

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 22-23, 2018

Western Illinois University
Macomb, Illinois

Agenda Topic	Page	Action
<u>March 22, 2018 – Corbin/Olson E-Classroom, Room 1032</u>		
Motion to Convene to Open Session – 5:00 p.m.		
Roll Call		Action
Motion to Permit Remote Attendance		
Roll Call		Action
Motion to Convene to Closed Session – 5:00 p.m.		
Roll Call		Action
Closed Session		
Motion to Reconvene in Open Session		
Adjourn		
<u>March 23, 2018 – Capitol Rooms, University Union</u>		
Motion to Convene to Open Session – 8:00 a.m.		
Roll Call		
Review and Approval of December 14-15, 2017 Board Meeting Minutes	5	Action
Public Comments		
Chairperson’s Remarks		
Cathy Early		
President’s Remarks		
Jack Thomas		

Assistant to the President for Governmental Relations Report

Jeanette Malafa

General Comments by Vice Presidents

- Dr. Kathy Neumann, Interim Provost and Academic Vice President
- Dr. Ronald Williams, Vice President for Student Services
- Mr. Brad Bainter, Vice President for Advancement and Public Services
- Mr. Matthew Bierman, Vice President for Administrative Services
- Dr. Joseph Rives, Vice President for Quad Cities and Planning

Advisory Group Reports and Comments

- Audrey Adamson – President, Council of Administrative Personnel – Macomb & QC
- Stacy Dorethy – President, Civil Service Employees Council – Macomb
- Grant Reed – President, Student Government Association – Macomb
- Steve Rock – Chair, Faculty Senate – Macomb

Board Committees

Finance Committee

Todd Lester, Chair

Report No. 18.3/17
 Report on Contributions
 (Vice President Brad Bainter)

Report No. 18.3/2 19
 Purchases of \$100,000 - \$499,999.99
 (Vice President Matt Bierman)

Report No. 18.3/321
 Debt Compliance Report
 (Vice President Matt Bierman)

Resolution No. 18.3/1 23 **Action**
 Utility Easement – McDonough County
 (Vice President Matt Bierman and Director of Insurance, Risk Management, and Compliance
 Digger Oster)

Academic & Student Services Committee

Steve Nelson, Chair

Report No. 18.3/427
 Fiscal Year 2018 Performance Report
 (Vice President Joe Rives)

Report No. 18.3/545
 Annual Report on Financial Aid Programs
 (Vice President Ron Williams and Director of Financial Aid Terri Hare)

Agenda Topic	Page	Action
Report No. 18.3/6..... FY2019 Student Cost Guarantee (Vice President Ron Williams and Vice President Matt Bierman)	47	
Resolution No. 18.3/2 FY2019 Tuition Recommendation (Vice President Matt Bierman and Budget Director Letisha Trepac)	53	Action
Resolution No. 18.3/3 FY2019 Room and Board/Housing Rates Recommendation (Vice President Ron Williams, Vice President Matt Bierman, Budget Director Letisha Trepac, Associate Vice President John Biernbaum, and Assistant Director of University Housing and Dining Services Ketra Russell)	55	Action
Resolution No. 18.3/4 FY2019 Fees Recommendation (Vice President Ron Williams, Vice President Joe Rives, Vice President Matt Bierman, Budget Director Letisha Trepac, and Associate Vice President for Student Services John Biernbaum)	57	Action
Resolution No. 18.3/5 FY2019 Student Health Insurance Fee Recommendation (Vice President Ron Williams, Vice President Matt Bierman, and Director of Insurance, Risk Management and Compliance Digger Oster)	61	Action
Resolution No. 18.3/6 Honorary Doctorate Recommendations (Interim Provost Kathy Neumann)	63	Action
 Audit Committee Lyneir Cole, Chair		
Report No. 18.3/7..... External Audit Report (Vice President Matt Bierman and Assistant Comptroller Jessica Dunn)	65	
 Presidential Assessment and Evaluation Committee Yvonne Savala, Chair		
 General Discussion and Action Items		
Report No. 18.3/8..... Macomb Campus Facility Assessment Report (Vice President Matt Bierman and Director of Facilities Maintenance Kenneth Griffin)	67	
Report No. 18.3/9..... Quarterly Planning Update (Vice President Joe Rives)	75	
Report No. 18.3/10..... <i>Higher Values in Higher Education 2017-2022, Draft #1</i> (Vice President Joe Rives)	81	

Agenda Topic	Page	Action
Report No. 18.3/11 Higher Learning Commission: Financial Indicator Report (Vice President Joe Rives)	105	
Report No. 18.3/12 President’s Executive Institute (President Jack Thomas and Vice President Joe Rives)	155	
Report No. 18.3/13 The Statewide Budget Context and Western Illinois University’s Mission-Driven Planning and Results, Fiscal Year 2018 Update (President Jack Thomas and Vice President Joe Rives)	157	
Resolution No. 18.3/7 Release of Closed Session Meeting Minutes	159	Action
Resolution No. 18.3/8 Calendar Year 2019 Board Meeting Schedule	161	Action
Resolution No. 18.3/9 Restoration of Fair and Predictable Funding to Illinois Public Higher Education in General and Western Illinois University in Particular	163	Action
Resolution No. 18.3/10 International Union of Operating Engineers, AFL-CIO on behalf of Local Union No. 399 – Landscape Maintenance (Vice President Matt Bierman and Director of Human Resources Cindy Lotz)	165	Action
Resolution No. 18.3/11 Officer Appreciation – Rica Calhoun	167	Action

Old Business

New Business

Next Meeting: June 7-8, 2018 – WIU-QC

Adjourn

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Review and Approval of the December 14-15, 2017 Meeting Minutes

Minutes are available for review at:

http://www.wiu.edu/board_of_trustees/minutes/index.php

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

March 23, 2018

Report No. 18.3/1
Report on Contributions
Vice President Brad Bainter



Interim Campaign Progress Report

July 1, 2017 - June 30, 2018

Pledges Made	Planned Gifts	Total Pledges
\$ 1,365,403	\$ 90,000	\$ 1,455,403
Cash Gifts	Gifts-in- Kind	Total Receipts
\$ 2,255,618	\$ 106,089	\$ 2,361,707

	Overall Total	Goal	% to Goal
FY2018	\$ 3,817,111	\$ 7,500,000	54.5%

Outside scholarships not included in report: \$ 1,227,833

PURPOSE: Record of fiscal year goals and progress

AUDIENCE: Internal use for administrators, development officers, and board members

NOTES: *Cash Gifts do not include pledge payments.

Gifts-in-kind do not include service or noncharitable gifts-in-kind.

Printed on 2018-02-28



Interim Campaign Progress Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	PLEDGES	GIFTS	GIFTS- IN-KIND	PLANNED GIFTS	FISCAL YEAR TOTAL
CAS	46,039	323,652	0	0	369,691
CBT	347,396	643,207	14,027	0	1,004,630
COEHS	192,899	158,320	85	50,000	401,304
COFAC	62,352	87,825	37,121	0	187,298
LIBRARY	14,791	3,410	5,359	40,000	63,560
HONORS	8,770	8,815	0	0	17,585
INTL STUDIES	120	785	0	0	905
STUDENT SERVICES	29,028	37,619	779	0	67,426
QC	123,330	76,388	0	0	199,718
WQPT	138,601	251,753	12,130	0	402,483
ATHLETICS	259,931	138,480	33,971	0	432,382
ALUMNI	4,861	14,635	0	0	19,495
BGS	3,963	6,082	0	0	10,045
TRI-STATES RADIO	81,772	116,571	137	0	198,481
PFA	12,230	175	0	0	12,405
UNIV SCHOLARSHIPS	25,240	179,776	1,317	0	206,333
OTHER	14,082	208,124	1,163	0	223,369
UNIVERSITY TOTALS:	1,365,403	2,255,618	106,089	90,000	3,817,111

Outside scholarships not included in report: \$ 1,227,833

PURPOSE: Record of fiscal year progress by unit

AUDIENCE: Internal use for administrators, development officers, and board members

NOTES: Gifts do not include pledge payments.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable gifts-in-kind.

Printed on 2018-02-28



WESTERN
ILLINOIS
UNIVERSITY

Significant Donors Report

Gifts of \$5,000 or more for Fiscal Year

July 1, 2017 - June 30, 2018

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
AICPA	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
ANONYMOUS	2,300	0	0	0	0	2,300	3,613	2,300	0	0	20	0	5,933
ANONYMOUS	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
ANONYMOUS	97,000	50,000	0	0	0	147,000	3,800	25,400	0	0	0	0	29,200
ANONYMOUS	0	0	0	0	0	0	500	5,000	0	0	0	0	5,500
ANONYMOUS	500	0	0	0	0	500	5,000	500	0	0	0	0	5,500
ANONYMOUS	0	0	0	0	0	0	0	0	0	0	0	0	0
ARCHER-DANIELS-MIDLAND COMPANY	10,000	0	0	0	0	10,000	700	10,000	0	0	0	0	10,700
ARYSTA LIFESCIENCE	0	0	0	0	0	0	23,500	0	0	0	0	0	23,500
BARB BAILY	2,250	0	0	0	0	2,250	700	2,500	0	0	0	0	3,200
JACK BAILY	2,250	0	0	0	0	2,250	0	2,500	0	0	0	0	2,500
BRAD BAINTER	9,990	0	0	0	0	9,990	293	9,990	0	0	0	0	10,283
ANN BAISE	0	0	0	0	0	0	0	0	0	0	0	0	0
GARY BAISE	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
BASF CORPORATION	0	0	0	0	0	0	14,350	0	0	0	0	0	14,350
BAYER CORPORATION	0	0	0	0	0	0	21,000	0	0	0	0	0	21,000
PEGGY BECKMAN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
GIL BELLES	0	0	0	0	0	0	500	0	0	19,281	0	0	19,781
BELMOND LA SAMANNA	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000
CARRIE BILLS	0	0	0	0	0	0	0	0	0	0	0	0	0
MATT BILLS	5,000	0	0	0	0	5,000	200	1,000	0	0	0	0	1,200
DENNIS BOWMAN	25,000	0	0	0	0	25,000	1,000	25,500	0	0	0	0	26,500
GINNY BOYNTON	7,822	0	0	0	0	7,822	300	8,422	0	0	0	0	8,722
SCOTT BROUETTE	25,410	0	0	0	0	25,410	0	25,410	0	0	0	0	25,410
GAYLE CARPER	2,500	0	0	0	0	2,500	250	2,500	0	0	352	0	3,102
TOM CARPER	2,500	0	0	0	3,900	6,400	410	2,500	0	0	0	3,900	6,810
DEBBIE CARTER	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	1,500
JIM CARTER	4,500	0	0	0	0	4,500	270	4,500	0	0	575	0	5,345

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
ROSELYN CHOWN	900	0	0	0	0	900	110	10,900	0	0	0	0	11,010
CHERIE CLARK	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
ERIC CLARK	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
LINDA CLARY	5,200	0	0	0	0	5,200	0	5,200	0	0	0	0	5,200
PAT CLAWSON	0	0	0	0	0	0	125	0	0	0	0	0	125
ROGER CLAWSON	709	0	0	0	0	709	4,225	1,909	0	0	0	0	6,134
COBANK	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
SANDY COLLIER	117	0	0	0	0	117	25,725	117	0	0	0	0	25,842
COMMUNITY FOUNDATION OF THE GREAT RIVER BEND	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
MARY ANN COOK	0	0	0	0	0	0	15,146	0	0	0	0	0	15,146
RAMONA COOK	0	0	0	0	0	0	15,050	0	0	0	0	0	15,050
BILL COOK	0	40,000	0	0	0	40,000	100	0	0	0	0	0	100
CORNERSTONE REALTY	0	0	0	0	0	0	250,000	0	0	0	0	0	250,000
NICK DI GRINO	0	0	0	0	0	0	0	0	0	0	0	0	0
SUSAN DI GRINO	25	0	0	0	0	25	25,000	25	0	0	0	0	25,025
VIRGINIA DIEHL	1,100	0	0	0	0	1,100	390	1,100	0	0	0	0	1,490
JOHN DISTEFANO	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
KIM DISTEFANO	0	0	0	0	0	0	0	0	0	0	0	0	0
DORIS & VICTOR DAY FOUNDATION	21,000	0	0	0	0	21,000	80	21,000	0	0	0	0	21,080
DOW AGROSCIENCES LLC	0	0	0	0	0	0	10,300	0	0	0	0	0	10,300
GINGER DYKSTRA	0	0	0	0	0	0	0	12,000	0	0	0	0	12,000
CATHY EARLY	3,925	0	0	0	0	3,925	1,065	3,925	0	0	70	0	5,060
EDWARD JONES	3,060	0	0	0	0	3,060	663	7,850	0	0	0	0	8,513
GAY ELFLINE	0	0	0	0	0	0	5,200	0	0	0	0	0	5,200
SONDRA EPPERLY	0	0	0	0	0	0	0	375	0	0	0	0	375
BILL EPPERLY	3,775	0	0	0	0	3,775	975	4,000	0	0	0	0	4,975
LORRAINE EPPERSON	2,000	0	0	0	0	2,000	7,113	2,000	0	0	0	0	9,113
ERIC GLEACHER FOUNDATION	5,000	0	0	0	0	5,000	5,000	5,000	0	0	0	0	10,000
SUE MARTINELLI-FERNANDEZ	8,361	0	0	0	0	8,361	948	8,361	0	0	0	0	9,309
FIDELITY CHARITABLE GIFT FUND	0	0	0	0	0	0	13,025	0	0	0	0	0	13,025
FIRST CHRISTIAN CHURCH	0	0	0	0	0	0	6,500	0	0	0	0	0	6,500
JOHN GARVEY	0	0	0	0	0	0	0	6,250	0	0	0	0	6,250

