana	46.2%
Central Washington	40.6%	Appalachian State	66.0%	University of Baltimore	NA
Montclair State	35.8%	North Carolina-Wilmington	65.4%	Saint Ambrose	NA
Western Washington	35.1%	<b>Western Illinois</b>	<b>63.9%</b>	Texas A&M-International	NA
Appalachian State	32.1%	Western Kentucky	60.7%	Governors State	NA
Sam Houston State	31.5%	Central Washington	60.1%		
SIU-Edwardsville	30.5%	Western Washington	59.6%		
James Madison	29.7%	Montclair State	59.1%		
Eastern Illinois	27.3%	James Madison	58.5%		
<b>Western Illinois</b>	<b>26.4%</b>	College of Charleston	54.5%		
College of Charleston	25.4%	SIU-Edwardsville	50.7%		
California State-Chico	18.1%	California State-Chico	39.2%		
Northern Iowa	NA	Northern Iowa	NA		

The growing student interest in Western Illinois University comes from students who are interested in being part of Western's regional and national leadership in racial, ethnic, and socioeconomic diversity.

- Western Illinois University Diversity Index (45%) ranks 21<sup>st</sup> of 131 Midwestern Colleges and Universities. This measure is prepared by *U.S. News and World Report*, and identifies the probability that two students from different racial/ethnic designations will interact on a daily basis

- The proportion of Pell Grant recipients enrolled at Western Illinois University (46%) ranks 33<sup>rd</sup> out of 131 Midwestern colleges and universities

Implementation of *Higher Values in Higher Education* has been associated with minority student and international student enrollment increases on both campuses, and supports the University's core values of personal growth and social responsibility.

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 2010 through Preliminary Fall 2014<sup>1</sup>

	Fall				
	<u>2010</u>	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>2014</u>
<u>Macomb Total Enrollment</u>	<u>11,224</u>	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>
Percent Minority Students	20.0%	23.2%	28.2%	34.3%	30.4%
Percent International Students	3.3%	3.4%	3.1%	3.6%	5.0%
<u>Macomb Undergraduate Enrollment</u>	<u>9,851</u>	<u>9,744</u>	<u>9,785</u>	<u>9,464</u>	<u>8,911</u>
Pell Grant Recipients	35.6%	41.0%	39.1%	44.3%	47.6%
<u>Quad Cities Total Enrollment</u>	<u>1,361</u>	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>
Percent Minority Students	11.5%	11.8%	13.9%	18.5%	15.9%
Percent International Students	1.4%	0.9%	0.4%	0.1%	0.7%
<u>Quad Cities Undergraduate Enrollment</u>	<u>702</u>	<u>730</u>	<u>735</u>	<u>799</u>	<u>962</u>
Pell Grant Recipients	26.9%	21.0%	38.0%	31.8%	29.2%

Fall 2014 Pell Grant data is finalized at the end of term.

Table 5  
 US News & World Report's Diversity Index  
 Fall 2013

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	.45	.33	.40	.45
All Illinois Public Universities	.45	.33	.49	.71

Governors State University did not report data

Macomb-Benchmarks		Quad Cities-Benchmarks	
Montclair State	.59	Houston-Clear Lake	.63
Sam Houston State	.59	University of Baltimore	.61
California State-Chico	.54	Pennsylvania State-Harrisburg	.51
<b>Western Illinois</b>	<b>.45</b>	Illinois-Springfield	.43
Central Washington	.42	Governors State	.42
Eastern Illinois	.42	Augustana	.33
Western Washington	.39	<b>Western Illinois-Quad Cities</b>	<b>.26</b>
Western Kentucky	.31	Saint Ambrose	.24
James Madison	.30	Texas A&M International	.11
North Carolina-Wilmington	.30		
College of Charleston	.29		
Missouri State	.24		
Wisconsin-Whitewater	.24		
Appalachian State	.20		
Northern Iowa	.15		

Implementation of *Higher Values in Higher Education* is resulting in increases in average ACT scores and new freshmen entering the University from the top 25 percent of their high school graduating class. The average ACT values for new regularly admitted Macomb freshmen (21.6) and Quad Cities freshmen (24.2) are above statewide and national averages for college-bound students (20.7 and 21.0, respectively).

Implementation of *Higher Values in Higher Education* also continues to support the University's commitment to educational opportunity and admission of students who do not meet all published admissions requirements, but who demonstrate willingness to work toward shared educational objectives. In fall 2013, 340 students were admitted through the Office of Academic Services, which represents 20.6 percent of the new student cohort.

