

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 29, 2019

Report No. 19.3/4  
Fiscal Year 2019 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 a three-part annual process:

1. Each spring all academic departments and administrative units articulate accomplishments and plans related to *Higher Values in Higher Education* through consolidated annual reports and presentations made by the vice presidents and areas that report to the president. The Spring 2019 presentations to the University community are scheduled for April 15-16, 2019. Reports and presentations made to in previous years are available for review from the University Planning website at [www.wiu.edu/university\\_planning/annualpresentations.php](http://www.wiu.edu/university_planning/annualpresentations.php).
2. Consolidated Annual Report presentations provide qualitative data for annual fall *Higher Values in Higher Education Updates*. These *Updates* are available from the University Planning website at [www.wiu.edu/university\\_planning/annualstrategicplanupdates.php](http://www.wiu.edu/university_planning/annualstrategicplanupdates.php).
3. *Annual Performance Reports* compare university performance to stated goals and benchmark institutions to determine if Western Illinois University is successfully enacting its *Vision* and achieving its goals. These *Reports* are also available from the University Planning website at [www.wiu.edu/university\\_planning/annualperformancereports.php](http://www.wiu.edu/university_planning/annualperformancereports.php).

## FISCAL YEAR 2019 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 2018 or Fiscal Year (FY) 2019) 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 Macomb and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data was displayed for the previous year (fall 2017 or FY18) 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 maintained our 10<sup>th</sup> place from fall 2017 rankings to fall 2018 rankings. This lack of increase in rankings may be due to the State’s historic and unprecedented statewide budget impasse and the resultant “crisis of confidence” that occurred during FYs 16-17.

Table 1  
Top 15 Fall 2018 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. University of Nebraska-Kearney
3. Grand Valley State University	<b>10. Western Illinois University</b>
4. University of Wisconsin-La Crosse	12. University of Wisconsin-Stevens Point
5. Eastern Illinois University	12. University of Wisconsin-Whitewater
5. University of Michigan-Dearborn	14. Southern Illinois University-Edwardsville
5. University of Wisconsin-Eau Claire	14. Winona State University
8. University of Minnesota-Duluth	16. University of Wisconsin-Stout

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  
Total Enrollment with New Freshmen and Transfer Applications, Acceptances, and Show-Rates  
Fall 2014 through Fall 2018

	Fall					One-Year Change	
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>	<u>2018</u>	<u>Number</u>	<u>Percent</u>
Total University Enrollment	<u>11,458</u>	<u>11,094</u>	<u>10,373</u>	<u>9,441</u>	<u>8,502</u>	<u>(939)</u>	<u>(9.9%)</u>
On-Campus	10,418	9,834	9,083	8,166	7,088	(1,078)	(13.2%)
Off-Campus	1,040	1,260	1,290	1,275	1,414	139	10.9%
Macomb Enrollment	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>	<u>8,109</u>	<u>7,235</u>	<u>(874)</u>	<u>(10.8%)</u>
On-Campus	9,220	8,694	8,107	7,272	6,296	(976)	(13.4%)
Off-Campus	715	869	836	837	939	102	12.2%
Quad Cities Enrollment	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>	<u>1,332</u>	<u>1,267</u>	<u>(65)</u>	<u>(4.9%)</u>
On-Campus	1,198	1,140	976	894	792	(102)	(11.4%)
Off-Campus	325	391	454	438	475	37	8.4%

	Fall					One-Year Change	
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>	<u>2018</u>	<u>Number</u>	<u>Percent</u>
New Freshmen-Macomb							
Applied	10,347	10,667	9,650	9,410	8,879	(531)	(5.6%)
Accepted	6,093	6,463	5,839	5,692	5,247	(445)	(7.8%)
Enrolled	1,563	1,506	1,490	1,175	901	(274)	(23.3%)
Show Rate (Enrolled/Accepted)	25.7%	23.3%	25.5%	20.6%	17.2%	--	(3.4%)
New Freshmen-Quad Cities							
Applied	324	210	543	357	272	(85)	(23.8%)
Accepted	94	71	222	165	132	(33)	(20.0%)
Enrolled	42	29	37	31	33	2	6.5%
Show Rate (Enrolled/Accepted)	44.7%	40.8%	16.7%	18.8%	25.0%	--	6.2%
New Transfers-Macomb							
Applied	2,190	2,060	1,921	1,606	1,401	(205)	(12.8%)
Accepted	1,541	1,406	1,317	1,075	961	(114)	(10.6%)
Enrolled	985	867	791	658	585	(73)	(11.1%)
Show Rate (Enrolled/Accepted)	63.9%	61.7%	60.1%	61.2%	60.9%	--	(0.3%)
New Transfers-Quad Cities							
Applied	456	439	404	336	312	(24)	(7.1%)
Accepted	346	330	269	237	243	6	2.5%
Enrolled	228	238	177	165	185	20	12.1%
Show Rate (Enrolled/Accepted)	65.9%	72.1%	65.8%	69.6%	76.1%	--	6.5%

