

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

December 18, 2015

Report 15.12/4 Fiscal Year 2016 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.” The Board also approved performance indicator reporting for monitoring strategic plan effectiveness; and, in June 2015, updated non-salary benchmark institutions for peer group comparisons. This *Report* completes an annual three-part process for measuring institutional effectiveness.

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. These presentations and reports for Fiscal Year 2015 and years prior are available at www.wiu.edu/university_planning/annualpresentations.php
2. Consolidated Annual Report presentations provide the qualitative data for annual fall *Long Term Plan* and *Higher Values in Higher Education Updates*. These reports are available from the University Planning website at www.wiu.edu/university_planning/LongTermPlanningUpdates.php and www.wiu.edu/university_planning/annualstrategicplanupdates.php, respectively.
3. Annual winter Performance Reports compares 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. For Fiscal Year 2015, the data show:
 - A. Compared to 2014, 28 (50%) of the University’s performance indicators are completed/maintained or progressing in the desired direction, four (7%) show no change, and 24 (43%) are moving in the opposite direction. These data illustrate the current effect of strategic plan implementation, but do not constitute a trend.
 - B. Since implementation of *Higher Values in Higher Education 2012-2022*, 37 (64%) of the University’s performance indicators are completed/maintained or progressing in the desired direction, one shows no change (2%), and 20 (34%) are moving in the opposite direction¹.

The remainder of this *Report* discusses the University’s performance indicator status for this year, since implementation of the Strategic Plan, and compared to results at peer institutions.

¹ The 2014 analysis has two less comparisons than the 2012 analysis. Cell sizes for minority and Pell grant graduates were too small for analysis.

FISCAL YEAR 2015 PERFORMANCE REPORT

Methodology

The University's most current performance (fall 2015 or Fiscal Year 2016) is reported on a longitudinal basis. An annual change analysis describes the current effect of strategic plan implementation. An analysis since fall 2012 (or Fiscal Year 2013) evaluates changes since implementation of the current version of the University's Strategic Plan. An asterisk is displayed in each table signifies 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 is displayed for the previous year (fall 2014 or Fiscal Year 2015) 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 remains a U.S. News and World Report top Midwestern public regional university for the 12th consecutive year. Fall 2015 rankings are displayed below.

Table 1
Top 15 Fall 2015 Midwestern Public Universities
Ranked by U.S. News and World Report

1. Truman State University	9. University of Illinois-Springfield
2. University of Northern Iowa	10. Southern Illinois University-Edwardsville
3. Grand Valley State University	11. University of Nebraska-Kearney
4. University of Wisconsin-La Crosse	11. Western Illinois University
5. Eastern Illinois University	13. University of Wisconsin-Stevens Point
6. University of Wisconsin-Eau Claire	13. University of Wisconsin-Whitewater
7. University of Michigan-Dearborn	15. Ferris State University
7. 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.

Tables 2-7 also compare Western Illinois University and individual campus performance to results at peer institutions. The University has lower than average freshmen show-rates (ratio of enrolled to accepted students), higher transfer show-rates, and a higher diversity index (the probability the two students from different racial/ethnic designations will interact on a daily basis). Results also show that the Macomb campus enrolls new freshmen with lower than average ACT scores and high school percentile ranks compared to peer institutions, while the opposite trends exist on the Quad Cities campus.

Summary data statements precede Tables 2-7 below. Western Illinois University's recruitment and enrollment strengths, challenges, and opportunities were discussed in the *Enrollment, Retention and Graduation Rate Information Report*. Please refer to that December 2015 Board of Trustees Report for more specific information on university recruitment.

Table 2 shows a 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 2011 through Fall 2015

	Fall					Four-Year Change	
	2011	2012*	2013	2014	2015	Number	Percent
Total University Enrollment	<u>12,554</u>	<u>12,205</u>	<u>11,707</u>	<u>11,458</u>	<u>11,094</u>	(1,111)	(9.1%)
On-Campus	11,658	11,207	10,701	10,418	9,834	(1,373)	(12.3%)
Off-Campus	896	998	1006	1,040	1,260	262	26.3%
Macomb Enrollment	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>	(1,265)	(11.7%)
On-Campus	10,423	10,003	9,464	9,220	8,694	(1,309)	(13.1%)
Off-Campus	759	825	741	715	869	44	5.3%
Quad Cities Enrollment	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>	154	11.2%
On-Campus	1,235	1,204	1,237	1,198	1,140	(64)	(5.3%)
Off-Campus	137	173	265	325	391	218	126.0%