While admission of OAS students skews benchmarking and ranking system data, it serves the greater good of educational opportunity and access. Forty-six percent of Western's fall 2008 OAS students graduated within six years, which compares to an overall cohort graduation rate of 54 percent. If these students been denied admission, they would not benefit from occupational mobility, civic engagement, higher lifetime earnings, and other benefits that successful attainment of a baccalaureate degree yields.

Table 6  
ACT Score and High School Rank Information  
Western Illinois University New Freshmen  
Fall 2010 through Fall 2014

	2010	2011	2012*	2013	2014
<b>Macomb Campus</b>					
Average ACT Score—All Freshmen	21.0	20.7	20.7	21.1	20.9
Average ACT Score—Regular Admits	21.4	21.6	21.7	22.0	21.6
ACT Interquartile Range	18-23	18-23	18-23	18-23	18-23
Freshmen from top 25% of HS Class	25.0%	25.7%	25.8%	27.7%	27.9%
<b>Quad Cities Campus</b>					
Average ACT Score—All Freshmen	--	--	22.7 (N=23)	23.5 (N=37)	24.2 (N=40)
Average ACT Score— Honors Cohort	--	--	26.6 (N=5)	26.9 (N=10)	26.3 (N=23)
ACT Interquartile Range	--	19-25	20-26	21-26	22-26
Freshmen from top 25% of HS Class	--	29.6%	30.4%	41.2%	48.5%

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

Table 7  
ACT Score and High School Rank Information  
Fall 2013

	WIU	Low	Average	High
<b>Illinois Public Universities Subset</b>				
Average ACT Score	<b>21</b>	21	23	24
ACT Interquartile Range	<b>18-23</b>	18-23	20-25	22-26
From Top 25% of High School Class	<b>28%</b>	28%	36%	44%
<b>All Illinois Public Universities</b>				
Average ACT Score	<b>21</b>	18	23	29
ACT Interquartile Range	<b>18-23</b>	17-20	20-25	26-31
From Top 25% of High School Class	<b>28%</b>	16%	41%	87%

Governors State University did not report data. Illinois State and Chicago State did not report Top 25% of High School Class.

### Macomb Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Appalachian State	26	North Carolina-Wilmington	24-28	North Carolina-Wilmington	65%
College of Charleston	26	James Madison	23-38	College of Charleston	60%
Western Washington	25	College of Charleston	23-28	Appalachian State	58%
James Madison	25	Appalachian State	23-27	Missouri State	53%
North Carolina-Wilmington	25	Western Washington	21-27	Western Washington	50%
Missouri State	24	Missouri State	21-26	Western Kentucky	50%
Northern Iowa	23	Montclair State	21-26	James Madison	45%
Southern Illinois-Edwardsville	23	SIU-Edwardsville	20-25	SIU-Edwardsville	39%
Wisconsin-Whitewater	22	Northern Iowa	20-24	Sam Houston State	38%
Western Kentucky	22	Wisconsin-Whitewater	20-24	Montclair State	35%
Eastern Illinois	22	Western Kentucky	19-25	Eastern Illinois	32%
<b>Western Illinois</b>	<b>21</b>	Eastern Illinois	19-24	Wisconsin-Whitewater	30%
California State-Chico	21	California State – Chico	19-24	<b>Western Illinois</b>	<b>28%</b>
Sam Houston State	<b>21</b>	Sam Houston State	18-24	California State-Chico	26%
Central Washington	20	Central Washington	18-24	Northern Iowa	NA
Montclair State	NA	<b>Western Illinois</b>	<b>18-23</b>	Central Washington	NA

### Quad Cities Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Augustana	25	Augustana	22-27	Augustana	51%
<b>Western Illinois-Quad Cities</b>	<b>24</b>	<b>Western Illinois-Quad Cities</b>	<b>21-26</b>	Illinois-Springfield	44%
Illinois-Springfield	23	Illinois-Springfield	20-27	<b>Western Illinois-Quad Cities</b>	<b>41%</b>
Saint Ambrose	22	Saint Ambrose	20-25	Saint Ambrose	36%

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 maintained for professors and associate professors. Average salary comparisons are improving for assistant professors.