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 Macomb Campus peers. With regard to transfer student show-rates, the Macomb campus ranks 11<sup>th</sup> among 16 peers and the Quad Cities ranks first among nine peer institutions for the second consecutive year. Fall 2019 and beyond recruitment efforts will focus on bringing current and prospective applicants to campus before the initial term of enrollment. Data from the Admissions Office shows that the University has a 20% yield rate (enrolled/applied). However, that rate for fall 2017 increased to 50% for students who applied and visited the University prior to fall enrollment.

Table 3  
New Freshmen and Transfer Student Show Rates  
Fall 2017

Illinois Public University Subset	<b>WIU</b>	<u>Low</u>	<u>Average</u>	<u>High</u>
New Freshmen Show Rate	<b>20.6%</b>	18.5%	24.7%	32.4%
New Transfers Show Rate	<b>62.7%</b>	62.7%	67.3%	77.7%
All Illinois Public Universities				
New Freshmen Show Rate	<b>20.6%</b>	12.9%	23.8%	35.5%
New Transfers Show Rate	<b>62.7%</b>	56.1%	64.5%	77.7%

WIU new freshmen and transfer data in the above table reflects the University rate.

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
Wisconsin-Stevens Point	50.5%	Central Missouri	81.3%	<b>Western Illinois-Quad Cities</b>	<b>69.6%</b>
Wisconsin-La Crosse	44.0%	Eastern Illinois	77.7%	University of Illinois-Springfield	68.9%
Central Missouri	42.5%	Wisconsin-Stevens Point	76.6%	Indiana University-East	62.5%
Wisconsin-Whitewater	42.4%	Nebraska-Kearney	73.8%	Montana Tech University	61.6%
Northern Iowa	41.3%	Northern Iowa	72.9%	Indiana University-Kokomo	61.0%
Truman State	37.4%	Wisconsin-Whitewater	69.3%	Auburn University-Montgomery	56.1%
Appalachian State	33.6%	Wisconsin-La Crosse	65.9%	Texas-Permian Basin	55.7%
SIU-Edwardsville	32.0%	Appalachian State	65.7%	Saint Ambrose	47.9%
Montclair State	31.9%	Truman State	64.8%	Augustana	40.3%
James Madison	29.4%	SIU-Edwardsville	63.0%	Louisiana State-Shreveport	N/A
Grand Valley State	29.1%	<b>Western Illinois</b>	<b>61.2%</b>	Pennsylvania State-Harrisburg	N/A
Central Washington	28.8%	Central Washington	60.5%		
<b>Western Illinois</b>	<b>20.6%</b>	Grand Valley State	60.5%		
Nebraska-Kearney	18.7%	Montclair State	60.5%		
Eastern Illinois	18.5%	James Madison	59.7%		
William Paterson	18.0%	William Paterson	51.9%		

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  
 Minority and International Student Enrollment as a Percent of Total Enrollment  
 Pell Grant Recipient Enrollment as a Percent of Total Undergraduate Enrollment  
 Fall 2014 through Fall 2018\*

	Fall				
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>	<u>2018</u>
<u>Macomb Total Enrollment</u>	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>	<u>8,109</u>	<u>7,235</u>
Percent Minority Students	31.3%	32.7%	34.1%	37.5%	36.4%
Percent International Students	5.2%	5.3%	5.4%	5.4%	5.1%
<u>Macomb Undergraduate Enrollment</u>	<u>8,623</u>	<u>8,121</u>	<u>7,628</u>	<u>6,781</u>	<u>5,957</u>
Pell Grant Recipients	44.0%	46.7%	45.2%	48.7%	53.1%
<u>Quad Cities Total Enrollment</u>	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>	<u>1,332</u>	<u>1,267</u>
Percent Minority Students	16.5%	18.1%	17.9%	19.2%	21.1%
Percent International Students	0.8%	0.8%	0.6%	0.8%	0.6%
<u>Quad Cities Undergraduate Enrollment</u>	<u>1002</u>	<u>1,020</u>	<u>915</u>	<u>818</u>	<u>797</u>
Pell Grant Recipients	29.9%	31.1%	30.3%	31.7%	40.7%

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 improved by one place and is 6<sup>th</sup> in its peer group comparison.