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SARAH GARVEY	0	0	0	0	0	0	0	6,250	0	0	0	0	6,250
CHUCK GILBERT	7,200	0	0	0	0	7,200	500	7,200	0	0	0	0	7,700
KAREN IHRIG-GILBERT	0	0	0	0	0	0	0	0	0	0	0	0	0
GLOBAL COMMUNITIES	0	0	0	0	0	0	31,285	0	0	0	0	0	31,285
CHRISTOPHER GRAMKOW	0	0	0	0	0	0	0	0	0	0	0	5,857	5,857
GRANT W. AND VIRGINIA M. BRISSMAN FOUNDATION	0	0	0	0	0	0	30,000	0	0	0	0	0	30,000
GEORGE GRICE	12,000	0	0	0	0	12,000	15,000	12,000	0	0	0	0	27,000
CLIFF HAKA	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
SUE HAKA	0	0	0	0	0	0	0	0	0	0	0	0	0
KAREN HAMMOND	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
JIM HANSEN	3,500	0	0	0	0	3,500	0	8,500	0	0	0	0	8,500
RACHEL HANSEN	3,500	0	0	0	0	3,500	0	3,500	0	0	0	0	3,500
AL HARRIS	0	0	0	0	0	0	0	3,000	0	0	0	0	3,000
MARY MARGARET HARRIS	0	0	0	0	0	0	100	3,000	0	0	0	0	3,100
ANN MARIE HAYES-HAWKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
KEN HAWKINSON	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
MOLLY HOMER	0	0	0	0	0	0	5,500	0	0	0	0	0	5,500
DEAN HUISINGH	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
ROSEMARY HUISINGH	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
DORIS HUNTER	0	0	0	0	0	0	0	0	60,000	0	0	0	60,000
ILLINOIS BOBCAT FOUNDATION	0	0	0	0	0	0	7,650	0	0	0	0	0	7,650
ILLINOIS CORN MARKETING BOARD	0	0	0	0	0	0	64,000	0	0	0	0	0	64,000
LAURA JANUS	1,000	0	0	0	0	1,000	35,000	1,000	0	0	0	0	36,000
JOHN DEERE CLASSIC	0	0	0	0	0	0	37,710	65,000	0	0	0	0	102,710
JOHN F BLAUVELT GEOGRAPHY FUND	0	0	0	0	0	0	40,617	0	0	0	0	0	40,617
GARRY JOHNSON	3,475	0	0	0	0	3,475	16,283	4,475	0	0	0	0	20,758
JUDY KERR	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	2,500
MEL KERR	7,500	0	0	0	0	7,500	0	7,500	0	0	0	0	7,500
CAROLYN TYIRIN-KIRK	0	0	0	0	0	0	0	0	0	0	0	0	0
GORDON KIRK	0	0	0	0	0	0	100	10,000	0	0	0	0	10,100
BETTY KLEEN	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
DELANO KRUZAN	0	0	0	0	0	0	5,350	0	0	0	0	0	5,350

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
LINDA KUEHL	0	0	0	0	0	0	20,000	0	0	0	0	0	20,000
LAND O'LAKES	0	0	0	0	0	0	5,600	0	0	0	0	0	5,600
LEOPARDO CHARITABLE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
DAN LIEHR	25,000	0	0	0	0	25,000	0	5,000	0	0	0	0	5,000
RANDALL LINDSEY	1,000	0	0	0	0	1,000	10,005	1,000	0	0	0	0	11,005
MIKE LITWIN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
LOOSER-FLAKE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
LOWELL N JOHNSON CHARITABLE FOUNDATION	0	0	0	0	0	0	55,500	0	0	0	0	0	55,500
MACOMB AREA CONVENTION & VISITORS BUREAU	1,730	0	0	0	0	1,730	2,800	3,020	0	0	0	100	5,920
MARY OLIVE WOODS TRUST	0	0	0	0	0	0	9,561	0	0	0	0	0	9,561
JAN MATHERS	0	0	0	0	0	0	100	0	0	0	0	0	100
RICHARD MATHERS	400	0	0	0	0	400	5,215	400	0	0	0	0	5,615
MC DONOUGH EYE ASSOCIATES, PC	0	0	0	0	0	0	0	7,500	0	0	0	0	7,500
LA VERN MC ENTIRE	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
JULIE MC HARD	0	0	0	0	0	0	80	5,113	0	0	0	0	5,193
JIM MINER	600	0	0	0	0	600	120	8,100	0	0	0	0	8,220
SUZI MINER	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
GREG MONTALVO	5,792	0	0	0	0	5,792	0	1,680	0	0	0	0	1,680
MARIA MONTALVO	0	0	0	0	0	0	0	0	0	0	0	0	0
TOM NARDI	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
JOYCE NIELSEN	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
JIM NIELSEN	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
SHEILA NOLLEN	0	0	0	0	0	0	12,800	0	0	0	0	0	12,800
OHIO COMMUNITY CONSOLIDATED GRADE SCHOOL	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
DEBRA OHLIN	0	0	0	0	0	0	0	0	0	0	0	0	0
ED OHLIN	2,000	0	0	0	0	2,000	4,000	2,000	0	0	0	0	6,000
MARIANNE OLIVA	0	0	0	0	0	0	0	0	0	0	0	0	0
SAM OLIVA	250,000	0	0	0	0	250,000	10,000	250,000	0	0	0	0	260,000
GAYLE PETERSON	604	0	0	0	0	604	0	604	0	0	0	0	604
RON PETERSON	4,654	0	0	0	0	4,654	50	1,654	0	0	0	0	1,704
QUAD CITY BANK & TRUST CO	15,000	0	0	0	0	15,000	0	3,000	0	0	0	1,000	4,000

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
RADISH MAGAZINE	0	0	0	0	0	0	0	0	0	0	0	7,735	7,735
REFRESHMENT SERVICES PEPSI	0	0	0	0	0	0	0	5,000	0	0	2,523	0	7,523
ALENE REUSCHEL	1,250	0	0	0	0	1,250	1,150	4,250	0	0	0	0	5,400
PAUL REUSCHEL	250	0	0	0	0	250	0	3,250	0	0	0	0	3,250
RUTH RICHERT	250	0	0	0	0	250	21,300	250	0	0	0	0	21,550
JOE RIVES	34,770	0	0	0	0	34,770	0	43,500	0	0	0	0	43,500
MAX RUNKLE	0	0	0	0	0	0	0	0	0	25,000	0	0	25,000
BRIAN SAVAGE	2,300	0	0	0	0	2,300	3,045	2,300	0	0	0	0	5,345
LINDA SAVAGE	0	0	0	0	0	0	0	0	0	0	0	0	0
SCHWAB CHARITABLE FUND	0	0	0	0	0	0	5,600	0	0	0	0	0	5,600
ARLENE SEYMOUR	0	0	0	0	0	0	0	0	0	0	0	0	0
ARLIE SEYMOUR	0	0	0	0	0	0	49,675	0	0	0	0	0	49,675
JIM SHIPP	0	0	0	0	0	0	0	12,500	0	0	0	0	12,500
VERONICA SHIPP	0	0	0	0	0	0	0	12,500	0	0	0	0	12,500
ERSKINE SMITH	6,368	0	0	0	0	6,368	25	2,867	0	0	0	0	2,892
SODEXO INC & AFFILIATES	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
AMY SPELMAN	4,790	0	0	0	0	4,790	73	4,790	0	0	0	0	4,863
STATE FARM MUTUAL AUTOMOBILE INSURANCE COMPANY	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
STC INVESTMENTS	500	0	0	0	7,800	8,300	80	500	0	0	0	14,730	15,310
HARRISON STEANS	0	0	0	0	0	0	100,012	0	0	0	0	0	100,012
FRANK STOUT	5,250	0	0	0	0	5,250	100	5,250	0	0	0	0	5,350
PENNY STOUT	1,750	0	0	0	0	1,750	0	1,750	0	0	0	0	1,750
STRONGHURST LLC	0	0	0	0	0	0	0	25,000	0	0	0	0	25,000
CARMELITA TEETER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
NORM TEETER	0	0	0	0	0	0	7,000	0	0	0	0	0	7,000
THE CHICAGO COMMUNITY FOUNDATION	0	0	0	0	0	0	12,500	0	0	0	0	0	12,500
THE MOLINE FOUNDATION	100,000	0	0	0	0	100,000	275	100,000	0	0	0	0	100,275
THETA CHI ALUMNI ASSOC ZETA PSI CHAPTER	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
JACK THOMAS	6,040	0	0	0	0	6,040	2,575	6,040	0	0	0	0	8,615
LINDA THOMAS	0	0	0	0	0	0	0	0	0	0	0	0	0
DIANE TICHENOR	2,200	0	0	0	0	2,200	550	2,700	0	0	0	0	3,250

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
LEE TICHENOR	1,000	0	0	0	400	1,400	0	1,500	0	0	0	400	1,900
TRI CITY ELECTRIC COMPANY	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000
BETH TRIPLETT	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
UNIVERSITY OF ILLINOIS	0	0	0	0	0	0	8,100	0	0	0	0	0	8,100
ANN URCH	6,000	0	0	0	0	6,000	40	5,500	0	0	0	0	5,540
SCOTT URCH	0	0	0	0	0	0	0	0	0	0	100	0	100
KATHY VERONI	0	0	0	0	0	0	70	5,000	0	0	0	0	5,070
BETTY VIAR	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
DAVID WEHRLY	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
WESLEY UNITED METHODIST CHURCH	0	0	0	0	0	0	21,144	0	0	0	0	0	21,144
WEST CENTRAL FS INC	0	0	0	0	0	0	5,800	0	0	0	0	0	5,800
CURT WESTEN	500	0	0	0	0	500	5,062	500	0	0	0	0	5,562
SUE WESTEN	500	0	0	0	0	500	0	500	0	0	0	0	500
WESTEN INVESTMENTS INC	0	0	0	0	8,100	8,100	100	0	0	0	0	8,100	8,200
WESTERN STONEWARE	0	0	0	0	0	0	0	0	0	0	30,130	0	30,130
WETA	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
WAYNE WHIPPS	6,650	0	0	0	0	6,650	100	6,650	0	0	0	0	6,750
LYNN WOLFMEYER	600	0	0	0	0	600	5,000	600	0	0	0	0	5,600
MARY WOLFMEYER	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGARET WONG	0	0	0	0	0	0	0	34,000	0	0	0	0	34,000
GREGG WOODRUFF	5,502	0	0	0	0	5,502	400	5,502	0	0	53	0	5,954
WYFFELS HYBRIDS, INC	0	0	0	0	0	0	0	0	0	0	12,250	0	12,250
DEAN ZOERINK	5,000	0	0	0	0	5,000	5,050	1,000	0	0	65	0	6,115
ELLEN ZOERINK	0	0	0	0	0	0	50	0	0	0	0	0	50

PURPOSE: List of significant donors with gifts or pledges \$5,000 or greater for current fiscal year.

AUDIENCE: External (Board) and internal use for administrators and development officers.

NOTES: Some individuals are shown with less than \$5,000 giving because combined with their spouse, they have at least \$5,000.

"Pledges Made" includes any new pledges for current or future fiscal years.

"Pledges Paid" includes the amount that is expected to be paid this fiscal year for any pledge through installments or payroll deductions.