	Fall					Four-Year Change	
	2011	2012*	2013	2014	2015	Number	Percent
New Freshmen-Macomb							
Applied	9,688	10,254	10,425	10,671	10,877	623	6.1%
Accepted	6,347	6,438	6,199	6,187	6,534	96	1.5%
Enrolled	1,926	1,729	1,612	1,605	1,535	(194)	(11.2%)
Show Rate (Enrolled/Accepted)	30.3%	26.9%	26.0%	25.9%	23.5%	--	(3.4%)
New Freshmen-Quad Cities							
Applied	43	72	129	324	210	138	191.7%
Accepted	37	43	61	94	71	28	65.1%
Enrolled	29	25	40	42	29	4	16.0%
Show Rate (Enrolled/Accepted)	78.4%	58.1%	65.6%	44.7%	40.8%	--	(17.3%)
New Transfers-Macomb							
Applied	2,643	2,590	2,282	2,646	2,499	(91)	(3.5%)
Accepted	1,825	1,826	1,555	1,887	1,736	(90)	(4.9%)
Enrolled	1,114	1,075	950	1,213	1,105	30	(2.8%)
Show Rate (Enrolled/Accepted)	61.0%	58.9%	61.1%	64.3%	63.7%	--	4.8%
New Transfers-Quad Cities							
Applied	<u>328</u>	<u>421</u>	<u>492</u>	<u>456</u>	<u>439</u>	18	4.3%
Accepted	281	360	391	346	330	(30)	(8.3%)
Enrolled	187	253	293	228	238	(15)	(5.9%)
Show Rate (Enrolled/Accepted)	66.5%	70.3%	74.9%	65.9%	72.1%	--	1.8%

Table 3 shows that the University has low show-rates for new freshmen when compared to Illinois public universities and Macomb Campus peers, but compares more favorably on transfer student show-rates for both campuses. The Macomb campus ranks 9th among 15 peers and the Quad Cities ranks 5th among nine peers on transfer student show-rates.

Table 3
New Freshmen and Transfer Student Show Rates
Fall 2014

Illinois Public University Subset	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
New Freshmen Show Rate	25.9%	25.4%	29.8%	33.9%
New Transfers Show Rate	64.3%	56.8%	64.5%	71.9%
All Illinois Public Universities				
New Freshmen Show Rate	25.9%	25.4%	30.0%	33.9%
New Transfers Show Rate	64.3%	55.9%	64.4%	71.9%

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

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
Northern Iowa	60.7%	Northern Iowa	78.3%	Louisiana State-Shreveport	76.6%
Central Missouri	47.6%	Nebraska-Kearney	77.7%	University of Illinois-Springfield	71.9%
Wisconsin-Whitewater	44.7%	Central Missouri	77.6%	Indiana University-East	68.1%
Wisconsin-Stevens Point	43.7%	Wisconsin-Whitewater	74.2%	Pennsylvania State-Harrisburg	67.7%
Nebraska-Kearney	43.5%	Wisconsin-Stevens Point	71.5%	Western Illinois	65.9%
Wisconsin-La Crosse	43.4%	Wisconsin-La Crosse	69.6%	Indiana University-Kokomo	62.1%
Truman State*	43.3%	Eastern Illinois	68.7%	Texas-Permian Basin	57.8%
Central Washington	38.8%	Central Washington	66.6%	Auburn University-Montgomery	55.4%
Appalachian State	35.8%	Western Illinois	64.3%	Augustana College	41.7%
Montclair State	34.9%	Appalachian State	62.3%	Montana Tech University*	N/A
SIU-Edwardsville	32.2%	Montclair State	60.6%	Saint Ambrose*	N/A
Grand Valley State	30.9%	Grand Valley State	60.1%		
James Madison	29.4%	James Madison	60.0%		
Western Illinois	25.9%	William Patterson	58.0%		
Eastern Illinois	25.4%	SIU-Edwardsville	56.8%		
William Patterson	16.3%	Truman State*	NA		

Table 4 shows increases in minority student enrollment and international student enrollment on both campuses. Pell grant enrollment as a percent of total enrollment is up on the Macomb campus and down on the Quad Cities campus.