Table 5  
 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	.48	.56
All Illinois Public Universities	.56	.41	.56	.72

Macomb-Benchmarks		Quad Cities-Benchmarks	
William Patterson University	.69	Texas-Permian Basin	.58
Montclair State	.66	Auburn Montgomery	.57
<b>Western Illinois</b>	<b>.56</b>	Penn State-Harrisburg	.55
Central Washington	.52	Louisiana State-Shreveport	.51
Eastern Illinois	.51	Illinois-Springfield	.48
James Madison	.50	<b>Western Illinois-Quad Cities</b>	<b>.34</b>
Southern Illinois-Edwardsville	.41	Augustana	.33
Central Missouri	.34	Saint Ambrose	.31
Grand Valley State	.30	Indiana-Kokomo	.26
Nebraska-Kearney	.30	Indiana-East	.25
Wisconsin-Whitewater	.30	Montana Technological	.12
Appalachian State	.28		
Wisconsin-Stevens Point	.22		
Northern Iowa	.20		
Wisconsin-La Crosse	.17		

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

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

Table 6  
ACT Score and High School Rank Information  
Western Illinois University New Freshmen  
Fall 2014 through Fall 2018

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>	<u>2018</u>
Western Illinois University					
Average ACT Score—All Freshmen	20.9	21.1	20.9	20.8	21.3
Average ACT Score—Regular Admits	21.6	21.8	21.6	21.6	21.8
ACT Interquartile Range	18-23	18-23	18-24	18-23	18-23
Freshmen from top 25% of HS Class	27.9%	30.8%	30.1%	29.9%	31.7%
Quad Cities Campus					
Average ACT Score—All Freshmen	24.2	23.2	23.6	25.1	25.7
	(N=40)	(N=23)	(N=37)	(N=26)	(N=16)
Average ACT Score— Honors Cohort	26.3	25.0	26.2	27.6	28.3
	(N=23)	(N=23)	(N=20)	(N=16)	(N=8)
ACT Interquartile Range	22-26	21-26	21-26	21-29	20-27
Freshmen from top 25% of HS Class	48.5%	40.9%	52.9%	50.0%	45.8%

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. 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 Office of Academic Services.

Table 7  
ACT Score and High School Rank Information  
Fall 2017

	<b>WIU</b>	<i>Low</i>	<i>Average</i>	<i>High</i>
Illinois Public Universities Subset				
Average ACT Score	<b>21</b>	21	22	23
ACT Interquartile Range	<b>18-23</b>	18-23	20-26	21-26
From Top 25% of High School Class	<b>30%</b>	30%	40%	54%
All Illinois Public Universities				
Average ACT Score	<b>21</b>	17	22	29
ACT Interquartile Range	<b>18-23</b>	15-19	19-24	26-32
From Top 25% of High School Class	<b>30%</b>	14%	42%	83%

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

Similar comparisons for Macomb and Quad Cities campuses are provided below. The Quad Cities campus ranks second in the two ACT comparisons and fifth in the high school percentile rank comparison.

**Macomb Benchmarks**

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Appalachian State	27	Truman State	24-30	Truman State	83%
Truman State	27	Appalachian State	24-27	Wisconsin-La Crosse	58%
James Madison	25	James Madison	23-28	Appalachian State	57%
Wisconsin-La Crosse	25	Wisconsin-La Crosse	22-26	James Madison	51%
Grand Valley State	24	Grand Valley State	21-26	Northern Iowa	46%
SIU-Edwardsville	23	Northern Iowa	21-26	Grand Valley State	45%
Nebraska-Kearney	23	SIU-Edwardsville	20-26	Nebraska-Kearney	44%
Northern Iowa	23	Wisconsin-Stevens Point	20-25	SIU-Edwardsville	43%
Montclair State	22	Wisconsin-Whitewater	20-24	Montclair State	34%
Central Missouri	22	Central Missouri	19-25	Central Missouri	34%
Wisconsin-Stevens Point	22	Nebraska-Kearney	19-25	Eastern Illinois	33%
Wisconsin-Whitewater	22	Montclair State	19-24	Wisconsin-Stevens Point	33%
Central Washington	21	William Paterson	18-24	Wisconsin-Whitewater	30%
Eastern Illinois	21	Eastern Illinois	18-23	<b>Western Illinois</b>	<b>30%</b>
<b>Western Illinois</b>	<b>21</b>	<b>Western Illinois</b>	<b>18-23</b>	Central Washington	N/A
William Paterson	21	Central Washington	17-24	William Paterson	N/A