Totals includes memberships for next fiscal year (e.g. Leatherneck Club)

Printed on 2018-02-28



Annual Fund Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	356	35,709	100	20,857	87,926	0	0	108,784
CBT	312	48,381	155	18,473	93,420	1,777	0	113,670
COEHS	339	47,889	141	15,940	68,816	85	0	84,842
COFAC	160	41,307	258	32,155	20,056	37,121	0	89,332
ALUMNI	24	1,109	46	480	8,935	0	0	9,415
INTL STUDIES	1	120	120	80	135	0	0	215
LIBRARY	52	14,791	284	12,436	2,410	5,359	0	20,205
HONORS	8	2,290	286	1,610	8,815	0	0	10,425
QC	14	3,330	238	2,210	600	0	0	2,810
ATHLETICS	912	257,431	282	253,496	93,368	33,971	0	380,835
STUDENT SERVICES	29	5,433	187	3,089	9,069	779	0	12,938
BGS	96	3,963	41	2,342	4,082	0	0	6,424
TRI-STATES RADIO	515	81,772	159	50,562	116,571	137	0	167,270
WQPT	341	138,601	406	28,049	251,753	12,130	0	291,931
PFA	306	12,230	40	3,625	175	0	0	3,800
SCHOLARSHIPS	283	24,882	88	20,302	63,270	1,317	0	84,889
OTHER	150	9,269	62	3,813	128,889	1,163	0	133,865
Total	3,898	728,506	187	469,519	958,292	93,839	0	1,521,649

****Total Annual Fund: \$1,780,636**

Above Pledge totals include:

Leatherneck Club	\$ 286,545
Library Atrium Society	\$ 14,566
Performing Arts Society	\$ 34,489

Above Receipt totals include:

Leatherneck Club	\$ 257,879
Library Atrium Society	\$ 12,561
Performing Arts Society	\$ 27,561

PURPOSE: Record of fiscal year Annual Fund totals by Unit; includes Phonathon and President's Scholarship totals.

AUDIENCE: Internal use for administrators, development officers, and board members.

NOTES:

*Total Gifts equals Income (Cash, Pledges Paid, Gifts in Kind, and GIK Pledges Paid).

**Total Annual Fund equals sum of Pledges, GIKs, and Cash.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable GIKs.

Printed on 2018-02-28



Phonathon Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	325	18,650	57	11,245	50	0	0	11,295
CBT	265	15,323	58	8,398	50	0	0	8,448
COEHS	312	13,840	44	7,405	75	0	0	7,480
COFAC	25	1,180	47	410	0	0	0	410
ALUMNI	17	555	33	100	0	0	0	100
INTL STUDIES	0	0	0	0	0	0	0	0
LIBRARY	8	275	34	125	0	0	0	125
HONORS	0	0	0	0	0	0	0	0
QC	0	0	0	0	0	0	0	0
ATHLETICS	40	7,975	199	6,400	0	0	0	6,400
STUDENT SERVICES	15	680	45	245	20	0	0	265
BGS	94	3,825	41	2,250	0	0	0	2,250
TRI-STATES RADIO	3	200	67	0	0	0	0	0
WQPT	0	0	0	0	0	0	0	0
PFA	306	12,230	40	3,625	100	0	0	3,725
SCHOLARSHIPS	248	16,685	67	14,160	1,150	0	0	15,310
OTHER	124	4,800	39	615	0	0	0	615
Total	1,782	96,218	54	54,978	1,445	0	0	56,423

****Total Phonathon: \$97,663**

Above Pledge totals include:

Leatherneck Club \$ 7,850
 Library Atrium Society \$ 50

Above Receipt totals include:

Leatherneck Club \$ 6,275
 Library Atrium Society \$ 50

PURPOSE: Record of fiscal year Phonathon totals by Unit.

AUDIENCE: Internal use for administrators, development officers, and board members.

NOTES:

*Total Gifts equals Income (Cash, Pledges Paid, Gifts in Kind, and GIK Pledges Paid).

**Total Phonathon equals sum of Pledges, GIKs, and Cash.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable GIKs.

See Annual Fund report for all phonathon and annual fund totals.

Printed on 2018-02-28

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report No. 18.3/2

Purchases of \$100,000 - \$249,999

None

Purchases of \$250,000 - \$499,999 Receiving Presidential Approval

None

Purchases \$500,000 and above Exempt from BOT Approval

Vendor	Type of Purchase	Annual Amount (unless otherwise noted)	Number of Bids
JP Morgan Chase Bank, N.A.; Columbus, OH	Continuous order for commercial card services for the period of January 1, 2018 through December 31, 2022. (IPHEC exempt from BOT approval)	\$13,000,000*	IPHEC

* Amounts listed for continuous orders are annual estimates and will vary with actual usage.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018
Report No. 18.3/3

ANNUAL DEBT COMPLIANCE AND MANAGEMENT REPORT

Pursuant to its responsibilities as set forth in the Debt Compliance and Management Policy (the “*Policy*”) adopted by Western Illinois University (“*WIU*”), on June 12, 2015, the Compliance Committee has conducted the annual review required by the Policy and has prepared this report to determine whether Debt (as defined in the Policy) complies with covenants and other ongoing requirements applicable to each issue of Debt. The following sets forth a summary demonstrating WIU’s compliance with such covenants and requirements.

RECORDS

The Compliance Committee has all of the records required under the Policy.

TAX COMPLIANCE

(a) *Arbitrage Rebate Liability.* At this time, the Board does not have any rebate liability to the U.S. Treasury.

(b) *Contract Review.* The Compliance Committee has reviewed copies of all contracts and agreements of the Board, including any leases, with respect to the use of any property owned by WIU and acquired, constructed or otherwise financed or refinanced with the proceeds of the Debt and other records. At this time, each issue of the Debt complies with the Federal tax requirements applicable to such issue, including restrictions on private business use and private loans.

(c) *IRS Examinations or Inquiries.* The Internal Revenue Service (the “*IRS*”) has not commenced an examination of any issue of the Debt. The IRS has not requested a response to a compliance check, questionnaire or other inquiry.

CONTINUING DISCLOSURE

(a) The Compliance Committee has reviewed the agreements of the Board with respect to each issue of Debt to determine whether the Annual Financial Information and Audited Financial Statements were filed in a timely manner. All such information was filed within the times required by all Undertakings.

(b) The Compliance Committee has conducted a review of all Reportable Event Disclosures made this year. The following Reportable Event Disclosure was made in a timely manner:

On April 25, 2017, S&P Global Ratings downgraded Western Illinois University's ratings to "BB-" from "BBB-" on the University's Auxiliary Facilities System Revenue Bonds and Certificates of Participation.

OTHER COVENANTS AND REQUIREMENTS

All issues of Debt are in compliance with all other covenants and other ongoing requirements applicable to each such issue under the related Debt documents. Based upon the foregoing, the Compliance Committee believes that no further action is necessary at this time.

RECOMMENDATIONS RE: EFFECTIVENESS OF THE POLICY; OTHER MATTERS

The Compliance Committee has consulted with other WIU staff, counsel, the Municipal Advisor and other professionals in order to evaluate the effectiveness of the Policy and compliance. The Compliance Committee has no recommendations for change in the Policy.

Members of the Compliance Committee:

Matt Bierman: Vice President for Administrative Services & Compliance Officer
Cheryl Webster: Assistant Comptroller, Business Services
Ketra Russell: Assistant Director of Residential Facilities
Jessica Dunn: Assistant Comptroller, Business Services
Letisha Trepac: Budget Director
James McNulty: Financial Advisor, Blue Rose Capital Advisors

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/1 Utility Easement – McDonough County

Resolution:

WHEREAS Ameren is requesting a Utility Easement as part of the following tract:

Lot Four (4) of a part of the Northwest Quarter of Section Thirty-six (36) in Township Six (6) North, Range Three (3) West of the Fourth Principal Meridian, in the County of McDonough and State of Illinois, as shown by Plat made by H. I. Siegfried, dated July 24, 1946, and which said Plat is recorded in the Recorder's Office of McDonough County, Illinois, in Surveyor's Record H, at page 157; being more accurately described as follows: Beginning at the Southeast corner of Western Park Addition to the City of Macomb and running thence North 88° 25' West along the South line of said Addition 328.5 feet, thence South 679 feet, thence East along the quarter section line 328.2 feet and thence North 618.6 feet to the place of beginning, situated in McDonough County, Illinois; and,

WHEREAS the Ameren is requesting the easements for the purpose of placing, constructing, operating, repairing, maintaining, rebuilding, replacing and removing a natural gas line or lines consisting of piping, hardware, valves, communication lines and other appurtenances thereto; and,

THEREFORE be it resolved that the Board of Trustees agrees to grant and convey a Utility Easement to Ameren the tracts described and attached hereto.

Gas Easement (IL Corporation)

REMS INFORMATION

Agreement ID: AIC-201801-9577

Project ID: 17421

EASEMENT

(Gas Pipeline)

KNOW ALL MEN BY THESE PRESENTS, this _____ day of _____, 2018, that **THE BOARD OF TRUSTEES OF WESTERN ILLINOIS UNIVERSITY**, its successors and assigns, whether one or more and whether an individual, individuals, a corporation or other legal entity (hereinafter "Grantor"), for and in consideration of the sum of One and No/100^{ths} Dollars (\$1.00) and other valuable consideration in hand paid, the receipt of which is hereby acknowledged, does hereby grant unto **AMEREN ILLINOIS COMPANY d/b/a AMEREN ILLINOIS**, an Illinois corporation, its successors, assigns, licensees, agents, lessees, contractors, sub-contractors and tenants (hereinafter "Grantee"), the perpetual right and easement to construct, reconstruct, use, operate, maintain, inspect, add to the number of and patrol a natural gas line or lines consisting of piping, hardware, valves, communication lines, and other appurtenances thereto, upon, over, across, and under the following described land in Section 36, Township 6 North, Range 3 West, 4th P.M., McDonough County, Illinois, to-wit:

Property description

Lot Four (4) of a part of the Northwest Quarter of Section Thirty-six (36) in Township Six (6) North, Range Three (3) West of the Fourth Principal Meridian, in the County of McDonough and State of Illinois, as shown by Plat made by H. I. Siegfried, dated July 24, 1946, and which said Plat is recorded in the Recorder's Office of McDonough County, Illinois, in Surveyor's Record H, at page 157; being more accurately described as follows: Beginning at the Southeast corner of Western Park Addition to the City of Macomb and running thence North 88° 25' West along the South line of said Addition 328.5 feet, thence South 679 feet, thence East along the quarter section line 328.2 feet and thence North 618.6 feet to the place of beginning, situated in McDonough County, Illinois. PIN: 11-10-157-200

Easement description

This easement is made to grant a 15 foot wide utility easement for the construction and maintenance of gas main. The 15 foot wide easement will be the North most 15 feet adjacent and parallel to the North property line on the above described property. See attached Exhibit A for the location.

together with all rights reasonably implied by and incidental to the exercise and enjoyment of said easement rights, including without limitation the right of ingress and egress to and over the above described easement area and premises of Grantor adjoining the same, for all purposes herein stated; together with the right to trim, control, cut and remove or cause to be removed at any time and from time to time, by any means, any and all brush, bushes, saplings, trees, roots, undergrowth, rock, overhanging branches and other obstructions upon, over and under the surface of said easement area and of the premises of Grantor adjoining the same deemed by Grantee to interfere with the exercise and enjoyment of Grantee's rights hereunder, or endanger the safety of said facilities; and the right to license, permit or otherwise agree to the use or occupancy of said easement or any portion thereof or of said facilities by any other person, association or corporation for the purposes hereinabove set out; and with the further right to remove at any time and from time to time, any or all of the said line or lines, and appurtenances thereto located upon, over, across and under said land by virtue hereof.

Grantee shall be responsible for actual damages occurring on the herein described property as a result of the construction, operation, maintenance or repair of Grantee's facilities and shall reimburse the owner thereof for such loss or damages. Grantee shall not be responsible for any indirect, consequential or punitive damages.

Grantor, for itself, its successors and assigns, does hereby warrant and covenant unto Grantee, (1) that Grantor is the owner of the above-described land and has full right and authority validly to grant this easement, (2) that Grantee may quietly enjoy the premises for the purposes herein stated, and (3) that Grantor will not create or permit any building or other obstruction or condition of any kind or character upon Grantor's premises that will interfere with the Grantee's exercise and enjoyment of the easement rights hereinabove conveyed.

IN WITNESS WHEREOF, has caused these presents to be signed by its Board President.