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 2015*

	Fall				
	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Macomb Total Enrollment</u>	<u>11,182</u>	<u>10,828</u>	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>
Percent Minority Students	23.2%	28.2%	34.3%	31.3%	32.7%
Percent International Students	3.4%	3.1%	3.6%	5.2%	5.3%
<u>Macomb Undergraduate Enrollment</u>	<u>9,744</u>	<u>9,785</u>	<u>9,464</u>	<u>8,623</u>	<u>8,121</u>
Pell Grant Recipients	41.0%	39.1%	44.3%	44.0%	46.7%

Table 4
-continued-

	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Quad Cities Total Enrollment</u>	<u>1,372</u>	<u>1,377</u>	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>
Percent Minority Students	11.8%	13.9%	18.5%	16.5%	18.1%
Percent International Students	0.9%	0.4%	0.1%	0.8%	0.8%
<u>Quad Cities Undergraduate Enrollment</u>	<u>730</u>	<u>735</u>	<u>799</u>	<u>1,002</u>	<u>1,020</u>
Pell Grant Recipients	21.0%	38.0%	31.8%	29.9%	31.1%

*Fall 2015 Pell Grant data is finalized at the end of term.

Table 5 shows that the University's Diversity Index exceeds the average at Illinois public universities. The Macomb campus ranks 3rd for its peer group comparison, and the Quad Cities campus ranks 7th for its peer group comparison.

Table 5
US News & World Report's Diversity Index
Fall 2014

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	.49	.36	.43	.49
All Illinois Public Universities	.49	.36	.53	.71

Chicago State did not report data

<u>Macomb-Benchmarks</u>		<u>Quad Cities-Benchmarks</u>	
William Patterson University	.66	Texas-Permian Basin	.59
Montclair State	.61	Auburn Montgomery	.54
Western Illinois	.49	Louisiana State-Shreveport	.49
Central Washington	.47	Penn State-Harrisburg	.48
Eastern Illinois	.44	Illinois-Springfield	.45
Southern Illinois-Edwardsville	.40	Augustana	.35
James Madison	.32	Western Illinois-Quad Cities	.32
Grand Valley State	.27	Saint Ambrose	.24
Wisconsin-Whitewater	.27	Indiana-Kokomo	.22
Central Missouri	.27	Indiana-East	.20
Nebraska-Kearney	.26	Montana Technological	.11
Appalachian State	.22		
Truman State	.22		
Northern Iowa	.19		
Wisconsin-Stevens Point	.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 2011 through Fall 2015

	<u>2011</u>	<u>2012*</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Macomb Campus					
Average ACT Score—All Freshmen	20.7	20.7	21.1	20.9	21.1
Average ACT Score—Regular Admits	21.6	21.7	22.0	21.6	21.8
ACT Interquartile Range	18-23	18-23	18-23	18-23	18-23
Freshmen from top 25% of HS Class	25.7%	25.8%	27.7%	27.9%	30.8%
Quad Cities Campus					
Average ACT Score—All Freshmen	--	22.7 (N=23)	23.5 (N=37)	24.2 (N=40)	23.2 (N=23)
Average ACT Score— Honors Cohort	--	26.6 (N=5)	26.9 (N=10)	26.3 (N=23)	25.0 (N=11)
ACT Interquartile Range	19-25	20-26	21-26	22-26	21-26
Freshmen from top 25% of HS Class	29.6	30.4%	41.2%	48.5%	40.9%

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 for the Macomb campus and above peer group averages for the Quad Cities campus. The Macomb campus has the lowest average ACT score, ACT interquartile range, and percent of high school students graduating from the top 25% of the graduating class when compared to the subset of Illinois public universities and peer institutions. The Quad Cities campus ranks second on both ACT measures and third on high school percentile rank.

Table 7
 ACT Score and High School Rank Information
 Fall 2014

	WIU	<i>Low</i>	<i>Average</i>	<i>High</i>
Illinois Public Universities Subset				
Average ACT Score	21	21	23	24
ACT Interquartile Range	18-23	18-23	20-25	22-26
From Top 25% of High School Class	28%	28%	37%	45%
All Illinois Public Universities				
Average ACT Score	21	19	23	29
ACT Interquartile Range	18-23	16-20	20-25	26-32
From Top 25% of High School Class	28%	15%	40%	90%

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.