Table 8  
Average Western Illinois University Faculty Salaries  
Compared to the Mean of Peer Institutions  
Fiscal Years 2010 through 2014

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	2010	2011	2012	2013*	2014
Professors	102.6%	102.5%	102.9%	101.3%	104.0%
Associate Professors	99.2%	98.7%	100.1%	100.0%	102.2%
Assistant Professors	95.5%	94.9%	96.3%	96.8%	97.1%
Instructors	92.2%	94.9%	95.9%	90.0%	85.9%

### Educational Opportunity

Western Illinois University supports a strong and engaging learning community. Results from the 2013 the National Survey of Student Engagement of second semester freshmen show that Western freshmen compared to the average all other freshmen from 98 Midwestern colleges and universities report spending more time discussing academic performance and career plans with faculty, engaging in service learning, and receiving higher levels of satisfaction with the quality of academic advisement.

Western's second semester seniors also report higher levels of satisfaction with the quality of faculty interactions and the supportive campus environment than the average of second semester seniors at all other Midwestern institutions.

Western's strong and engaging learning community follows the core value of academic excellence and the commitment to the individual learner. Through *Higher Values in Higher Education*, the University maintains small class sizes and student-to-faculty ratios.

Table 9  
Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios  
Fiscal Year 2010 through Fiscal Year 2014

	Fiscal Year				
	2010	2011	2012	2013*	2014
<b>Macomb Campus</b>					
Number of Sections*	4,974	4,993	4,977	4,845	4,793
Percent of Classes Less Than 20	81.6%	82.6%	82.7%	82.6%	84.6%
Student-to-Faculty Ratio	16:1	16:1	16:1	15:1	15:1
<b>Quad Cities Campus</b>					
Number of Sections*	588	554	529	557	520
Percent of Classes Less Than 30	94.9%	96.6%	97.7%	96.4%	94.0%
Student-to-Faculty Ratio	11:1	12:1	12:1	12:1	14:1

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

Table 10  
Student-to-Faculty Ratios  
Fall 2013

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	<b>15:1</b>	13:1	15:1	18:1
All Illinois Public Universities	<b>15:1</b>	12:1	16:1	18:1

Governors State University did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	14:1	Saint Ambrose	10:1
<b>Western Illinois</b>	<b>15:1</b>	Augustana	12:1
James Madison	16:1	Illinois-Springfield	13:1
College of Charleston	16:1	<b>Western Illinois-Quad Cities</b>	<b>14:1</b>
Northern Iowa	16:1	Pennsylvania State-Harrisburg	14:1
Appalachian State	16:1	Houston-Clear Lake	16:1
North Carolina-Wilmington	17:1	University of Baltimore	16:1
Montclair State	17:1	Texas A & M-International	22:1
Central Washington	17:1	Governors State	NA
Southern Illinois-Edwardsville	18:1		
Western Kentucky	18:1		
Missouri State	20:1		
Western Washington	20:1		
Wisconsin-Whitewater	21:1		
Sam Houston State	24:1		
California State-Chico	24:1		

The strong and engaging learning community committed to the individual learner is yielding increasing retention and graduation rates.



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

	Cohort				
	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Freshmen Retention Rates-Macomb					
All Students	72.8%	71.4%	67.7%	63.3%	72.1%
Minority Students	70.5%	65.7%	60.8%	53.4%	64.5%
Pell Grant Recipients	73.4%	68.2%	65.9%	56.8%	67.5%
Freshmen Retention Rates-Quad Cities					
All Students	--	--	--	--	76.9%
Minority Students	--	--	--	--	NA
Pell Grant Recipients	--	--	--	--	NA
Six-Year Graduation Rates-Macomb					
All Students	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007*</u>	<u>2008</u>
All Students	58.1%	53.4%	54.0%	56.0%	54.3%
Minority Students	43.3%	45.9%	45.0%	44.0%	48.5%
Pell Grant Recipients	54.8%	53.6%	56.6%	56.7%	56.5%

Freshmen retention is a new benchmark measure for Western Illinois-Quad Cities beginning with the fall 2013 cohort. Cells marked NA are based on counts of few or fewer students in the cohort.