ILLINOIS UNIVERSITY

THE BOARD OF TRUSTEES OF WESTERN

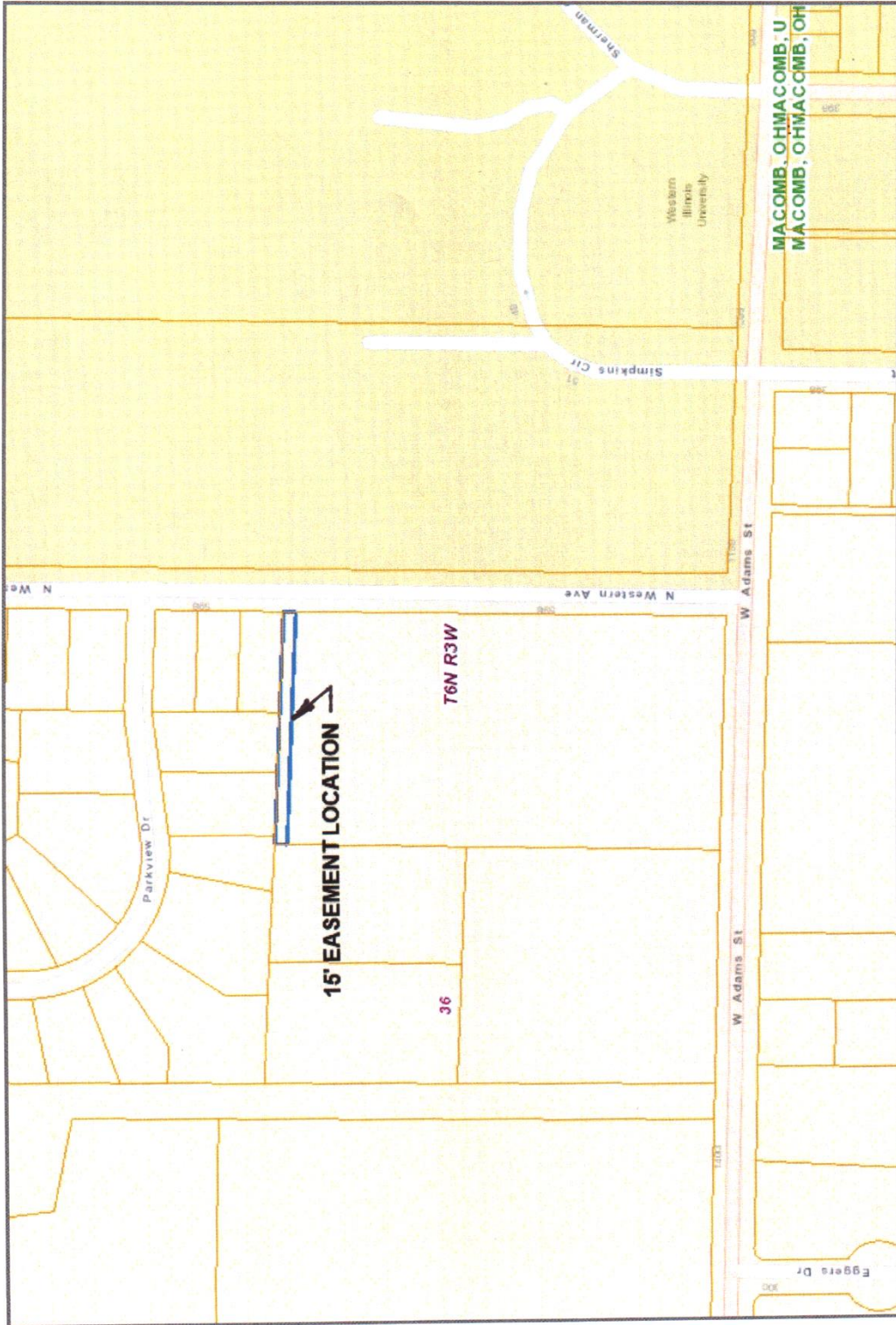
By: _____
Name: _____
Title: President of Board of Trustees _____

STATE OF ILLINOIS }
COUNTY OF McDONOUGH } SS

This instrument was acknowledged before me on _____, 2018, by _____ as President of **THE BOARD OF TRUSTEES OF THE BOARD OF TRUSTEES OF WESTERN ILLINOIS UNIVERSITY.**

Notary Public

Prepared by: Terry Halpin
Return to: 1900 W. Lafayette Avenue, Jacksonville, IL 62650
02/28/18
Rev. 7/1/2011



REMS GIS
WESTERN ILLINOIS UNIVERSITY

186 0 93 186 Feet

Plot Date: 2/7/2018

EXHIBIT A
Ameren REMS GIS
 REAL ESTATE MANAGEMENT SYSTEM

N
 W E
 S

The information provided on this drawing is considered "as is" and does not constitute a warranty or representation of accuracy. The drawing does not represent a survey and has not been verified by a licensed surveyor. It is based on recorded deeds, plans, and other public records. It is not intended for planning purposes. There are no warranties, expressed or implied, made by Ameren REMS GIS. The user assumes all responsibility for the accuracy of the data published on any map. Ameren REMS GIS is not liable for any errors or omissions. All critical information should be independently verified.

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

March 23, 2018

Report 18.3/4 Fiscal Year 2018 Performance Report

Executive Summary

The Western Illinois University Board of Trustees approved implementation of *Higher Values in Higher Education 2012-2022*, with the Vision Statement “Western Illinois University will be the leader in educational quality, opportunity, and affordability among regional public universities” in June 2012. *Annual Strategic Plan Supplements* were added beginning in June 2016 to refine initial goals and priorities and to address changing circumstances and items unforeseen at the time of writing the *Strategic Plan*.

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

1. Each spring all academic departments and administrative units articulate accomplishments and plans related to *Higher Values in Higher Education* through consolidated annual reports and presentations made by the vice presidents and areas that report to the president. These reports and presentations are available from the University Planning website at www.wiu.edu/university_planning/annualpresentations.php
2. Consolidated Annual Report presentations provide qualitative data for annual fall *Higher Values in Higher Education Updates*. These *Updates* are available from the University Planning website at www.wiu.edu/university_planning/annualstrategicplanupdates.php.
3. Annual *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.

FISCAL YEAR 2018 PERFORMANCE REPORT

This *Report* compares institutional performance on *Strategic Plan* goals and priorities over time and to Western Illinois University benchmark institutions. The University’s most current performance (fall 2017 or Fiscal Year 2018) 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 2012-2022*.

Western’s performance in this *Report* is also compared to a subset of the Illinois public universities requested by the Board of Trustees (i.e., Eastern Illinois University, Illinois State University, Southern Illinois University-Edwardsville, and the University of Illinois-Springfield), all Illinois public universities, and/or Macomb and Quad Cities Campus benchmark institutions.

In most cases, benchmarking data was displayed for the previous year (fall 2016 or Fiscal Year 2017) 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 14th consecutive year. Western advanced from 11th place in the fall 2016 rankings to 9th place in the fall 2017 rankings, despite the State’s historic and unprecedented statewide budget impasse and the resultant “crisis of confidence” occurring during Fiscal Years 2016 and 2017.

Table 1ⁱ
Top 15 Fall 2017 Midwestern Public Universities
Ranked by U.S. News and World Report

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

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 education, and an enrollment profile that is more racially, internationally, and economically diverse. New freshmen cohorts have improving average ACT scores and high school percentile ranks.

Data from Tables 2-7 also compares individual campus performance to results achieved at Western Illinois University benchmark institutions. The University has lower than average freshmen show-rates (ratio of enrolled to accepted students), higher transfer show-rates, and a diversity index (the probability the two students from different racial/ethnic designations will interact on a daily basis) approaching the statewide average for Illinois public universities.

Table 2 shows the decline in total university enrollment. Both campuses experienced decreases in on-campus enrollment, somewhat offset by increases in off-campus enrollment. The off-campus enrollment category includes students who take the majority of their semester credit hours in online, hybrid, zoom pilot format or at a Western Illinois University off-campus location.

Table 2ⁱⁱ
 Total Enrollment with New Freshmen and Transfer Applications, Acceptances, and Show-Rates
 Fall 2013 through Fall 2017

	Fall					Four-Year Change	
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Number</u>	<u>Percent</u>
Total University Enrollment	<u>11,707</u>	<u>11,458</u>	<u>11,094</u>	<u>10,373</u>	<u>9,441</u>	<u>(2,266)</u>	<u>(19.4%)</u>
On-Campus	10,701	10,418	9,834	9,083	8,166	(2,535)	(23.7%)
Off-Campus	1,006	1,040	1,260	1,290	1,275	269	26.7%
Macomb Enrollment	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>	<u>8,109</u>	<u>(2,096)</u>	<u>(20.5%)</u>
On-Campus	9,464	9,220	8,694	8,107	7,272	(2,192)	(23.2%)
Off-Campus	741	715	869	836	837	96	13.0%
Quad Cities Enrollment	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>	<u>1,332</u>	<u>(170)</u>	<u>(11.3%)</u>
On-Campus	1,237	1,198	1,140	976	894	(343)	(27.7%)
Off-Campus	265	325	391	454	438	173	65.3%

	Fall					Four-Year Change	
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Number</u>	<u>Percent</u>
New Freshmen-Macomb							
Applied	10,425	10,347	10,667	9,650	9,410	(1,015)	(9.7%)
Accepted	6,199	6,093	6,463	5,839	5,692	(507)	(8.2%)
Enrolled	1,612	1,563	1,506	1,490	1,175	(437)	(27.1%)
Show Rate (Enrolled/Accepted)	26.0%	25.7%	23.3%	25.5%	20.6%	--	(5.4%)
New Freshmen-Quad Cities							
Applied	129	324	210	543	357	228	178.1%
Accepted	61	94	71	222	165	104	170.5%
Enrolled	40	42	29	37	31	9	22.5%
Show Rate (Enrolled/Accepted)	65.6%	44.7%	40.8%	16.7%	18.8%	--	(46.8%)
New Transfers-Macomb							
Applied	2,282	2,190	2,060	1,921	1,606	(676)	(29.6%)
Accepted	1,555	1,541	1,406	1,317	1,075	(480)	(30.9%)
Enrolled	950	985	867	791	658	(292)	(30.7%)
Show Rate (Enrolled/Accepted)	61.1%	63.9%	61.7%	60.1%	61.2%	--	1.0%
New Transfers-Quad Cities							
Applied	492	456	439	404	336	(156)	(31.7%)
Accepted	391	346	330	269	237	(154)	(39.4%)
Enrolled	293	228	238	177	165	(128)	(43.7%)
Show Rate (Enrolled/Accepted)	74.9%	65.9%	72.1%	65.8%	69.6%	--	(5.3%)

Table 3 shows that the University has low show-rates for new freshmen when compared to Illinois public universities and Macomb Campus peers. With regard to transfer student show-rates, the Macomb campus ranks 11th among 15 peers and the Quad Cities ranks fourth among ten peer institutions. Fall 2018 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 3ⁱⁱⁱ
New Freshmen and Transfer Student Show Rates
Fall 2016

Illinois Public University Subset	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
New Freshmen Show Rate	25.2%	19.6%	28.1%	34.4%
New Transfers Show Rate	61.0%	59.8%	65.6%	79.5%
All Illinois Public Universities				
New Freshmen Show Rate	25.2%	19.6%	29.9%	43.7%
New Transfers Show Rate	61.0%	55.1%	64.0%	79.5%

Chicago State University did not report data. WIU transfer data in the above table is for entire university.