**Quad Cities Benchmarks**

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Augustana	26	Augustana	23-28	Augustana	64%
<b>Western Illinois-Quad Cities</b>	<b>25</b>	<b>Western Illinois-Quad Cities</b>	<b>22-29</b>	Montana Technological	56%
Montana Technological	24	Montana Technological	22-27	Texas-Permian Basin	56%
Illinois-Springfield	23	Penn State Harrisburg	22-27	Illinois-Springfield	54%
Saint Ambrose	23	Saint Ambrose	21-26	<b>Western Illinois-Quad Cities</b>	<b>50%</b>
Auburn-Montgomery	22	Illinois-Springfield	20-27	Auburn-Montgomery	43%
Indiana-East	21	Auburn-Montgomery	19-24	Saint Ambrose	42%
Indiana-Kokomo	20	Indiana-East	18-23	Penn State-Harrisburg	35%
Texas-Permian Basin	20	Texas-Permian Basin	18-22	Indiana-East	30%
Penn State Harrisburg	N/A	Indiana-Kokomo	17-22	Indiana-Kokomo	28%

Data for Louisiana State University-Shreveport was not available.

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  
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				
	2014	2015	2016	2017	2018*
Professors	104.0%	106.3%	106.2%	101.0%	106.3%
Associate Professors	102.2%	105.2%	105.2%	99.1%	101.2%
Assistant Professors	97.1%	96.1%	95.9%	89.9%	91.6%
Instructors	85.9%	91.5%	90.9%	83.3%	85.6%

## 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  
Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios  
Fiscal Year 2014 through Fiscal Year 2018

	Fiscal Year				
	2014	2015	2016	2017	2018*
<b>Western Illinois University</b>					
Number of Sections	4,793	4,678	4,506	5,305	5,152
Percent of Classes Less Than 20	84.6	85.1%	62.6%	60.9%	65.6%
Student-to-Faculty Ratio	15:1	14:1	14:1	14:1	13:1
<b>Quad Cities Campus</b>					
Number of Sections	520	492	450	445	423
Percent of Classes Less Than 30	94.0%	94.3%	63.7%	78.0%	85.8%
Student-to-Faculty Ratio	14:1	14:1	14:1	16:1	14:1

\*Number of sections excludes corresponding sections for online and compressed video to avoid duplication.

Table 10  
Student-to-Faculty Ratios  
Fall 2017

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	<b>14:1</b>	13:1	15:1	19:1
All Illinois Public Universities	<b>14:1</b>	10:1	15:1	20:1

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	14:1	Augustana	12:1
Nebraska-Kearney	14:1	Saint Ambrose	12:1
<b>Western Illinois</b>	<b>14:1</b>	Montana Technological	13:1
William Paterson	14:1	Illinois-Springfield	13:1
Appalachian State	16:1	Indiana-East	14:1
James Madison	16:1	Auburn-Montgomery	16:1
Truman State	16:1	Indiana-Kokomo	16:1
Grand Valley State	17:1	Penn State-Harrisburg	16:1
Montclair State	17:1	<b>Western Illinois-Quad Cities</b>	<b>16:1</b>
Central Missouri	18:1	Texas-Permian Basin	27:1
Northern Iowa	18:1	Louisiana State-Shreveport	N/A
Central Washington	19:1		
SIU-Edwardsville	19:1		
Wisconsin-La Crosse	19:1		
Wisconsin-Stevens Point	19:1		
Wisconsin-Whitewater	20:1		

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 decreased 2.5%. The Quad Cities campus retention remained constant from last year.



The overall university six-year graduation rate for new full-time freshmen decreased 4.2% from last year. Separate graduation rates are not calculated by campus. The University did not begin admitting first-time, full-time freshmen to the Quad Cities Campus until fall 2013. 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 designed to improve student persistence and completion rates.