Macomb Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Truman State*	27	Truman State*	24-32	Truman State	80%
Appalachian State	26	Appalachian State	23-27	Wisconsin-La Crosse	65%
James Madison	25	James Madison	23-27	Appalachian State	55%
Wisconsin-La Crosse	25	Wisconsin-La Crosse	23-27	Grand Valley State	48%
Grand Valley State	24	Grand Valley State	21-26	Northern Iowa	47%
SIU-Edwardsville	24	SIU-Edwardsville	20-25	Siu-Edwardsville	45%
Northern Iowa	23	Northern Iowa	20-25	James Madison	43%
Wisconsin-Stevens Point	23	Wisconsin-Stevens Point	20-25	Nebraska-Kearney	42%
Wisconsin-Whitewater	23	Wisconsin-Whitewater	20-25	Wisconsin-Stevens Point	40%
Eastern Illinois	22	Nebraska-Kearney	20-25	Montclair State	37%
Nebraska-Kearney	22	Eastern Illinois	19-24	Eastern Illinois	33%
William Paterson	22	Central Missouri	19-24	Central Missouri	32%
Central Washington	21	William Paterson	18-23	Western Illinois	28%
Montclair State	21	Central Washington	18-23	Wisconsin-Whitewater	28%
Western Illinois	21	Montclair State	18-23	William Paterson	NA
Central Missouri	NA	Western Illinois	18-23	Central Washington	NA

Quad Cities Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Augustana	26	Augustana	23-29	Augustana	66%
Western Illinois-Quad Cities	24	Western Illinois-Quad Cities	22-26	Texas-Permian Basin	55%
Montana Technological	24	Montana Technological	21-28	Western Illinois-Quad Cities	49%
Illinois-Springfield	23	Illinois-Springfield	20-27	Auburn-Montgomery	46%
Saint Ambrose	23	Saint Ambrose	20-25	Illinois-Springfield	43%
Indiana-East	21	Louisiana State-Shreveport	20-25	Montana Technological	42%
Texas-Permian Basin	21	Penn State-Harrisburg	19-25	Penn State-Harrisburg	35%
Auburn-Montgomery	21	Auburn-Montgomery	19-24	Saint Ambrose	34%
Louisiana State-Shreveport	21	Indiana-East	18-23	Indiana-East	31%
		Texas-Permian Basin	18-22	Indiana-Kokomo	31%
		Indiana-Kokomo	17-22		

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, 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 2010 through 2014

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Professors	102.5%	102.9%	101.3%	104.0%	106.3%
Associate Professors	98.7%	100.1%	100.0%	102.2%	105.2%
Assistant Professors	94.9%	96.3%	96.8%	97.1%	96.1%
Instructors	94.9%	95.9%	90.0%	85.9%	91.5%

Educational Opportunity

Tables 9 and 10 present data on the student experience, and 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. The 2014 comparison for benchmark institutions show that Macomb campus has the second lowest student-to-faculty ratio, and the Quad Cities campus has the third lowest ratio among its peers.

Table 9
Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios
Fiscal Year 2011 through Fiscal Year 2015

	Fiscal Year				
	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>
Macomb Campus					
Number of Sections*	4,993	4,977	4,845	4,793	4,678
Percent of Classes Less Than 20	82.6%	82.7%	82.6%	84.6%	85.1%
Student-to-Faculty Ratio	16:1	16:1	15:1	15:1	14:1
Quad Cities Campus					
Number of Sections*	554	529	557	520	492
Percent of Classes Less Than 30	96.6%	97.7%	96.4%	94.0%	94.3%
Student-to-Faculty Ratio	12:1	12:1	12:1	14:1	14:1

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

Table 10
Student-to-Faculty Ratios
Fall 2014

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	15:1	14:1	16:1	19:1
All Illinois Public Universities	15:1	10:1	15:1	19:1