New Freshmen		New Transfers Macomb Benchmarks		New Transfers Quad Cities Benchmarks	
Wisconsin-Stevens Point	51.9%	Central Missouri	77.6%	University of Illinois-Springfield	79.5%
Northern Iowa	46.0%	Nebraska-Kearney	74.5%	Indiana University-Kokomo	66.9%
Wisconsin-La Crosse	43.6%	Wisconsin-Stevens Point	72.4%	Indiana University-East	66.3%
Wisconsin-Whitewater	43.5%	Northern Iowa	69.1%	Western Illinois-Quad Cities	65.8%
Nebraska-Kearney	42.1%	Wisconsin-La Crosse	66.1%	Pennsylvania State-Harrisburg	63.4%
Central Missouri	41.5%	Appalachian State	64.7%	Saint Ambrose	63.5%
Montclair State	37.3%	Central Washington	64.4%	Auburn University-Montgomery	50.2%
Truman State	36.0%	Wisconsin-Whitewater	64.4%	Texas-Permian Basin	45.3%
Appalachian State	34.6%	James Madison	62.0%	Augustana	44.9%
Central Washington	32.4%	Eastern Illinois	61.5%	Montana Tech University	N/A
Grand Valley State	30.8%	Western Illinois	60.1%	Louisiana State-Shreveport	N/A
SIU-Edwardsville	29.8%	SIU-Edwardsville	59.8%		
James Madison	29.3%	Grand Valley State	59.1%		
Western Illinois	25.2%	Montclair State	57.8%		
Eastern Illinois	19.6%	William Paterson	54.4%		
William Paterson	8.8%	Truman State*	NA		

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

Table 4^{iv}
Minority and International Student Enrollment as a Percent of Total Enrollment
Pell Grant Recipient Enrollment as a Percent of Total Undergraduate Enrollment
Fall 2013 through Preliminary Fall 2017*

	Fall				
	2013	2014	2015	2016	2017*
<u>Macomb Total Enrollment</u>	<u>10,205</u>	<u>9,935</u>	<u>9,563</u>	<u>8,943</u>	<u>8,109</u>
Percent Minority Students	34.3%	31.3%	32.7%	34.1%	37.5%
Percent International Students	3.6%	5.2%	5.3%	5.4%	5.5%
<u>Macomb Undergraduate Enrollment</u>	<u>9,464</u>	<u>8,623</u>	<u>8,121</u>	<u>7,628</u>	<u>6,781</u>
Pell Grant Recipients	44.3%	44.0%	46.7%	45.2%	48.7%

Table 4
-continued-

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>
<u>Quad Cities Total Enrollment</u>	<u>1,502</u>	<u>1,523</u>	<u>1,531</u>	<u>1,430</u>	<u>1,332</u>
Percent Minority Students	18.5%	16.5%	18.1%	17.9%	19.2%
Percent International Students	0.1%	0.8%	0.8%	0.6%	0.8%
<u>Quad Cities Undergraduate Enrollment</u>	<u>799</u>	<u>1,002</u>	<u>1,020</u>	<u>915</u>	<u>818</u>
Pell Grant Recipients	31.8%	29.9%	31.1%	30.3%	31.7%

*Fall 2017 Pell Grant data is finalized at the end of term.

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

Table 5^v
US News & World Report's Diversity Index
Fall 2016

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	.54	.40	.46	.54
All Illinois Public Universities	.54	.40	.55	.72

Chicago State did not report data

Macomb-Benchmarks		Quad Cities-Benchmarks	
William Patterson University	.69	Texas-Permian Basin	.57
Montclair State	.64	Auburn Montgomery	.56
Western Illinois	.54	Penn State-Harrisburg	.55
Central Washington	.49	Louisiana State-Shreveport	.51
Eastern Illinois	.46	Illinois-Springfield	.49
Southern Illinois-Edwardsville	.40	Augustana	.35
Central Missouri	.36	Western Illinois-Quad Cities	.32
James Madison	.35	Saint Ambrose	.29
Grand Valley State	.30	Indiana-Kokomo	.24
Nebraska-Kearney	.30	Indiana-East	.20
Wisconsin-Whitewater	.30	Montana Technological	N/A
Appalachian State	.26		
Truman State	.24		
Wisconsin-Stevens Point	.22		
Northern Iowa	.19		
Wisconsin-La Crosse	.19		

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^{vi}
 ACT Score and High School Rank Information
 Western Illinois University New Freshmen
 Fall 2013 through Fall 2017

	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Macomb Campus					
Average ACT Score—All Freshmen	21.1	20.9	21.1	20.9	20.8
Average ACT Score—Regular Admits	22.0	21.6	21.8	21.6	21.6
ACT Interquartile Range	18-23	18-23	18-23	18-24	18-23
Freshmen from top 25% of HS Class	27.7%	27.9%	30.8%	30.1%	29.9%
Quad Cities Campus					
Average ACT Score—All Freshmen	23.5	24.2	23.2	23.6	25.1
	(N=37)	(N=40)	(N=23)	(N=37)	(N=26)
Average ACT Score— Honors Cohort	26.9	26.3	25.0	26.2	27.6
	(N=10)	(N =23)	(N =23)	(N=20)	(N =16)
ACT Interquartile Range	21-26	22-26	21-26	21-26	22-29
Freshmen from top 25% of HS Class	41.2%	48.5%	40.9%	52.9%	50.0%

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. Valuing educational opportunity, these results 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^{vii}
 ACT Score and High School Rank Information
 Fall 2016

	WIU	<i>Low</i>	<i>Average</i>	<i>High</i>
Illinois Public Universities Subset				
Average ACT Score	21	21	22	24
ACT Interquartile Range	18-23	18-23	19-25	21-26
From Top 25% of High School Class	30%	30%	37%	43%
All Illinois Public Universities				
Average ACT Score	21	18	23	34
ACT Interquartile Range	18-23	16-20	21-26	22-35
From Top 25% of High School Class	30%	18%	40%	82%

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

Similar comparisons for Macomb and Quad Cities campuses are provided below. The Quad Cities campus ranks third 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	
Truman State	27	Truman State	24-30	Truman State	83%
Appalachian State	25	Appalachian State	23-27	Wisconsin-La Crosse	59%
Wisconsin-La Crosse	25	Wisconsin-La Crosse	23-27	Appalachian State	57%
Grand Valley State	24	James Madison	22-26	Northern Iowa	46%
SIU-Edwardsville	23	Grand Valley State	21-26	Grand Valley State	44%
Northern Iowa	23	SIU-Edwardsville	20-26	Nebraska-Kearney	43%
Wisconsin-Stevens Point	23	Central Missouri	20-25	SIU-Edwardsville	40%
Wisconsin-Whitewater	23	Northern Iowa	20-25	James Madison	38%
Central Missouri	22	Wisconsin-Stevens Point	20-25	Wisconsin-Stevens Point	38%
Nebraska-Kearney	22	Wisconsin-Whitewater	20-25	Central Missouri	36%
Central Washington	21	Nebraska-Kearney	19-25	Montclair State	35%
Eastern Illinois	21	Central Washington	18-24	Eastern Illinois	33%
Montclair State	21	Eastern Illinois	18-24	Western Illinois	30%
Western Illinois	21	Western Illinois	18-23	Wisconsin-Whitewater	28%
James Madison	NA	Montclair State	15-25	Central Washington	N/A
William Patterson	NA	William Paterson	NA	William Paterson	N/A

Quad Cities Benchmarks

Average ACT Score		ACT Interquartile Range		From Top 25% of High School Class	
Augustana	25	Augustana	23-28	Augustana	62%
Western Illinois-Quad Cities	25	Western Illinois-Quad Cities	22-29	Montana Technological	56%
Montana Technological	24	Penn State-Harrisburg	22-27	Texas-Permian Basin	50%
Illinois-Springfield	23	Montana Technological	22-26	Western Illinois-Quad Cities	50%
Saint Ambrose	23	Illinois-Springfield	20-26	Auburn-Montgomery	44%
Auburn-Montgomery	21	Saint Ambrose	20-25	Illinois-Springfield	43%
Indiana-Kokomo	21	Auburn-Montgomery	19-24	Penn State-Harrisburg	42%
Indiana-East	20	Indiana-East	18-23	Saint Ambrose	41%
Texas-Permian Basin	20	Indiana-Kokomo	18-23	Indiana-East	27%
		Texas-Permian Basin	18-22	Indiana-Kokomo	25%

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* includes faculty and staff salaries that meet and exceed the mean of peer institutions as a priority. The goal has been achieved for professors, is approaching the average for associate professors, but is declining for assistant professors and instructors.

Table 8^{viii}
Average Western Illinois University Faculty Salaries
Compared to the Mean of Peer Institutions
Fiscal Years 2013 through 2017

Salaries as a Percent of Peer Group Averages	Fiscal Year				
	2013	2014	2015	2016	2017
Professors	101.3%	104.0%	106.3%	106.2%	101.0%
Associate Professors	100.0%	102.2%	105.2%	105.2%	99.1%
Assistant Professors	96.8%	97.1%	96.1%	95.9%	89.9%
Instructors	90.0%	85.9%	91.5%	90.9%	83.3%

Educational Opportunity

Tables 9 and 10 present data on the student experience. These data show that the number of course sections on the Macomb campus has increased but the number on the Quad Cities campus is decreasing. The Macomb campus has a current student-to-faculty ratio of 14:1, which is the lowest for all Illinois public universities while the Quad Cities Campus has an increased its student faculty ratio to 16:1. Comparisons to benchmark institutions from 2016 show that Macomb has the lowest student-to-faculty ratio, and the Quad Cities has the third lowest student-to-faculty ratio.

Table 9^x
Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios
Fiscal Year 2013 through Fiscal Year 2017

	Fiscal Year				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
Macomb Campus					
Number of Sections*	4,845	4,793	4,678	4,506	5,305
Percent of Classes Less Than 20	82.6%	84.6%	85.1%	62.6%	60.9%
Student-to-Faculty Ratio	15:1	15:1	14:1	14:1	14:1
Quad Cities Campus					
Number of Sections*	557	520	492	450	445
Percent of Classes Less Than 30	96.4%	94.0%	94.3%	63.7%	78%
Student-to-Faculty Ratio	12:1	14:1	14:1	14:1	16:1

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

Table 10^x
Student-to-Faculty Ratios
Fall 2016

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	14:1	14:1	16:1	20:1
All Illinois Public Universities	14:1	12:1	16:1	20:1

Chicago State did not report data

Macomb-Benchmarks		Quad Cities Benchmarks	
Eastern Illinois	14:1	Saint Ambrose	11:1
Nebraska-Kearney	14:1	Augustana	12:1
Western Illinois	14:1	Auburn University-Montgomery	14:1
William Paterson	14:1	Indiana University-East	14:1
Appalachian State	16:1	Montana Technological	14:1
James Madison	16:1	Penn State-Harrisburg	14:1
Truman State	16:1	Illinois-Springfield	14:1
Grand Valley State	17:1	Western Illinois-Quad Cities	14:1
Montclair State	17:1	Indiana University-Kokomo	15:1
Northern Iowa	17:1	Louisiana State-Shreveport	20:1
Central Washington	18:1	Texas-Permian Basin	24:1
Central Missouri	19:1		
Wisconsin-La Crosse	19:1		
SIU-Edwardsville	20:1		
Wisconsin-Stevens Point	20:1		
Wisconsin-Whitewater	21:1		

Tables 11-14 present first-year retention rates and six-year graduation rates for first-time, full-time, degree seeking students. Since implementation of the current *Strategic Plan* in 2012, the Macomb campus retention rate improved for all students, minority students, and Pell Grant recipients. The Quad Cities campus rates have decreased, but the base (number of new freshmen) is small, which magnifies retention percentages.

The Macomb campus graduation rate decreased 2.7% from last year. 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. Increased living-learning communities on the Macomb campus, the Learning Assistants' program on the Quad Cities

campus, and the new My Western intranet for off-campus and all other students are examples of new initiatives designed to improve student persistence and completion rates.

Table 11^{xi}
Western Illinois University First Year Retention and Six-Year Graduation Rates

	Cohort				
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Freshmen Retention Rates-Macomb					
All Students	63.3%	72.1%	67.7%	69.2%	67.8%
Minority Students	53.4%	64.5%	60.0%	62.4%	59.7%
Pell Grant Recipients	56.8%	67.5%	66.4%	65.9%	64.0%
Freshmen Retention Rates-Quad Cities					
All Students	--	76.9%	82.6%	64.7%	66.7%
Minority Students	--	N/A	N/A	N/A	N/A
Pell Grant Recipients	--	N/A	N/A	N/A	N/A
Six-Year Graduation Rates-Macomb	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
All Students	56.0%	54.3%	52.8%	53.1%	50.4%
Minority Students	45.0%	48.5%	41.5%	38.4%	39.3%
Pell Grant Recipients	56.7%	56.5%	50.7%	49.8%	45.9%

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

Table 12^{xii}
First-Year Retention Rate and Graduation Rates¹

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
First-Year Retention	68%	68%	75%	82%
6-Year Graduation Rates	54%	47%	56%	72%
All Illinois Public Universities				
First-Year Retention	68%	54%	73%	93%
6-Year Graduation Rates	54%	17%	51%	85%

Chicago State University and Governor's State did not report data in at least one of the reported years.