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

	Cohort				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>
Freshmen Retention Rates-University					
All Students	72.1%	67.7%	69.2%	67.8%	65.3%
Minority Students	64.5%	60.0%	62.4%	59.7%	54.6%
Pell Grant Recipients	67.5%	66.4%	65.9%	64.0%	60.2%
Freshmen Retention Rates-Quad Cities					
All Students	76.9	82.6%	64.7%	66.7%	66.7%
Minority Students	N/A	N/A	N/A	N/A	N/A
Pell Grant Recipients	N/A	N/A	N/A	N/A	N/A
Six-Year Graduation Rates-University	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
All Students	54.3%	52.8%	53.1%	50.4%	46.2%
Minority Students	48.5%	41.5%	38.4%	39.3%	32.8%
Pell Grant Recipients	56.5%	50.7%	49.8%	45.9%	40.1%

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

Table 12  
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>69%</b>	69%	75%	81%
6-Year Graduation Rates	<b>53%</b>	47%	56%	72%
All Illinois Public Universities				
First-Year Retention	<b>69%</b>	56%	73%	93%
6-Year Graduation Rates	<b>53%</b>	15%	51%	85%

<sup>1</sup> The graduation rate indicates the average proportion of fall 2008 through fall 2011 freshmen graduating within six years; and freshman retention is based on the average of the 2013 through fall 2016 cohorts.

First-Year Retention Rates University		Six-Year Graduation Rates University		First-Year Retention Rates Quad Cities Benchmarks	
James Madison	90%	James Madison	83%	Penn State-Harrisburg	87%
Appalachian State	88%	Truman State	75%	Augustana	86%
Truman State	87%	Appalachian State	72%	Northern Iowa	82%
Wisconsin-La Crosse	85%	Wisconsin-La Crosse	70%	Saint Ambrose	78%
Grand Valley State	83%	Grand Valley State	67%	Montana Technological	73%
Montclair State	83%	Northern Iowa	66%	<b>Western Illinois-Quad Cities</b>	<b>70%</b>
Northern Iowa	83%	Montclair State	64%	Texas-Permian Basin	69%
Wisconsin-Whitewater	80%	Wisconsin-Stevens Point	63%	Auburn-Montgomery	66%
Nebraska-Kearney	79%	Wisconsin-Whitewater	59%	Indiana University-East	66%
William Paterson	76%	Nebraska-Kearney	58%	Louisiana State-Shreveport	65%
Central Washington	76%	Eastern Illinois	58%	Indiana-Kokomo	63%
Wisconsin-Stevens Point	76%	Central Missouri	56%		
Eastern Illinois	75%	Central Washington	54%		
SIU-Edwardsville	73%	<b>Western Illinois</b>	<b>53%</b>		
Central Missouri	71%	William Paterson	51%		
<b>Western Illinois</b>	<b>69%</b>	SIU-Edwardsville	49%		

Table 13 presents the difference between the University's actual graduation rate and predicted graduation rate. The latter is calculated from ACT scores and high school percentile ranks of new freshmen. A positive difference indicates that the educational experience is contributing to student success, because more students are graduating than are projected. Western Illinois University's 4% difference is fourth highest among 12 Illinois public universities and ranks 11<sup>th</sup> among 16 benchmark institutions.

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

Illinois Public Universities			
	Actual Graduation Rate	Predicted Graduation Rate	Difference
Illinois State	72%	62%	10%
Eastern Illinois	58%	51%	7%
Illinois-Urbana Champagne	85%	80%	5%
<b>Western Illinois</b>	<b>53%</b>	<b>49%</b>	<b>4%</b>
Illinois-Chicago	59%	57%	2%
Northern Illinois	48%	51%	(3%)
Southern Illinois-Carbondale	43%	50%	(7%)
Southern Illinois-Edwardsville	49%	56%	(7%)
Illinois-Springfield	49%	61%	(12%)
Chicago State	14%	33%	(19%)
Northeastern Illinois	23%	46%	(23%)
Governors State	N/A	N/A	N/A

Governors State did not report information

<b>Macomb Benchmark Institutions</b>			
	Actual Graduation <u>Rate</u>	Predicted Graduation <u>Rate</u>	<u>Difference</u>
Montclair State	65%	50%	15%
Appalachian State	72%	61%	11%
James Madison	83%	72%	11%
Grand Valley State	66%	58%	8%
Wisconsin-Whitewater	59%	51%	8%
Eastern Illinois	58%	51%	7%
Wisconsin-Stevens Point	63%	57%	6%
Central Washington	54%	49%	5%
Nebraska-Kearney	58%	54%	4%
Northern Iowa	66%	62%	4%
<b>Western Illinois</b>	<b>53%</b>	<b>49%</b>	<b>4%</b>
Central Missouri	52%	49%	3%
William Paterson	52%	49%	3%
Wisconsin-La Crosse	69%	68%	1%
Truman State	73%	76%	(3%)
Southern Illinois-Edwardsville	49%	56%	(7%)

Table 14 presents four-year transfer graduation rates. The University's four-year graduation rate stayed level at 67.4%. The 69.7% rate for the Quad Cities campus is down 3.8% from last year.