Chicago State University did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	14:1	Saint Ambrose	10:1
William Paterson	14:1	Augustana	11:1
Nebraska-Kearney	15:1	Illinois-Springfield	14:1
Western Illinois	15:1	Western Illinois-Quad Cities	14:1
Appalachian State	16:1	Auburn University-Montgomery	15:1
James Madison	16:1	Indiana University-East	15:1
Northern Iowa	16:1	Montana Technological University	15:1
Grand Valley State	17:1	Indiana University-Kokomo	16:1
Montclair State	17:1	Louisiana University-Shreveport	19:1
Truman State	17:1	University of Texas-Permian Basin	21:1
Central Washington	19:1	Pennsylvania State-Harrisburg	N/A
SIU-Edwardsville	19:1		
Wisconsin-La Crosse	19:1		
Central Missouri	20:1		
Wisconsin-Stevens Point	20:1		
Wisconsin-Whitewater	21:1		

Tables 11-14 present first-year retention rates and six-year graduation rates. The Macomb campus retention rate decreased 4.4% from last year, is below the average of Illinois public universities, and is the lowest among peer institutions. The Quad Cities campus retention rate increased 5.7% from last year, and ranks third among peer institutions. The Macomb campus graduation rate decreased 1.5% from last year, is above the average of Illinois public universities, and ranks 12th among 16 peer institutions. 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>	<u>2014</u>
Freshmen Retention Rates-Macomb					
All Students	71.4%	67.7%	63.3%	72.1%	67.7%
Minority Students	65.7%	60.8%	53.4%	64.5%	60.0%
Pell Grant Recipients	68.2%	65.9%	56.8%	67.5%	66.4%
Freshmen Retention Rates-Quad Cities					
All Students	--	--	--	76.9%	82.6%
Minority Students	--	--	--	N/A	N/A
Pell Grant Recipients	--	--	--	N/A	N/A
Six-Year Graduation Rates-Macomb					
All Students	<u>2005</u>	<u>2006</u>	<u>2007*</u>	<u>2008</u>	<u>2009</u>
All Students	53.4%	54.0%	56.0%	54.3%	52.8%
Minority Students	45.9%	45.0%	44.0%	48.5%	41.5%
Pell Grant Recipients	53.6%	56.6%	56.7%	56.5%	50.7%

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

Table 12
First-Year Retention Rate and Graduation Rates²

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	69%	69%	75%	83%
6-Year Graduation Rates	54%	49%	57%	72%
All Illinois Public Universities				
First-Year Retention	69%	53%	73%	94%
6-Year Graduation Rates	54%	19%	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	
Appalachian State	88%	James Madison	82%	Augustana College	85%
James Madison	88%	Truman State	71%	Saint Ambrose	78%
Truman State	88%	Appalachian State	70%	Western Illinois-Quad Cities	77%
Wisconsin-La Crosse	86%	Wisconsin-La Crosse	70%	Illinois-Springfield	75%
Northern Iowa	83%	Grand Valley State	65%	Montana Technological	69%
Montclair State	83%	Northern Iowa	64%	Indiana University-East	66%
Grand Valley State	82%	Montclair State	64%	Louisiana State-Shreveport	66%
Wisconsin-Stevens Point	80%	Wisconsin-Stevens Point	61%	Texas-Permian Basin	65%
Wisconsin-Whitewater	79%	Eastern Illinois	59%	Indiana University-Kokomo	63%
Eastern Illinois	78%	Wisconsin-White Water	57%	Auburn-Montgomery	60%
Nebraska-Kearney	78%	Nebraska-Kearney	56%	Pennsylvania-Harrisburg	N/A
William Paterson	77%	Western Illinois	54%		
Central Washington	77%	Central Washington	53%		
SIU-Edwardsville	71%	Central Missouri	52%		
Western Illinois	69%	William Paterson	51%		
Central Missouri	69%	SIU-Edwardsville	50%		

² The graduation rate indicates the average proportion of fall 2005 through fall 2008 freshmen graduating within six years; and freshman retention is based on the average of the 2010 through fall 2013 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, based on entering student characteristics. Western Illinois University’s 6% difference is fourth highest among the 12 Illinois public universities and ranks 6th among 16 peer 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
Southern Illinois-Carbondale	44%	32%	12%
Illinois State	72%	62%	10%
Eastern Illinois	59%	51%	8%
Western Illinois	54%	48%	6%
Illinois-Chicago	60%	55%	5%
Illinois-Urbana/Champaign	84%	82%	2%
Northern Illinois	50%	50%	-
Southern Illinois-Edwardsville	50%	58%	(8%)
Illinois-Springfield	49%	59%	(10%)
Chicago State	19%	34%	(15%)
Northeastern Illinois	22%	42%	(20%)