First-Year Retention Rates Macomb Benchmarks		Six-Year Graduation Rates Macomb Benchmarks		First-Year Retention Rates Quad Cities Benchmarks	
James Madison	91%	James Madison	82%	Augustana College	85%
Appalachian State	88%	Truman State	75%	Penn State-Harrisburg	85%
Truman State	87%	Appalachian State	70%	Northern Iowa	83%
Wisconsin-La Crosse	86%	Wisconsin-La Crosse	70%	Saint Ambrose	78%
Grand Valley State	83%	Grand Valley State	68%	Western Illinois-Quad Cities	73%
Montclair State	83%	Northern Iowa	66%	Montana Technological	70%
Northern Iowa	83%	Montclair State	64%	Texas-Permian Basin	69%
Wisconsin-Whitewater	80%	Wisconsin-Stevens Point	61%	Louisiana State-Shreveport	66%
Nebraska-Kearney	79%	Eastern Illinois	59%	Indiana University-East	66%
Wisconsin-Stevens Point	77%	Wisconsin-Whitewater	57%	Auburn-Montgomery	65%
Central Washington	76%	Nebraska-Kearney	56%	Indiana-Kokomo	63%
William Paterson	76%	Western Illinois	54%		
Eastern Illinois	74%	Central Missouri	53%		
SIU-Edwardsville	72%	Central Washington	52%		
Central Missouri	70%	SIU-Edwardsville	50%		
Western Illinois	68%	William Paterson	50%		

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

¹ The graduation rate indicates the average proportion of fall 2007 through fall 2010 freshmen graduating within six years; and freshman retention is based on the average of the 2012 through fall 2015 cohorts.

Illinois University's 3% difference is third highest among 11 Illinois public universities and ranks 10th among 16 benchmark institutions.

Table 13^{xiii}
 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	57%	53%	4%
Western Illinois	53%	50%	3%
Illinois-Urbana/Champaign	85%	82%	3%
Illinois-Chicago	58%	61%	(3%)
Northern Illinois	47%	53%	(6%)
Governors State	33%	40%	(7%)
Southern Illinois-Carbondale	45%	55%	(10%)
Illinois-Springfield	50%	60%	(10%)
Southern Illinois-Edwardsville	47%	58%	(11%)
Chicago State	17%	34%	(17%)
Northeastern Illinois	24%	47%	(23%)

Macomb Benchmark Institutions			
	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	82%	72%	10%
Wisconsin-Stevens Point	64%	56%	8%
Grand Valley State	66%	59%	7%
Northern Iowa	65%	59%	6%
Wisconsin-Whitewater	57%	51%	6%
Nebraska-Kearney	57%	52%	5%
Eastern Illinois	57%	53%	4%
Western Illinois	53%	50%	3%
Central Washington	52%	49%	3%
Wisconsin-La Crosse	69%	68%	1%
Central Missouri	50%	49%	1%
William Patterson	50%	49%	1%
Truman State	72%	73%	(1%)
Southern Illinois-Edwardsville	47%	58%	(11%)

Table 14 presents four-year transfer graduation rates since six-year graduation rates cannot be compared on the Quad Cities campus. The 67.4% rate for the Macomb campus is up 3.0% percent from last year. The 73.5% rate for the Quad Cities campus is up 5.3% from last year.

Table 14^{xiv}
 Four-Year New Transfer Student Graduation Rates
 Fall 2008-Fall 2012 Cohorts

	2008		2009		2010		2011		2012	
	<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	644	64.0%	678	63.9%	722	67.8%	670	64.4%	748	67.4%
Minority Students	78	48.4%	88	52.1%	113	55.9%	100	51.0%	112	48.9%
Pell Grant Recipients	277	63.1%	294	60.0%	364	63.1%	331	60.5%	377	63.8%
Quad Cities										
All Students	75	80.6%	92	80.4%	82	82.8%	60	68.2%	86	73.5%
Minority Students	NA	NA	17	82.2%	14	77.8%	8	61.5%	11	64.7%
Pell Grant Recipients	44	81.5%	37	75.5%	37	82.2%	38	69.0%	50	73.5%

Table 15 presents information on alumni donation rates. *U.S. News and World Report* publishes this data as a proxy for student satisfaction². The University's rate of 3.9% is approaching the statewide average of Illinois public universities. It also ranks 18th among 24 benchmark institutions

Table 15^{xv}
 Percent of Alumni Donations
 Fall 2016

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset	3.9%	3.2%	4.5%	6.8%
All Illinois Public Universities	3.9%	1.8%	4.8%	8.4%

Governors State University and Chicago State University did not report data

Augustana	14.2%
Montana Technological	13.4%
Texas-Permian Basin	12.5%
Northern Iowa	8.3%
Wisconsin-Whitewater	8.1%
Truman State	7.8%
Nebraska-Kearney	7.6%
Appalachian State	7.0%
Indiana-Kokomo	6.7%
Saint Ambrose	6.2%
James Madison	6.1%
Indiana-East	5.7%
Wisconsin-Stevens Point	5.1%
Grand Valley State	5.0%
Illinois-Springfield	4.7%
William Paterson	4.2%
Eastern Illinois	4.1%
Western Illinois	3.9%
Montclair State	3.7%
Wisconsin-La Crosse	3.6%
SIU-Edwardsville	3.2%
Auburn-Montgomery	3.1%
Central Washington	2.3%

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

² *US News and World Report* defined the Alumni Giving Rate as "The average percentage of living alumni with bachelor's degrees who gave to their school during 2013-2014 and 2014-2015."

Affordability and Financial Strength

Western Illinois University maintains affordable tuition and fee rates. Macomb’s annual student rates shown in Table 16 are below the median of the Illinois public university subset. Quad Cities rates (\$9,287) are significantly lower than locally based Saint Ambrose University (\$30,016) and Augustana College (\$42,135). Western Illinois University as a whole has the lowest tuition rate of the 12 Illinois public universities.

Table 16^{xvi}
New Freshmen In-State Tuition and Fee Rates at Selected Illinois Public Universities
Academic Year 2017-2018³

	<u>Tuition</u>	<u>Fees</u>	<u>Total</u>
Western Illinois	\$11,245	\$9,580	\$20,825
Southern Illinois-Edwardsville	\$11,491	\$9,481	\$20,972
Illinois-Springfield	\$11,423	\$9,760	\$21,183
Eastern Illinois	\$11,678	\$9,736	\$21,414
Illinois State	\$14,061	\$9,948	\$24,009

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. The University also has the lowest average student loan amount for academic year 2016-2017.

Table 17^{xvii}
Percentage of student receiving need-based aid and loans
Academic Year 2016-2017

<u>Need Based Aid</u>	
Western Illinois	81%
Eastern Illinois	76%
Illinois-Springfield	68%
Southern Illinois-Edwardsville	67%
Illinois State	58%
<u>Self Help</u>	
Western Illinois	73%
Easter Illinois	57%
Southern Illinois-Edwardsville	53%
Illinois-Springfield	50%
Illinois State	48%
<u>Loans</u>	
Illinois-Springfield	\$8,863
Southern Illinois-Edwardsville	\$5,088
Illinois State	\$4,299
Eastern Illinois	\$4,195
Western Illinois	\$4,176

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, setting of one tuition rate for all domestic students, lowering academic year 2016-2017 new student tuition by three percent, and engaging in no tuition increases for academic year 2017-2018. These actions are important. Western’s average percent of need met for first-year students ranks last among the four benchmark institutions.

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

Table 18^{xviii}
Average Percent of Need Met for First Year Students
Academic Year 2016-17

Illinois-Springfield	81%
Southern Illinois-Edwardsville	69%
Eastern Illinois	68%
Western Illinois	63%
Illinois State	NA

Illinois State did not report data this year

Table 19 shows that for four consecutive years the University's total four-year tuition increases for new students were below the average increase in the Higher Education Price Index. Western Illinois University maintains affordability by limiting cost increases to levels below inflationary indices, despite the fact that the University received decreased appropriations in four of the last five years. 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.

Table 19^{xix}
Western Illinois University-Macomb New Student Tuition Increases, Changes in the *Higher Education Price Index*
And Annual State Appropriations
Fiscal Year 2013 through Fiscal Year 2017

	Fiscal Year				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</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	1.6%	3.0%	2.1%	1.8%	3.7%
One-Year Change in State Appropriations (GRF)	(6.1%)	1.2%	(2.5%)	(71.0%)	(244.2%)

Institutional and statewide commitments to access and affordability are very important to the price sensitive students. Our students are reliant upon loans for their educational studies. The percent of graduates with loans and the average debt load for these students increased. Compared to 16 Macomb campus peers, Western Illinois University has the highest percentage of graduates with loans and the fourth highest average debt load for these students.

Table 20^{xx}
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>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Percent of students with loans	82%	77%	80%	81%	83%
Average debt load of graduates with loans	\$25,187	\$28,948	\$28,785	\$30,103	\$30,721

Table 21^{xxi}
Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans
Fiscal Year 2017

	<u>WIU</u>	<u>Low</u>	<u>Average</u>	<u>High</u>
Illinois Public Universities Subset				
Percent of Graduates with Loans	83%	62%	73%	83%
Average Debt Load	\$30,721	\$23,168	\$27,900	\$31,382
All Illinois Public Universities*				
Percent of Graduates with Loans	83%	47%	72%	100%
Average Debt Load	\$30,721	\$16,247	\$27,658	\$34,714

* Governors State University did not report full data

Percent of Graduates with Loans		Average Debt Load	
James Madison	52%	Appalachian State	\$22,058
Nebraska-Kearney	54%	Southern Illinois-Edwardsville	\$23,168
Appalachian State	55%	Nebraska-Kearney	\$23,879
Truman State	56%	Northern Iowa	\$24,325
SIU-Edwardsville	62%	Truman State	\$24,811
Wisconsin-La Crosse	69%	Wisconsin-La Crosse	\$26,487
Northern Iowa	69%	Wisconsin-Stevens Point	\$26,846
Grand Valley State	71%	Wisconsin-Whitewater	\$28,345
Central Missouri	72%	James Madison	\$28,407
Central Washington	74%	Central Missouri	\$28,673
Wisconsin-Stevens Point	74%	Grand Valley State	\$29,675
William Paterson	74%	Western Illinois	\$30,721
Eastern Illinois	79%	Eastern Illinois	\$31,382
Wisconsin-Whitewater	79%	Central Washington	\$32,949
Western Illinois	83%	William Paterson	\$32,949

Data for other benchmark institutions was not available

Western Illinois University has always demonstrated a commitment to mission-driven conservative fiscal management because of our social responsibility to state taxpayers and to the population of students that we serve. This commitment is shown in the instructional and administrative costs per credit hour displayed in Tables 24 and 25.

However, the historic and unprecedented FY16 and 17 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^{xxii}
Western Illinois University Appropriation History
Fiscal Year 2013 through Fiscal Year 2017

(\$ Reported in Millions)	2013	2014	2015	2016	2017
Total Appropriation	\$124.3	\$126.2	\$127.0	\$89.5	\$129.6
Percent Change	(2.1%)	1.5%	0.6%	(29.5%)	44.8%
General Revenue Fund	\$52.2	\$52.8	\$51.4	\$14.9	\$51.5
Percent Change	(6.1%)	1.2%	(2.5%)	(71.0%)	244.2%
University Income Fund	\$72.1	\$73.4	\$75.5	\$74.6	\$69.7
Percent Change	1.0%	1.8%	2.9%	(1.3%)	(6.5%)
Income Fund Percent Total	58.0%	58.2%	59.5%	83.3%	53.8%

Through the University’s conservative, mission-driven fiscal management, the Higher Learning Commission affirmed (as detailed in Western Illinois University Board of Trustees *Report No. 18/3.11* presented today) WIU’s lower-but now improving financial ratios-are the direct result of “WIU approach[ing] the state-created [fiscal] crisis in a sensible and thoughtful manner.”

Table 23^{xxiii}
 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>	Preliminary <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
<i>FY17 data are preliminary and will be affirmed against audited financial statements.</i>							

In addition to an improving Composite Financial Indicator where a one-year reduction was the direct result of the statewide budget impasse:

- The stabilized primary reserve ratio demonstrates fiscal stability. A negative or decreasing trend over time would indicate a weakening financial condition.
- The net operating ratio shows the effects of having to use institutional reserves to sustain the quality, viability, and continued operations.
- The net assets ratio shows an improvement in the availability of additional expendable net assets to satisfy debt obligations.
- The change to the viability ratio continues to reflect the effects of a volatile statewide economy.

Western Illinois University remains below the statewide average on instructional and administrative costs per credit hour⁴. Western's values on are third and second lowest of the 12 Illinois public universities on these measures, respectively. Instructional costs are 11.7% below the statewide average, and administrative costs 18.4% below the statewide average. Western's conservative fiscal management enables the University to advance *Strategic Plan* goals and priorities during a period of decreased and delayed state funding.