Table 12  
First-Year Retention Rate and Graduation Rates<sup>2</sup>

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	<b>69%</b>	64%	75%	84%
6-Year Graduation Rates	<b>56%</b>	43%	56%	72%
All Illinois Public Universities				
First-Year Retention	<b>69%</b>	55%	73%	94%
6-Year Graduation Rates	<b>56%</b>	21%	52%	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	91%	James Madison	81%	Augustana College	86%
Appalachian State	88%	North Carolina-Wilmington	71%	Pennsylvania State-Harrisburg	82%
North Carolina-Wilmington	86%	Western Washington	69%	Saint Ambrose	79%
California State-Chico	86%	Appalachian State	68%	<b>Western Illinois-Quad Cities</b>	<b>77%</b>
Western Washington	84%	Northern Iowa	66%	Illinois-Springfield	74%
College of Charleston	83%	College of Charleston	64%	Texas A&M International	72%
Montclair State	83%	Montclair State	63%		
Northern Iowa	82%	Eastern Illinois	60%		
Eastern Illinois	79%	<b>Western Illinois</b>	<b>56%</b>		
Wisconsin-Whitewater	78%	California State-Chico	56%		
Central Washington	76%	Wisconsin-Whitewater	55%		
Missouri State	75%	Missouri State	53%		
Sam Houston State	75%	Central Washington	51%		
Western Kentucky	73%	Sam Houston State	51%		
Southern Illinois-Edwardsville	71%	Southern Illinois-Edwardsville	50%		
<b>Western Illinois</b>	<b>69%</b>	Western Kentucky	50%		

Six-year freshmen graduation comparisons will be available for Western Illinois-Quad Cities after summer 2017. The campus began admitting freshmen in fall 2011.

<sup>2</sup> The graduation rate indicates the average proportion of fall 2004 through fall 2007 freshmen graduating within six years; and freshman retention is based on the average of the 2009 through fall 2012 cohorts.

The data above show that it is the educational environment that plays a critical component in student success. This is demonstrated by the fact that the University's freshmen retention and graduation rates are higher than predications based on entering student characteristics (average ACT score and high school percentile rank) alone. Moreover, transfer graduation rates at Western Illinois University rank second highest amongst benchmark institutions.

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

<b>Illinois Public Universities</b>			
	Actual Graduation Rate	Predicted Graduation Rate	Difference
Northeastern Illinois	38%	20%	18%
Illinois State	72%	55%	17%
Eastern Illinois	60%	48%	12%
<b>Western Illinois</b>	<b>56%</b>	<b>46%</b>	<b>10%</b>
Northern Illinois	51%	48%	3%
Illinois-Urbana/Champaign	84%	83%	1%
Sothern Illinois-Carbondale	44%	46%	(2%)
Southern Illinois-Edwardsville	50%	56%	(6%)
Illinois-Chicago	57%	63%	(6%)
Chicago State	21%	29%	(8%)
Illinois-Springfield	43%	55%	(12%)

<b>Macomb Benchmark Institutions</b>			
	Actual Graduation Rate	Predicted Graduation Rate	Difference
James Madison	81%	69%	12%
Eastern Illinois	60%	48%	12%
<b>Western Illinois</b>	<b>56%</b>	<b>46%</b>	<b>10%</b>
Northern Iowa	66%	57%	9%
Montclair State	63%	52%	9%
Western Washington	69%	61%	8%
Central Washington	51%	44%	7%
Appalachian State	68%	61%	7%
North Carolina-Wilmington	71%	65%	6%
Wisconsin-Whitewater	55%	50%	5%
Western Kentucky	50%	45%	5%
Sam Houston State	51%	48%	3%
California State-Chico	56%	55%	1%
Missouri State	53%	55%	(2%)
College of Charleston	64%	68%	(4%)
Southern Illinois-Edwardsville	50%	56%	(6%)

Table 14  
 Four-Year New Transfer Student Graduation Rates  
 Fall 2005-Fall 2009 Cohorts

	2005		2006		2007		2008		2009*	
	<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	746	60.8%	778	64.1%	632	61.5%	653	63.5%	695	62.1%
Minority Students	79	54.1%	83	51.2%	60	47.2%	78	47.9%	89	49.4%
Pell Grant Recipients	291	60.8%	313	61.4%	228	58.3%	282	62.5%	312	59.1%
Quad Cities										
All Students	86	67.7%	104	68.4%	127	69.0%	121	61.7%	144	69.9%
Minority Students	10	66.7%	11	50.0%	21	67.7%	15	51.7%	21	75.0%
Pell Grant Recipients	32	69.6%	49	65.3%	62	68.9%	71	67.0%	72	69.2%

Quad Cities Benchmark Institutions

Augustana College	78%
<b>Western Illinois-Quad Cities</b>	70%
Saint Ambrose	61%
Pennsylvania State-Harrisburg	61%
Texas A & M - International	44%
Illinois – Springfield	43%
Governors State	NA

High levels of student achievement result in high levels of student and alumni satisfaction. Seventy-five percent of the second semester freshmen (which is higher than the University's freshmen retention rate) and 87 percent of the second semester seniors (which is higher than the University's graduation rate) indicate that they would "choose to attend Western Illinois University again if they had the opportunity to restart the college selection process." Additionally, the percent of alumni donating to the University<sup>3</sup> is now at the statewide average for Illinois public universities.