Table 14  
Four-Year New Transfer Student Graduation Rates  
Fall 2009-Fall 2013 Cohorts

	2009		2010		2011		2012		2013	
	<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>
Western Illinois University										
All Students	678	63.9%	722	67.8%	670	64.4%	748	67.4%	712	67.4%
Minority Students	88	52.1%	113	55.9%	100	51.0%	112	48.9%	142	57.5%
Pell Grant Recipients	294	60.0%	364	63.1%	331	60.5%	377	63.8%	383	66.8%
Quad Cities										
All Students	92	80.4%	82	82.8%	60	68.2%	89	73.5%	122	69.7%
Minority Students	17	82.2	14	77.8%	8	61.5%	11	64.7%	18	54.5%
Pell Grant Recipients	37	75.5%	37	82.2%	38	69.0%	50	73.5%	76	73.7%

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 17<sup>th</sup> among 23 benchmark institutions

<sup>2</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 2013-2014 and 2014-2015."

Table 15  
Percent of Alumni Donations  
Fall 2017

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	<b>3.8%</b>	3.0%	4.4%	6.8%
All Illinois Public Universities	<b>3.8%</b>	1.7%	4.2%	7.4%

Governors State University and Chicago State University did not report data

Augustana	18.9%
Montana Technological	13.2%
Northern Iowa	8.1%
Wisconsin-Whitewater	7.5%
Nebraska-Kearney	7.4%
Truman State	7.3%
James Madison	6.7%
Appalachian State	6.6%
Indiana-Kokomo	6.5%
Saint Ambrose	6.4%
Texas-Permian Basin	6.1%
Indiana-East	5.4%
Illinois-Springfield	4.9%
Grand Valley State	4.6%
Wisconsin-Stevens Point	4.5%
William Paterson	4.0%
<b>Western Illinois</b>	<b>3.8%</b>
Montclair State	3.7%
Wisconsin-La Crosse	3.5%
Eastern Illinois	3.3%
Auburn-Montgomery	3.2%
SIU-Edwardsville	3.0%
Central Washington	2.1%

Louisiana State-Shreveport, 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 annual student rates shown in Table 16 are \$92 dollars within the mean of the Illinois public university subset. Quad Cities rates (\$9,287) are significantly lower than locally based Saint Ambrose University (\$30,894) and Augustana College (\$42,135). Western has the lowest tuition rate of the 12 Illinois public universities.

Table 16  
Annual Full-Time, In-State Tuition and Fees Rates at Selected Illinois Public Universities  
Academic Year 2018-2019

	<u>Tuition</u>	<u>Fees</u>
<b>Western Illinois</b>	<b>\$8,541</b>	<b>\$4,410</b>
Eastern Illinois	\$8,880	\$2,923
Southern Illinois-Edwardsville	\$9,123	\$3,009
Illinois-Springfield	\$9,405	\$3,486
Illinois State	\$11,524	\$2,992

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 using self-help (employment and loans) to finance their education. While the

University has the highest average student loan amount for academic year 2017-2018, it is within \$159 of the average for the subset of institutions displayed below.

Table 17  
Percentage of student receiving need-based aid and loans  
Academic Year 2017-2018

<u>Need Based Aid</u>	
<b>Western Illinois</b>	<b>83%</b>
Eastern Illinois	78%
Illinois-Springfield	75%
Southern Illinois-Edwardsville	72%
Illinois State	63%
<u>Self Help</u>	
<b>Western Illinois</b>	<b>74%</b>
Easter Illinois	63%
Illinois-Springfield	54%
Southern Illinois-Edwardsville	54%
Illinois State	49%
<u>Loans</u>	
<b>Western Illinois</b>	<b>\$3,441</b>
Illinois State	\$3,434
Southern Illinois-Edwardsville	\$3,223
Eastern Illinois	\$3,209
Illinois-Springfield	\$3,103

Western understands its population base, as evidenced by inclusion of a need-based component to Western Commitment Scholarship program, adjusting Western Transfer Commitment Scholarships in terms of value and making the award renewable for a second year, creating a Commitment scholarship program for dual enrollment high school students, setting of one tuition rate for all domestic students, and engaging in no tuition increases again for academic year 2018-2019. As a result of these actions, Western’s average percent of need met for first-year students improved from ranking last to third among five benchmark institutions.