Macomb Benchmark Institutions			
	Actual Graduation <u>Rate</u>	Predicted Graduation <u>Rate</u>	<u>Difference</u>
Montclair State	64%	48%	16%
James Madison	82%	71%	11%
Eastern Illinois	59%	51%	8%
Nebraska-Kearney	56%	49%	7%
Wisconsin-Whitewater	57%	50%	7%
Grand Valley State	65%	59%	6%
Western Illinois	54%	48%	6%
Appalachian State	70%	64%	6%
Wisconsin-Stevens Point	61%	55%	6%
Central Washington	53%	48%	5%
Central Missouri	52%	47%	5%
Northern Iowa	64%	60%	4%
William Paterson	51%	49%	2%
Wisconsin-La Crosse	70%	68%	2%
Truman State	71%	73%	(2%)
Southern Illinois-Edwardsville	50%	58%	(8%)

Table 14 presents four-year transfer graduation rates since six-year graduation rates cannot be compared on the Quad Cities campus. The 67.8% rate for the Macomb campus is up 3.9% percent from last year. The 82.8% rate for the Quad Cities campus is up 2.4% from last year, and has maintained at over 80% for the last three years.

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

	2006		2007		2008		2009*		2010	
	<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	778	64.1%	632	61.5%	644	64.0%	678	63.9%	722	67.8%
Minority Students	83	51.2%	60	47.2%	78	48.4%	88	52.1%	113	55.9%
Pell Grant Recipients	313	61.4%	228	58.3%	277	63.1%	294	60.0%	364	63.1%
Quad Cities										
All Students	104	68.4%	127	69.0%	75	80.6%	92	80.4%	82	82.8%
Minority Students	11	50.0%	21	67.7%	N/A	N/A	17	82.2%	14	77.8%
Pell Grant Recipients	49	65.3%	62	68.9%	44	81.5%	37	75.5%	37	82.2%

Third, Table 15 presents information on alumni donation rates. *U.S. News and World Report* publishes this data as a proxy for student satisfaction³. The University's rate of 5% is at the statewide average of Illinois public universities for a second consecutive year. It also ranks 13th among 24 peer institutions

Table 15
Percent of Alumni Donations
Fall 2014

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

Governors State University and Chicago State University did not report data

Augustana	25%
Montana Technological	16%
Wisconsin-Whitewater	10%
Northern Iowa	9%
Truman State	9%
Appalachian State	8%
Indiana-Kokomo	8%
Nebraska-Kearney	8%
Saint Ambrose	8%
Indiana-East	7%
Texas-Permian Basin	7%
James Madison	7%
Grand Valley State	5%
Illinois-Springfield	5%
Wisconsin-Stevens Point	5%
William Paterson	5%
Western Illinois	5%
Southern Illinois –Edwardsville	5%
Eastern Illinois	5%
Wisconsin-La Crosse	4%
Montclair State	3%
Auburn-Montgomery	3%
Central Missouri	2%
Central Washington	2%

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

³ *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 2012-2013 and 2013-2014.”

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 (\$9,545) are significantly lower than locally based Saint Ambrose University (\$28,100) and Augustana College (\$38,466).

Table 16
New Freshmen In-State Tuition and Fee Rates at Selected Illinois Public Universities
Academic Year 2015-2016⁴

	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>
Southern Illinois-Edwardsville	\$10,248	\$9,020	\$19,268
Eastern Illinois	\$11,108	\$9,358	\$20,466
Western Illinois	\$11,509	\$9,580	\$21,089
Illinois-Springfield	\$11,413	\$11,550	\$22,963
Illinois State	\$13,664	\$9,754	\$23,418

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 second highest average student loan amount for academic year 2014-2015.

Table 17
Percentage of student receiving need-based aid and loans
Academic Year 2014-2015

<u>Need Based Aid</u>	
Western Illinois	73%
Eastern Illinois	69%
Illinois-Springfield	69%
Southern Illinois-Edwardsville	64%
Illinois State	60%
<u>Self Help</u>	
Western Illinois	69%
Eastern Illinois	59%
Illinois-Springfield	58%
Southern Illinois-Edwardsville	54%
Illinois State	50%
<u>Loans</u>	
Eastern Illinois	\$4,875
Southern Illinois-Edwardsville	\$4,573
Illinois State	\$4,571
Western Illinois	\$4,316
Illinois-Springfield	\$4,221

Western understands and respects its population base, as evidenced by inclusion of a need-based component to Western Commitment Scholarships and the current study of price sensitivity and elasticity

⁴ U.S. News & World Report defines Tuition as tuition and mandatory fees. Fees refers to room and board costs for a double room.

chaired by the Vice President for Student Services. Need awards as a percent of total financial aid awards ranks third for the five benchmark institutions.