Table 15  
 Percent of Alumni Donations  
 Fall 2013

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	<b>5%</b>	5%	5%	7%
All Illinois Public Universities	<b>5%</b>	2%	5%	10%

Governors State University and Chicago State University did not report data

<sup>3</sup> 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 2011-2012 and 2012-2013."

**Benchmark Institutions**

Augustana	27%
Western Kentucky	11%
Wisconsin-Whitewater	10%
Northern Iowa	10%
Texas A & M-International	10%
Appalachian State	9%
Sam Houston State	9%
Baltimore	8%
Saint Ambrose	8%
Missouri State	7%
College of Charleston	7%
James Madison	7%
North Carolina-Wilmington	6%
<b>Western Illinois University</b>	<b>5%</b>
California State-Chico	5%
Eastern Illinois	5%
Illinois-Springfield	5%
Southern Illinois –Edwardsville	5%
Western Washington	5%
Montclair State	4%
Houston-Clear Lake	3%
Central Washington	2%
Pennsylvania State-Harrisburg	NA
Governors State	NA

Affordability and Financial Strength

Western Illinois University maintains affordable tuition and fee rates. Macomb’s annual rates are at the median of the Illinois public university subset. Quad Cities rates (\$9,360) are significantly lower than locally based Saint Ambrose University (\$27,300) and Augustana College (\$37,236).

Table 16  
New Freshmen In-State Tuition and Fee Rates at Selected Illinois Public Universities  
Academic Year 2014-2015

	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>
Southern Illinois-Edwardsville	\$9,738	\$8,750	\$18,488
Eastern Illinois	\$11,108	\$9,358	\$20,466
<b>Western Illinois</b>	<b>\$11,283</b>	<b>\$9,450</b>	<b>\$20,733</b>
Illinois-Springfield	\$11,367	\$9,600	\$20,967
Illinois State	\$12,830	\$9,970	\$22,800

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, the highest percentage of students engaged in employment and loans to finance their education, and the second highest average student loan amount for academic year 2013-2014.

Table 17  
 Percentage of student receiving need-based aid and loans  
 Academic Year 2013-2014

<u>Need Based Aid</u>	
Illinois-Springfield	62%
<b>Western Illinois</b>	<b>57%</b>
Southern Illinois-Edwardsville	48%
Eastern Illinois	47%
Illinois State	38%
<u>Self Help</u>	
<b>Western Illinois</b>	<b>68%</b>
Illinois-Springfield	61%
Eastern Illinois	59%
Southern Illinois-Edwardsville	57%
Illinois State	50%
<u>Loans</u>	
Illinois State	\$4,405
<b>Western Illinois</b>	<b>\$4,375</b>
Southern Illinois-Edwardsville	\$4,346
Illinois-Springfield	\$4,236
Eastern Illinois	\$4,178

Western understands and respects its population base, and has a strong tradition of awarding need-based aid. Need awards as a percent of total financial aid awards ranks second for the five benchmark institutions. The University is expanding its commitment to student financial aid.

The Western Commitment Scholarship program will include a need component and an expanded merit component for the recruitment of fall 2015 new freshmen. This success strategy is designed to decrease student reliance on work and loans and to increase enrollments of students with higher ACT scores and high school percentile ranks, which are proven correlates of student persistence and completion.

Table 18  
 Need as Percent of Total Average Financial Aid Awards

Illinois State	94.6%
<b>Western Illinois</b>	<b>76.1%</b>
Southern Illinois-Edwardsville	76.1%
Illinois-Springfield	76.0%
Eastern Illinois	33.0%

As the University expands its commitment to need-based aid, it maintains a commitment to access, affordability and cost predictability. Western remains the only Illinois public university to guarantee no cost increases in tuition, fees, room and board rates provided the student maintains continuous fall/spring enrollment. Additionally, Western's new student all-costs (tuition, fees, room and board rate) increases were below the average increase in the *Higher Education Price Index* for the last four years, despite receiving state decreased appropriated funding during this time.