Table 18  
Average Percent of Need Met for First Year Students  
Academic Year 2017-18

Illinois-Springfield	81%
Southern Illinois-Edwardsville	79%
<b>Western Illinois</b>	<b>65%</b>
Eastern Illinois	54%
Illinois State	47%

Table 19 shows that the University’s total four-year tuition increases for new students were below the average increase in the Higher Education Price Index for the last five years. Western Illinois University maintains affordability by limiting cost increases to levels below inflationary indices, despite declining appropriations for Illinois public higher education and the historic and unprecedented statewide budget impasse. Furthermore, Western is also the only Illinois public university that provides students and their families with a cost guarantee for tuition, fees, room and board rates, provided that the student maintains continuous fall/spring enrollment.

Table 19  
Western Illinois University New Student Tuition Increases, Changes in the *Higher Education Price Index*  
and Annual State Appropriations  
Fiscal Year 2014 through Fiscal Year 2018

	Fiscal Year				
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>
New Student Four-Year Tuition Increase	4.9%	2.7%	2.0%	(3.0%)	0.0%
Average Four-Year Increase in the Higher Education Price Index	3.0%	2.1%	1.8%	3.3%	2.8%
One-Year Change in State Appropriations (GRF)	1.2%	(2.5%)	(71.0%)	244.7%	(10.0%)

Additional university actions will be necessary to decrease the percent of graduates with loans, and the average debt load of these students. Western and Central Washington University had the highest percentage of graduates with loans. The University also had the fourth highest average student debt load.

Table 20  
Percent of Western Illinois University Graduates with Loans  
And the Average Debt Load of Graduating Students with Loans  
Graduating Classes of 2013 through 2017

	Graduating Class				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Percent of students with loans	77%	80%	81%	83%	84%
Average debt load of graduates with loans	\$28,948	\$28,785	\$30,103	\$30,721	\$29,422

Table 21  
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans  
Graduating Class 2017

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	<b>84%</b>	65%	74%	84%
Average Debt Load	<b>\$29,422</b>	\$25,313	\$28,665	\$30,695
All Illinois Public Universities*				
Percent of Graduates with Loans	<b>84%</b>	45%	66%	84%
Average Debt Load	<b>\$29,422</b>	\$15,819	\$27,213	\$34,708

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

Percent of Graduates with Loans		Average Debt Load	
James Madison	50%	Nebraska-Kearney	\$19,538
Truman State	52%	Central Washington	\$20,411
Nebraska-Kearney	53%	Appalachian State	\$22,855
Appalachian State	56%	Truman State	\$23,470
Northern Iowa	66%	Northern Iowa	\$23,887
Wisconsin-La Crosse	68%	Wisconsin-Whitewater	\$24,704
Grand Valley State	72%	Wisconsin-La Crosse	\$26,768
Central Missouri	74%	Central Missouri	\$27,481
William Paterson	74%	James Madison	\$28,656
Eastern Illinois	77%	Grand Valley State	\$29,232
Wisconsin-Stevens Point	78%	<b>Western Illinois</b>	<b>\$29,422</b>
Wisconsin-Whitewater	78%	Eastern Illinois	\$30,695
Central Washington	84%	Wisconsin-Stevens Point	\$30,852
<b>Western Illinois</b>	<b>84%</b>	William Paterson	\$33,355

Southern Illinois University-Edwardsville and Montclair State did not report data

Institutional commitments to affordability are challenged by state funding practices. The historic and unprecedented FY16 and FY17 statewide budget impasse caused an increased reliance on the University Income Fund revenue as shown in Table 22. It was also responsible for decreased financial indicators shown in Table 23, and lower enrollment shown in Tables 2-7.

Table 22  
Western Illinois University Appropriation History  
Fiscal Year 2014 through Fiscal Year 2018

(\$ Reported in Millions)	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018*</u>
Total Appropriation	\$126.2	\$127.0	\$89.5	\$129.6	\$110.1
Percent Change	1.5%	0.6%	(29.5%)	44.8%	(15.1%)
General Revenue Fund	\$52.8	\$51.4	\$14.9	\$51.5	\$46.3
Percent Change	1.2%	(2.5%)	(71.0%)	244.2%	(10.0%)
University Income Fund	\$73.4	\$75.5	\$74.6	\$69.7	\$63.8
Percent Change	1.8%	2.9%	(1.3%)	(6.5%)	(8.6%)
Income Fund Percent Total	58.2%	59.5%	83.3%	53.8%	57.9%

WIU continues to solidify its future fiscal foundation despite state-imposed 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 last CFI improved to 0.54. 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  
Western Illinois University Financial Ratios  
Reported to the Higher Learning Commission-North Central Association of Colleges and Schools  
Fiscal Year 2011 through Fiscal Year 2017