Table 18
Need as Percent of Total Average Financial Aid Awards

Illinois State	93.4%
Illinois-Springfield	77.8%
Western Illinois	76.6%
Southern Illinois-Edwardsville	70.4%
Eastern Illinois	30.3%

Data for Table 19 cannot be updated until the State of Illinois passes an appropriation for Illinois public universities. Last year it was reported that 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				
	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%)

There was a small decline for Fiscal Year 2015 in the average debt load for graduating students with loans; and the University will continue with financial innovation, as the percent of students with loans increased. Compared to the 16 Macomb campus peers, Western Illinois University has the second 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 2011 through 2015

	Fiscal Year				
	2011	2012	2013*	2014	2015
Percent of students with loans	66%	73%	82%	77%	80%
Average debt load of graduates with loans	\$23,227	\$24,993	\$25,187	\$28,948	\$28,785

Table 21
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
Fiscal Year 2015

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	80%	49%	69%	82%
Average Debt Load	\$28,785	\$23,507	\$28,471	\$31,219
All Illinois Public Universities*				
Percent of Graduates with Loans	80%	18%	63%	82%
Average Debt Load	\$28,785	\$13,366	\$26,371	\$31,219

* Governors State University, Chicago State and SIU-E did not report full data

Percent of Graduates with Loans		Average Debt Load	
Southern Illinois-Edwardsville	49%	Appalachian State	\$21,693
James Madison	52%	Northern Iowa	\$23,163
Truman State	54%	Nebraska-Kearney	\$23,229
Appalachian State	57%	Truman State	\$23,585
Nebraska-Kearney	59%	James Madison	\$23,732
Wisconsin-La Crosse	67%	William Paterson	\$25,062
Central Washington	69%	Wisconsin-Stevens Point	\$25,871
Montclair State	71%	Wisconsin-La Crosse	\$25,932
Grand Valley State	73%	Central Washington	\$26,360
Northern Iowa	75%	Central Missouri	\$27,424
Wisconsin-Whitewater	75%	Wisconsin-Whitewater	\$27,623
Wisconsin-Stevens Point	76%	Montclair State	\$28,070
William Paterson	76%	Western Illinois	\$28,785
Central Missouri	78%	Grand Valley State	\$30,222
Western Illinois	80%	Eastern Illinois	\$31,219
Eastern Illinois	82%	Southern Illinois-Edwardsville	N/A

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)	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 presents federally required financial ratios that are reported to the Higher Learning Commission annually.

New to this year's *Report* is the inclusion of the University's Composite Financial Indicator (CFI) score. This 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 2008.

Table 23
 Western Illinois University Financial Ratios
 Reported to the Higher Learning Commission-North Central Association of Colleges and Schools
 Fiscal Year 2008 through Fiscal Year 2014

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Composite Financial Indicator	1.80	1.30	3.00	3.60	2.90	1.70	2.50
Primary Reserve Ratio	0.17	0.06	0.21	0.25	0.27	0.26	0.25
Net Operating Revenue Ratio	0.01	0.01	0.04	0.06	0.04	0.00	0.01
Return on Net Assets Ratio	0.05	0.03	0.13	0.18	0.12	0.04	0.13
Viability Ratio	0.73	0.80	0.10	0.76	0.70	0.75	0.77

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 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 hour⁵. Western's values on both of these measures are second lowest of the 12 Illinois public universities, with instructional costs 12.3% below the statewide average, and administrative costs 26.9% below the statewide average. 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.