⁴ A future *Strategic Plan Update* will provide the data for Fiscal Year 2016 and 2017 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^{xxiv}
 Instructional Costs per Credit Hour at Illinois Public Universities
 Fiscal Year 2011 through Fiscal Year 2016⁵

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Southern Illinois-Edwardsville	\$240.55	\$249.57	\$257.94	\$269.52	\$261.01
Illinois State	\$267.13	\$286.37	\$297.85	\$300.43	\$311.13
Western Illinois	\$272.68	\$284.01	\$294.30	\$307.32	\$316.86
Southern Illinois-Carbondale	\$302.19	\$309.84	\$314.13	\$329.27	\$331.53
Northeastern Illinois	\$259.39	\$284.40	\$298.35	\$343.49	\$346.07
Northern Illinois	\$282.36	\$306.19	\$331.84	\$339.47	\$348.49
Eastern Illinois	\$270.13	\$289.67	\$331.88	\$352.67	\$358.40
State Average	\$303.41	\$317.81	\$335.60	\$355.00	\$358.73
Illinois-Springfield	\$318.74	\$338.65	\$372.28	\$384.41	\$361.23
Governors State	\$328.00	\$364.12	\$364.31	\$392.48	\$373.04
Illinois-Urbana/Champaign	\$348.71	\$350.07	\$362.97	\$400.24	\$398.54
Illinois-Chicago	\$342.14	\$359.77	\$374.94	\$382.35	\$399.84
Chicago State	\$287.08	\$312.29	\$417.04	\$419.86	\$429.72
% WIU Is Under the State Average	(10.1%)	(10.6%)	(12.3%)	(13.4%)	(11.7%)

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

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

	<u>2012</u>	<u>2013*</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Southern Illinois-Edwardsville	\$64.51	\$58.22	\$63.26	\$60.99	\$55.92
Western Illinois	\$70.94	\$63.48	\$68.85	\$72.06	\$67.80
Illinois-Chicago	\$78.40	\$78.41	\$74.00	\$76.55	\$72.43
Southern Illinois-Carbondale	\$81.80	\$80.28	\$90.77	\$96.09	\$75.91
Eastern Illinois	\$84.37	\$89.03	\$96.55	\$94.78	\$76.32
Northeastern Illinois	\$78.60	\$75.16	\$87.76	\$91.63	\$77.19
Illinois-Springfield	\$104.18	\$92.60	\$110.23	\$103.26	\$82.50
State Average	\$87.92	\$86.86	\$90.65	\$90.60	\$83.12
Illinois-Urbana/Champaign	\$82.99	\$88.94	\$96.76	\$90.24	\$85.71
Governors State	\$142.88	\$118.26	\$120.78	\$106.07	\$95.77
Chicago State	\$137.24	\$124.54	\$106.03	\$112.65	\$100.75
Illinois State	\$104.83	\$102.01	\$95.81	\$104.54	\$100.93
Northern Illinois	\$102.11	\$101.63	\$106.82	\$109.29	\$104.56
% WIU Is Under the State Average	(19.3%)	(26.9%)	(20.0%)	(20.5%)	(18.4%)

Next Steps

The campus community will continue to implement priorities and goals in *Higher Values in Higher Education*. The vice presidents and areas that report to the president will present annual accomplishments and plans to the University on May 3-4, 2018. The Fiscal Year 2018 Higher Values in Higher Education Update will be presented at the October 2017 Western Illinois University Board of Trustees meeting, followed by the Fiscal Year 2019 Performance Report in December 2018.

⁵ As of writing this Report, the most recent report on IBHE's website was for Fiscal Year 2016.

End Notes

- ⁱ Table 1, Top 15 Fall 2017 Midwest Public Universities, 2018 Best Colleges. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.
- ⁱⁱ Table 2, Total Enrollment with New Freshmen and Transfer Applications, Acceptances, and Show-Rates. Tables 1. 1Q, and 11. In *2017-2018 Factbook, Western Illinois University*.
- ⁱⁱⁱ Table 3, New Freshmen and Transfer Student Show Rates. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And common data sets from university websites for those universities who did not report data to *US News & World Report*.
- ^{iv} Table 4, Minority and International Student Enrollment as a Percent of Total Enrollment; Pell Grant Recipient Enrollment as a Percent of Total Undergraduate Enrollment. Table 12. In *2017-2018 Factbook, Western Illinois University*. And special report from WIU Financial Aid Office.
- ^v Table 5, US News & World Report's Diversity Index. (2018, September 12). *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And common data sets from university websites for those universities who did not report data to *US News & World Report* and using *US News & World Report's* diversity calculator.
- ^{vi} Table 6, ACT Score and High School Rank Information, Western Illinois University New Freshmen. Table 2. In *2017-2018 Factbook, Western Illinois University* shows the whole university's data. Special report provided by WIU's Office of Institutional Research and Planning breaks it down between the two campuses.
- ^{vii} Table 7, ACT Score and High School Rank Information. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And common data sets from university websites for those universities who did not report data to *US News & World Report*.
- ^{viii} Table 8, Average Western Illinois University Faculty Salaries Compared to the Mean of Peer Institutions. Special report provided by WIU's Office of Institutional Research and Planning.
- ^{ix} Table 9, Number of Course Sections, Percent of Classes Less Than 20, and Student-to-Faculty Ratios. Special report provided by WIU's Office of Institutional Research and Planning.
- ^x Table 10, Student to Faculty Ratios. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And common data sets from university websites for those universities who did not report data to *US News & World Report*.
- ^{xi} Table 11, Western Illinois University First Year Retention and Six-Year Graduation Rates. Table 36. In *2017-2018 Factbook, Western Illinois University*.
- ^{xii} Table 12, First-Year Retention and Graduation Rates. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And common data sets from university websites for those universities who did not report data to *US News & World Report*.
- ^{xiii} Table 13, Difference between Predicted and Actual Six-Year Graduation Rates at Illinois Public Universities and Western Illinois University Benchmark Institutions. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.
- ^{xiv} Table 14, Four-Year New Transfer Student Graduation Rates. Table 41. In *2017-2018 Factbook, Western Illinois University*. And special report provided by WIU's Office of Institutional Research and Planning.
- ^{xv} Table 15, Percent of Alumni Donations. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.
- ^{xvi} Table 16, New Freshmen In-State Tuition and Fee Rates at Selected Illinois Public Universities. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And tuition and fees information from universities websites for those who did not report to *US News & World Report*.
- ^{xvii} Table 17, Percent of students receiving need-based aid and loans. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.
- ^{xviii} Table 18, Average Percent of Need Met for First Year Students. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.
- ^{xix} Table 19, Western Illinois University-Macomb New Student Tuition Increases, Changes in *Higher Education Price Index* and Annual State Appropriations. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>. And Higher Education Price Index. Retrieved from <https://www.commonfund.org/commonfund-institute/higher-education-price-index-hepi/>. And Table 36. In *2017-2018 Factbook, Western Illinois University*.
- ^{xx} Table 20, Percent of Western Illinois University Graduates with Loans and the Average Debt Load of Graduating Students with Loans. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.

^{xxi} Table 21, Percent of Graduates with Loans and the Average Debt Load of Graduating Students with Loans. (2018, September 12). In *US News & World Report*. Retrieved from <https://www.usnews.com/best-colleges?int=994d08>.

^{xxii} Table 22, Western Illinois University Appropriation History. Table 55. In *2017-2018 Factbook, Western Illinois University*.

^{xxiii} Table 23, Western Illinois University Financial Ratios, Reported to the Higher Learning Commission-North Central Association of College and Schools. Higher Learning Commission, Annual Institutional Data Update.

^{xxiv} Table 24, Instructional Costs per Credit Hour at Illinois Public Universities. Illinois Board of Higher Education Cost Study.

^{xxv} Table 25, Administrative Costs per Credit Hour at Illinois Public Universities. Illinois Board of Higher Education Cost Study.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report No. 18.3/5 Annual Report on Financial Aid Programs

Outreach

Staff has been providing outreach activities upon request and the office is in the process of sending a customer satisfaction survey to current and incoming students. Five respondents will be chosen randomly to receive a \$200 book award. The survey will be sent via Tele-stars and will be open for the month of March.

MAP Grant

On Friday, February 23, ISAC announced the suspension of 2018-19 MAP eligibility for new FAFSA filers as of 2/27/18. Financial Aid staff made phone calls and sent emails to students who had not yet completed a 2018-19 FAFSA. As a result, we've seen a 150% increase in 2018-19 FAFSA applications this past week.

For 2017-18, over \$3,200 students have received a MAP grant for a total of nearly \$12.7m awarded this academic year.

Processing applications

Financial aid award letters were sent to 2018-19 incoming freshmen beginning 11/9/17. The Financial Aid Office is now processing 2018-19 FAFSAs as well as 2017-18 FAFSAs. As of 2/28/18, a total of 10,681 award letters for 2017 and 3,283 award letters for 2018-19 have been sent.

Summer 2018

The Financial Aid Office is gearing up for summer financial aid processing. Year-round Pell Grant has been revived and this will be our first summer of eligibility.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report No. 18.3/6 FY2019 Student Cost Guarantee

At today's Western Illinois University Board of Trustees meeting, the Board will consider approval of tuition, fees and room and board rates for new Western Illinois University undergraduate and graduate students for Fiscal Year 2019, effective fall 2018.

Western Illinois University offers the *Gilbert Cost Guarantee* for tuition, fees, room and board rates for each entering undergraduate and graduate student class. The guaranteed rates remain in effect for four years if a student maintains continuous enrollment. Incoming students in a degree program that requires more than four years to complete benefit from the guaranteed rate until the expected time of degree completion.

This report provides background information on the processes, policy considerations, and planning parameters used by Western Illinois University students, faculty, and staff in forming all costs recommendations to the Western Illinois University Board of Trustees for both Western Illinois University-Macomb and Western Illinois University-Quad Cities students.

Shared Governance Processes

Higher Values in Higher Education, Western Illinois University's Strategic Plan, promotes partnerships to advance the mission, goals, values, and priorities of the institution. The following processes were followed when formulating the Fiscal Year 2019 cost guarantee.

Tuition: A tuition recommendation was formed by the President and President's staff after considering benchmark data and University/statewide priorities and goals. The President shared recommended tuition increases with the President's Advisory Group before making final recommendation to the Western Illinois University Board of Trustees.

Fees at Western Illinois University-Macomb: The Student Government Association for Western Illinois University-Macomb made fee recommendations to the Vice President for Student Services, based upon data provided by University staff. After review, the Vice President for Student Services received approval from the Auxiliary Facilities Committee for those applicable fees. The approved recommendation was then submitted by the Vice President for Student Services to the President for consideration before final submission to the Western Illinois University Board of Trustees.

Fees at Western Illinois University-Quad Cities: The Student Government Association for Western Illinois University-Quad Cities made fee recommendations to the Vice President for Quad Cities and Planning based upon data provided by University staff. The approved recommendation was then submitted to the President for consideration before final submission to the Western Illinois University Board of Trustees.

Room and Board Rates: The Inter-Hall Council made a room and board cost recommendation to the Vice President for Student Services, based upon data provided by University staff. Once reviewed, the Inter-Hall Council's recommendation was forwarded to the Auxiliary Facilities Committee for approval. The approved recommendation was then submitted by the Vice President for Student Services to the President for consideration before final submission to the Western Illinois University Board of Trustees.

Policy Considerations and Planning Parameters

The following policies and planning parameters are considered when making tuition, fee, and room and board recommendations to the Board of Trustees.

- **Generating revenue to successfully attain the highest priorities and goals identified in *Higher Values in Higher Education*.** Western Illinois University's Fiscal Year 2018 All Funds Operating Budget was \$235.3 million. Approximately 34.5 percent of the University's budget is derived from the University Income Fund (tuition). If the state funds WIU at a level of \$46.3 million, 19.7 percent of the University's operating revenue is from state appropriations. The remaining 45.8 percent is generated by the University's Auxiliary Facilities System (revenue from room and board and the University's bond revenue fee which supports University Housing and Dining Services, University Union, and Campus Recreation), and other Non-Appropriated Funds (revenue generated from external grants and contracts, self-supporting entities, and fees).
- **Extending commitments of access and affordability to students from Illinois and beyond.** Tuition for all undergraduate and graduate domestic students are assessed at the in-state rate.
- **Supporting the statewide strategic plan for higher education, that college is affordable for all Illinoisans, particularly low-income students.** Tuition and fees for Fiscal Year 2018 undergraduate students at Western Illinois University ranked eleventh out of the twelve public universities. Ranking is in descending order from highest to lowest. The school lower than Western Illinois University is Chicago State University. Western has typically maintained its status in the middle of the Illinois public universities' costs and has recently moved toward the lowest. It is anticipated that this year's tuition and fee recommendations will maintain or improve this position.