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Composite Financial Indicator	3.60	2.90	1.70	2.75	1.47	(0.30)	0.54
Primary Reserve Ratio	0.25	0.27	0.26	0.25	0.26	.16	.16
Net Operating Revenue Ratio	0.06	0.04	0.00	0.01	(0.01)	(0.15)	(.02)
Return on Net Assets Ratio	0.18	0.12	0.04	0.13	0.02	(0.14)	(.02)
Viability Ratio	0.73	0.70	0.75	0.77	0.47	0.56	.60

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 and 25. The University remains below the statewide average on instructional and administrative costs per credit hour<sup>3</sup>. Western’s values are third and second lowest of the 12 Illinois public universities on these measures, respectively. Instructional costs are 6.4% below the statewide average, and administrative costs 15.5% below the statewide average. Western’s conservative fiscal management enables the University to advance *Strategic Plan* goals and priorities during a period of decreased and delayed state funding (FY13-15) and during the statewide budget impasse (FY16-17).

Table 24  
Instructional Costs per Credit Hour at Illinois Public Universities  
Fiscal Year 2013 through Fiscal Year 2017

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Southern Illinois-Edwardsville	\$249.57	\$257.94	\$269.52	\$261.01	\$237.14
Governors State	\$364.12	\$364.31	\$392.48	\$373.04	\$278.20
Illinois State University	\$286.37	\$297.85	\$300.43	\$311.13	\$300.28
<b>Western Illinois</b>	<b>\$284.01</b>	<b>\$294.30</b>	<b>\$307.32</b>	<b>\$316.86</b>	<b>\$315.78</b>
Southern Illinois-Carbondale	\$309.84	\$314.13	\$329.27	\$331.53	\$321.63
State Average	\$317.81	\$335.60	\$355.00	\$358.73	\$337.21
Northeastern Illinois	\$284.40	\$298.35	\$343.49	\$346.07	\$342.97
Eastern Illinois	\$289.67	\$331.88	\$352.67	\$358.40	\$345.70
Northern Illinois	\$306.19	\$331.84	\$339.47	\$348.49	\$350.81
Illinois-Springfield	\$338.65	\$372.28	\$384.41	\$361.23	\$360.10
Illinois-Urbana/Champaign	\$350.07	\$362.97	\$400.24	\$398.54	\$365.36
Illinois-Chicago	\$359.77	\$374.94	\$382.35	\$399.84	\$405.83
Chicago State	\$312.29	\$417.04	\$419.86	\$429.72	\$422.70
% WIU Is Under the State Average	(10.6%)	(12.3%)	(13.4%)	(11.7%)	(6.4%)

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

<sup>3</sup> A future *Strategic Plan Update* will provide the data for Fiscal Year 2018 when it is published by the Illinois Board of Higher Education. The data were not available at the time of writing this Report.



Table 25  
 Administrative Costs per Credit Hour at Illinois Public Universities  
 Fiscal Year 2013 through Fiscal Year 2017

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Southern Illinois-Edwardsville	\$58.22	\$63.26	\$60.99	\$55.92	\$50.57
<b>Western Illinois</b>	<b>\$63.48</b>	<b>\$68.85</b>	<b>\$72.06</b>	<b>\$67.80</b>	<b>\$70.04</b>
Eastern Illinois	\$89.03	\$96.55	\$94.78	\$76.32	\$72.46
Illinois-Chicago	\$78.41	\$74.00	\$76.55	\$72.43	\$72.54
Governors State	\$118.26	\$120.78	\$106.07	\$95.77	\$75.31
Northeastern Illinois	\$75.16	\$87.76	\$91.63	\$77.19	\$79.57
Southern Illinois-Carbondale	\$81.28	\$90.77	\$96.09	\$75.91	\$81.20
State Average	\$86.86	\$90.65	\$90.60	\$83.12	\$82.90
Illinois-Urbana/Champaign	\$88.94	\$96.76	\$90.24	\$85.71	\$83.85
Illinois-Springfield	\$92.60	\$110.23	\$103.26	\$82.50	\$90.06
Illinois State	\$102.01	\$95.81	\$104.54	\$100.93	\$101.53
Chicago State	\$124.54	\$106.03	\$112.65	\$100.75	\$103.60
Northern Illinois	\$101.63	\$106.82	\$109.29	\$104.56	\$109.66
% WIU Is Under the State Average	(26.9%)	(20.0%)	(20.5%)	(18.4%)	(15.5%)

### Next Steps

The campus community will continue to implement priorities and goals in *Higher Values in Higher Education*. The vice presidents and areas that report to the president will present annual accomplishments and plans to the University on 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.