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				
	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
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%)

*Higher Values in Higher Education's* commitments to affordability have resulted in a decrease in the percent of graduates with loans. However, the University must continue with financial innovation, as the average debt load of students with loans continues to increase.

Table 20  
Percent of Western Illinois University Graduates with Loans  
And the Average Debt Load of Graduating Students with Loans  
Fiscal Years 2010 through 2014

	Fiscal Year				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>
Percent of students with loans	69%	66%	73%	82%	77%
Average debt load of graduates with loans	\$22,007	\$23,227	\$24,993	\$25,187	\$28,948

Table 21  
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans  
Fiscal Year 2014

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	<b>77%</b>	52%	70%	77%
Average Debt Load	<b>\$28,948</b>	\$13,213	\$27,871	\$28,948
All Illinois Public Universities*				
Percent of Graduates with Loans	<b>77%</b>	18%	65%	77%
Average Debt Load	<b>\$28,948</b>	\$13,213	\$26,557	\$31,997

\* Governors State University did not report data

Percent of Graduates with Loans		Average Debt Load	
College of Charleston	49%	Missouri State	\$19,251
James Madison	52%	Appalachian State	\$20,467
Western Washington	54%	Western Washington	\$21,173
Appalachian State	56%	College of Charleston	\$21,214
North Carolina-Wilmington	57%	Northern Iowa	\$23,151
Western Kentucky	61%	James Madison	\$23,562
Sam Houston State	67%	North Carolina-Wilmington	\$23,575
Central Washington	69%	Central Washington	\$24,098
Montclair State	71%	Wisconsin-Whitewater	\$26,186
Wisconsin-Whitewater	75%	Western Kentucky	\$26,646
Northern Iowa	76%	Montclair State	\$28,070
<b>Western Illinois</b>	<b>77%</b>	Sam Houston State	\$28,555
Eastern Illinois	77%	<b>Western Illinois</b>	<b>\$28,948</b>
Missouri State	85%	Eastern Illinois	\$29,837

*Higher Values In Higher Education'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)	2011	2012	2013*	2014	2015
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  
Western Illinois University Financial Ratios  
Reported to the Higher Learning Commission-North Central Association of Colleges and Schools  
Fiscal Year 2007 through Fiscal Year 2013

	Fiscal Year						
	2007	2008	2009	2010	2011	2012	2013*
Primary Reserve Ratio	0.14	0.17	0.06	0.21	0.25	0.27	0.26
Net Operating Revenue Ratio	0.03	0.01	0.01	0.04	0.06	0.04	0.00
Return on Net Assets Ratio	0.10	0.05	0.03	0.13	0.18	0.12	0.04
Viability Ratio	0.55	0.73	0.80	0.10	0.76	0.70	0.75

- The primary reserve ratio demonstrates 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 viability assets ratio maintains continues to increase despite a volatile economy.

With fiscal strength and mission-driven spending, the University remains below the statewide average on instructional and administrative costs per credit hour<sup>4</sup>. Western's values on both of these measures are second lowest of the 12 Illinois public universities, respectively. Conservative fiscal management enables the University to sustain a reserve base, limit cost increases, and continue advancement of strategic plan goals and priorities during a period of decreased and delayed state funding.

Table 24  
Instructional Costs per Credit Hour at Illinois Public Universities  
Fiscal Year 2008 through Fiscal Year 2012

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Governors State	\$313.87	\$324.60	\$309.84	\$328.00	\$364.12
Illinois-Chicago	\$324.64	\$338.75	\$314.44	\$342.14	\$359.77
Illinois-Urbana/Champaign	\$343.15	\$336.21	\$330.45	\$348.71	\$350.07
Illinois-Springfield	\$346.59	\$334.89	\$327.87	\$318.74	\$338.65
State Average	\$292.74	\$300.52	\$293.95	\$303.41	\$317.81
Chicago State	\$324.20	\$343.58	\$309.30	\$287.08	\$312.29
Southern Illinois-Carbondale	\$294.79	\$304.92	\$311.12	\$302.19	\$309.84
Northern Illinois	\$265.46	\$278.29	\$269.71	\$282.36	\$306.19
Eastern Illinois	\$262.43	\$268.70	\$270.80	\$270.13	\$289.67
Illinois State	\$243.58	\$257.72	\$260.18	\$267.13	\$286.37
Northeastern Illinois	\$255.41	\$271.20	\$263.09	\$259.39	\$284.40
<b>Western Illinois</b>	<b>\$250.82</b>	<b>\$267.16</b>	<b>\$275.31</b>	<b>\$272.68</b>	<b>\$284.01</b>
Southern Illinois-Edwardsville	\$236.75	\$246.60	\$232.22	\$240.55	\$249.57
% WIU Is Under the State Average	(14.3%)	(11.1%)	(6.3%)	(10.1%)	(10.6%)