⁵ A future Strategic Plan Update will provide the data for Fiscal Year 2014 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 2008 through Fiscal Year 2013

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Chicago State	\$343.58	\$309.30	\$287.08	\$312.29	\$417.04
Illinois-Chicago	\$338.75	\$314.44	\$342.14	\$359.77	\$374.94
Illinois-Springfield	\$334.89	\$327.87	\$318.74	\$338.65	\$372.28
Governors State	\$324.60	\$309.84	\$328.00	\$364.12	\$364.31
Illinois-Urbana/Champaign	\$336.21	\$330.45	\$348.71	\$350.07	\$362.97
State Average	\$300.52	\$293.95	\$303.41	\$317.81	\$335.60
Eastern Illinois	\$268.70	\$270.80	\$270.13	\$289.67	\$331.88
Northern Illinois	\$278.29	\$269.71	\$282.36	\$306.19	\$331.84
Southern Illinois-Carbondale	\$304.92	\$311.12	\$302.19	\$309.84	\$314.13
Northeastern Illinois	\$271.20	\$263.09	\$259.39	\$284.40	\$298.35
Illinois State	\$257.72	\$260.18	\$267.13	\$286.37	\$297.85
Western Illinois	\$267.16	\$275.31	\$272.68	\$284.01	\$294.30
Southern Illinois-Edwardsville	\$246.75	\$232.22	\$240.55	\$249.57	\$257.94
% WIU Is Under the State Average	(11.1%)	(6.3%)	(10.1%)	(10.6%)	(12.3%)

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 2013

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
Chicago State	\$137.81	\$82.93	\$106.40	\$137.24	\$124.54
Governors State	\$134.07	\$119.49	\$125.05	\$142.88	\$118.26
Illinois State	\$84.67	\$85.35	\$88.86	\$104.83	\$102.01
Northern Illinois	\$95.17	\$95.63	\$97.75	\$102.11	\$101.63
Illinois-Springfield	\$116.76	\$101.60	\$105.00	\$104.18	\$92.60
Eastern Illinois	\$79.53	\$75.35	\$74.80	\$84.37	\$89.03
Illinois-Urbana/Champaign	\$77.88	\$77.93	\$84.38	\$82.99	\$88.94
State Average	\$82.82	\$79.64	\$83.18	\$87.92	\$86.86
Southern Illinois-Carbondale	\$84.46	\$84.34	\$81.76	\$81.80	\$80.28
Illinois-Chicago	\$75.81	\$70.51	\$75.00	\$78.40	\$78.41
Northeastern Illinois	\$68.42	\$73.13	\$71.80	\$78.60	\$75.16
Western Illinois	\$68.90	\$68.70	\$67.76	\$70.94	\$63.48
Southern Illinois-Edwardsville	\$64.03	\$58.36	\$61.59	\$64.51	\$58.22
% WIU Is Under the State Average	(16.8%)	(13.7%)	(18.5%)	(19.3%)	(26.9%)

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 21st and April 22nd, 2016. Annual *Higher Values in Higher Education* and *Long Term Plan Updates* will be presented at the October 2016 Western Illinois University Board of Trustees meeting, followed by the *Fiscal Year 2017 Performance Report* in December 2016.

Appendix A
 Status of University Performance Indicators
 One Year Change

	<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>8</u>	<u>20</u>	<u>4</u>	<u>24</u>
Macomb Campus Performance Indicators	0	11	1	13
Educational Demand	<u>0</u>	<u>7</u>	<u>1</u>	<u>5</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>0</u>	<u>8</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	6	2	9
Educational Demand	<u>0</u>	<u>4</u>	<u>1</u>	<u>8</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
One Year Change
-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>2</u>	<u>1</u>	<u>1</u>
Four-Year Graduation Rate-All Transfers	--	X	--	--
Four-Year Graduation Rate-Minority Transfers	--	--	--	--
Four-Year Graduation Rate-Pell Grant Transfers	--	--	--	--
Number of Class Sections	--	--	--	X
Percent of Classes Under 20	--	X	--	--
Student-to-Faculty Ratio	--	--	X	--
University Performance Indicators	8	3	1	2
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>0</u>	<u>1</u>	<u>0</u>
Percent of Alumni Donating to the University	--	--	X	--
Affordability and Financial Strength	<u>6</u>	<u>2</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 (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	--	--	--

Appendix B
 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>8</u>	<u>29</u>	<u>1</u>	<u>20</u>
Macomb Campus Performance Indicators	0	12	1	12
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>0</u>	<u>4</u>	<u>0</u>	<u>8</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>10</u>	<u>0</u>	<u>3</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 B
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>3</u>	<u>0</u>	<u>3</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	8	4	0	2
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>6</u>	<u>2</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 (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	--	--	--