Table 25  
Administrative Costs per Credit Hour at Illinois Public Universities  
Fiscal Year 2008 through Fiscal Year 2012

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Governors State	\$129.85	\$134.07	\$119.49	\$125.05	\$142.88
Chicago State	\$130.16	\$137.81	\$82.93	\$106.40	\$137.24
Illinois State	\$76.59	\$84.67	\$85.35	\$88.86	\$104.83
Illinois-Springfield	\$121.33	\$116.76	\$101.60	\$105.00	\$104.18
Northern Illinois	\$91.89	\$95.17	\$95.63	\$97.75	\$102.11
State Average	\$80.38	\$82.82	\$79.64	\$83.18	\$87.92
Eastern Illinois	\$75.87	\$79.53	\$75.35	\$74.80	\$84.37
Illinois-Urbana/Champaign	\$77.70	\$77.88	\$77.93	\$84.38	\$82.99
Southern Illinois-Carbondale	\$87.58	\$84.46	\$84.34	\$81.76	\$81.80
Northeastern Illinois	\$66.11	\$68.42	\$73.13	\$71.80	\$78.60
Illinois-Chicago	\$70.81	\$75.81	\$70.51	\$75.00	\$78.40
<b>Western Illinois</b>	<b>\$63.55</b>	<b>\$68.90</b>	<b>\$68.70</b>	<b>\$67.76</b>	<b>\$70.94</b>
Southern Illinois-Edwardsville	\$65.28	\$64.03	\$58.36	\$61.59	\$64.51
% WIU Is Under the State Average	(20.9%)	(16.8%)	(13.7%)	(18.5%)	(19.3%)

<sup>4</sup> A future Strategic Plan Update will provide the data for Fiscal Year 2013 when it is published by the Illinois Board of Higher Education. The data were not available at the time of writing this Report.



## **Next Steps**

The campus community will continue to implement priorities and goals in *Higher Values in Higher Education* and the *Long Term Plan for Western Illinois University*. The vice presidents and areas that report to the president will present annual accomplishments and plans to the University on April 30<sup>th</sup> and May 1<sup>st</sup>, 2015. This will be followed by annual *Higher Values in Higher Education* and *Long Term Plan Updates* at the October 2015 Western Illinois University Board of Trustees meeting and the *Fiscal Year 2016 Performance Report* presented at the December 2015 Board meeting.

Appendix A  
Status of University Performance Indicators

	<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>12</u>	<u>30</u>	<u>1</u>	<u>14</u>
<b>Macomb Campus Performance Indicators</b>	<b>2</b>	<b>13</b>	<b>1</b>	<b>9</b>
Educational Demand	<u>0</u>	<u>8</u>	<u>1</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	--	--
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>2</u>	<u>5</u>	<u>0</u>	<u>5</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	--	--	--
<b>Quad Cities Campus Performance Indicators</b>	<b>1</b>	<b>15</b>	<b>0</b>	<b>3</b>
Educational Demand	<u>0</u>	<u>11</u>	<u>0</u>	<u>2</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  
-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>1</u>	<u>4</u>	<u>0</u>	<u>1</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	--	--	--
<b>University Performance Indicators</b>	<b>9</b>	<b>2</b>	<b>0</b>	<b>2</b>
Educational Demand	<u>2</u>	<u>1</u>	<u>0</u>	<u>1</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>1</u>	<u>0</u>	<u>0</u>
Percent of Alumni Donating to the University	--	X	--	--
Affordability and Financial Strength	<u>7</u>	<u>1</u>	<u>0</u>	<u>1</u>
Percent of Graduates with Loans	--	X	--	--
Average Debt Load of Graduates	--	--	--	X
Institutional Cost Increases Compared to Inflation	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	--	--	--