**Annual Full-Time Resident Undergraduate Tuition and Fees
Fiscal Years 2015 Through 2018**

	Annual Tuition and Fees				One Year Change	
	FY2015	FY2016	FY2017	FY2018	FY2017-FY2018	
Chicago State University	\$ 10,428	\$ 10,576	\$ 10,576	\$ 10,576	\$ -	0.00%
Eastern Illinois University	\$ 10,888	\$ 11,092	\$ 11,360	\$ 11,458	98	0.86%
Governors State University	\$ 9,386	\$ 10,246	\$ 10,516	\$ 11,746	1,230	11.70%
Illinois State University	\$ 12,830	\$ 13,168	\$ 13,563	\$ 13,563	-	0.00%
Northeastern Illinois University	\$ 11,020	\$ 11,623	\$ 12,701	\$ 13,676	976	7.68%
Northern Illinois University	\$ 11,992	\$ 12,214	\$ 12,224	\$ 12,274	49	0.40%
Southern Illinois University						
Carbondale	\$ 11,374	\$ 11,967	\$ 12,231	\$ 12,460	229	1.87%
Edwardsville	\$ 9,738	\$ 10,247	\$ 11,008	\$ 11,493	485	4.41%
University of Illinois						
Chicago	\$ 13,646	\$ 13,676	\$ 13,676	\$ 13,716	40	0.29%
Springfield	\$ 11,375	\$ 11,421	\$ 11,421	\$ 11,631	210	1.84%
Urbana\Champaign	\$ 15,020	\$ 15,054	\$ 15,058	\$ 15,074	16	0.11%
Western Illinois University	\$ 11,282	\$ 11,511	\$ 11,247	\$ 11,247	-	0.00%
WIU Rank by Year (1 = Highest)	7	7	9	11		

Note: Includes tuition for 30 credit hours and mandatory fees (student insurance excluded)

FY2019 Guaranteed Cost Plan Recommendation

	<u>FY2016</u>	<u>FY2017</u>	<u>FY2018</u>	<u>Proposed FY2019</u>		
				<u>Amount</u>	<u>\$ Change</u>	<u>% Change</u>
<u>Macomb Campus</u>						
Undergraduate Full-time Students (30 SCH's per year)						
Tuition	\$8,805.00	\$8,541.00	\$8,541.00	\$8,541.00	\$0.00	0.00%
Fees	2,703.60	2,703.60	2,725.50	2,725.50	0.00	0.00%
Room and Board	<u>9,580.00</u>	<u>9,580.00</u>	<u>9,630.00</u>	<u>9,630.00</u>	<u>0.00</u>	0.00%
Total Cost Per Academic Year	\$21,088.60	\$20,824.60	\$20,896.50	\$20,896.50	\$0.00	0.00%
Graduate Full-time Students (24 SCH's per year)						
Tuition	\$7,767.36	\$7,767.36	\$7,767.36	\$7,767.36	\$0.00	0.00%
Fees	2,162.88	2,162.88	2,180.40	2,180.40	0.00	0.00%
Room and Board	<u>9,580.00</u>	<u>9,580.00</u>	<u>9,630.00</u>	<u>9,630.00</u>	<u>0.00</u>	0.00%
Total Cost Per Academic Year	\$19,510.24	\$19,510.24	\$19,577.76	\$19,577.76	\$0.00	0.00%
<u>Quad Cities Campus</u>						
Undergraduate Full-time Students (30 SCH's per year)						
Tuition	\$8,541.00	\$8,541.00	\$8,541.00	\$8,541.00	\$0.00	0.00%
Fees	<u>740.40</u>	<u>740.40</u>	<u>746.40</u>	<u>746.40</u>	<u>0.00</u>	0.00%
Total Cost Per Academic Year	\$9,281.40	\$9,281.40	\$9,287.40	\$9,287.40	\$0.00	0.00%
Graduate Full-time Students (24 SCH's per year)						
Tuition	\$7,767.36	\$7,767.36	\$7,767.36	\$7,767.36	\$0.00	0.00%
Fees	<u>592.32</u>	<u>592.32</u>	<u>597.12</u>	<u>597.12</u>	<u>0.00</u>	0.00%
Total Cost Per Academic Year	\$8,359.68	\$8,359.68	\$8,364.48	\$8,364.48	\$0.00	0.00%

Recommendations

Based upon the policy considerations and planning parameters identified on the previous pages, the following are recommended to the Western Illinois University Board of Trustees:

Macomb Campus:

A zero percent all costs change for new Fiscal Year 2019 undergraduate students and a zero percent all costs change for new Fiscal Year 2019 graduate students at Western Illinois University-Macomb. For new full-time undergraduate students (students enrolling in 30 semester credit hours per year), and graduate students (students enrolling in 24 semester credit hours per year) the all costs increase includes recommended increments of zero percent for tuition, zero percent for fees, and zero percent for room and board.

Quad Cities Campus:

A zero percent all costs change for all new Fiscal Year 2019 undergraduate students and a zero percent all costs change for all new Fiscal Year 2019 graduate students at Western Illinois University-Quad Cities. For new full-time undergraduate students (students enrolling in 30 semester credit hours per year) and new graduate students (students enrolling in 24 semester credit hours per year), the all costs increase includes recommended increments of zero percent for tuition and zero percent for fees.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/2 FY2019 Tuition Recommendation

WHEREAS *Higher Values in Higher Education* expresses Western Illinois University's commitment to national leadership in quality, opportunity, and affordability; and,

WHEREAS The Student Cost Task Force continues to evaluate the cost of attendance and price sensitivity on our student population; and,

WHEREAS tuition is to be established annually by the Western Illinois University Board of Trustees, following the general guidelines established by the Illinois Board of Higher Education were followed; and,

WHEREAS the rate would remain unchanged at \$284.70 per credit hour for new undergraduate students; and,

WHEREAS the rate would remain unchanged at \$323.64 per credit hour for new graduate students only; and,

WHEREAS recruitment of high-achieving out of state domestic students continue:

THEREFORE be it resolved in accordance with the priorities and goals of Higher Values in Higher Education that the Board of Trustees approves tuition rates for FY2019 (effective fall semester 2018) as enumerated in the FY2019 Tuition Recommendation document which follows.

	FY2016	FY2017	FY2018	Proposed FY2019		
				Amount	\$ Change	% Change
I. <u>Undergraduate Students</u>						
Academic Year (Based on 30 SCH)	\$8,805.00	\$8,541.00	\$8,541.00	\$8,541.00	\$ -	0.00%
Per Credit Hour	\$293.50	\$284.70	\$284.70	\$284.70	\$ -	0.00%
II. <u>Graduate Students</u>						
Academic Year (Based on 24 SCH)	\$7,767.36	\$7,767.36	\$7,767.36	\$7,767.36	\$ -	0.00%
Per Credit Hour	\$323.64	\$323.64	\$323.64	\$323.64	\$ -	0.00%

III. Out-of-State Students - Domestic Students

New students beginning fall semester 2016 at Western Illinois University who have a permanent legal domicile within the United States of America will be assessed in-state tuition.

IV. Out-of-State Students - International Students

International students tuition will be assessed at one and one-half times the in-state rate.

V. Active Duty Military Students

United States military personnel who are, as of the official university census day each semester, serving in active duty status for the purposes other than training will be assessed the tuition rate established by the Armed Forces.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/3 FY2019 Room and Board/Housing Rates Recommendation

WHEREAS room and board rates are to be established annually by the Western Illinois University Board of Trustees; and,

WHEREAS the Western Illinois University Board of Trustees carefully considered the Fiscal Year 2019 Tuition, Fees, Room and Board Cost Guarantee (Report No. 18.3/6); and,

WHEREAS general guidelines established by the Illinois Board of Higher Education were followed; and,

WHEREAS appropriate groups on campus were involved in the establishment of room and board rates for FY2019; and,

WHEREAS the double occupancy room and board rate would be an increase of \$0.00 or 0.00% for new students only, which would result in an increase of 0.00% per year for those students who live in the Residence halls for 4 years; and,

WHEREAS Western Illinois University maintains a commitment to access and affordability:

THEREFORE be it resolved that the Board of Trustees approves room and board charges for FY2019 (effective Fall Semester 2018) as enumerated in the FY2019 Room and Board/Housing Rates Recommendation document which follows.

FY2019 Fees and Room and Board/Housing Rates

	FY 2016 P	FY 2017 Q	FY 2018 R	Proposed FY 2019		
				Amount	\$ Change	% Change
ROOM AND BOARD AND HOUSING RATES						
<u>Academic Year (Fall and Spring)</u>						
Room and Board - Double Occupancy	\$ 9,580.00	\$ 9,580.00	\$ 9,630.00	\$ 9,630.00	\$ -	0.00%
Room and Board - Single Occupancy	12,226.00	12,226.00	12,276.00	12,276.00	\$ -	0.00%
Room and Board - Super Single	12,520.00	12,520.00	12,570.00	12,570.00	\$ -	0.00%
Room and Board - Super Double	10,180.00	10,180.00	10,230.00	10,230.00	\$ -	0.00%
Room and Board - Suite Double	10,180.00	10,180.00	10,230.00	10,230.00	\$ -	0.00%
Room and Board - Suite Single	14,716.00	14,716.00	14,766.00	14,766.00	\$ -	0.00%
Room and Board - Grote Hall Double Occupancy	10,530.00	10,530.00	10,580.00	10,580.00	\$ -	0.00%
Room and Board - Grote Hall Single Occupancy	12,238.00	12,238.00	12,288.00	12,288.00	\$ -	0.00%
Room - Double Occupancy Westbrook House	5,800.00	5,800.00	5,800.00	\$ 5,800.00	\$ -	0.00%
Room - Single Occupancy Westbrook House	7,250.00	7,250.00	7,250.00	7,250.00	\$ -	0.00%
Apartment - One Bedroom Unfurnished	5,900.00	5,900.00	5,900.00	5,900.00	\$ -	0.00%
Apartment - One Bedroom Furnished	6,300.00	6,300.00	6,300.00	6,300.00	\$ -	0.00%
Apartment - Two Bedroom Unfurnished	6,200.00	6,200.00	6,200.00	6,200.00	\$ -	0.00%
Apartment - Two Bedroom Furnished	6,600.00	6,600.00	6,600.00	6,600.00	\$ -	0.00%
Apartment - Two Bedroom East Village	7,900.00	7,900.00	7,900.00	7,900.00	\$ -	0.00%
<u>Break Housing</u>						
¹ Acad. Year Break Housing (Thanksgiving, Winter, Spring)	\$ 430.00	\$ 430.00	\$ 430.00	\$ 430.00	\$ -	0.00%
Summer Break Housing (May & August)	320.00	320.00	320.00	320.00	\$ -	0.00%
<u>Summer Semester</u>						
Room - Double Occupancy	\$ 760.00	\$ 760.00	\$ 760.00	\$ 760.00	\$ -	0.00%
Room - Single Occupancy	1,170.00	1,170.00 #	1,170.00	1,170.00	\$ -	0.00%
Room - Double Occupancy Westbrook House	1,160.00	1,160.00	1,160.00	1,160.00	\$ -	0.00%
Room - Single Occupancy Westbrook House	1,450.00	1,450.00	1,450.00	1,450.00	\$ -	0.00%
Apartment - One Bedroom Unfurnished	1,180.00	1,180.00	1,180.00	1,180.00	\$ -	0.00%
Apartment - One Bedroom Furnished	1,260.00	1,260.00	1,260.00	1,260.00	\$ -	0.00%
Apartment - Two Bedroom Unfurnished	1,240.00	1,240.00	1,240.00	1,240.00	\$ -	0.00%
Apartment - Two Bedroom Furnished	1,320.00	1,320.00	1,320.00	1,320.00	\$ -	0.00%
Apartment - Two Bedroom East Village	1,580.00	1,580.00	1,580.00	1,580.00	\$ -	0.00%
<u>Additional Fees</u>						
Res Net	\$ 180.00	\$ 190.00	\$ 200.00	\$ 200.00	\$ -	0.00%
<u>Additional Charges</u>						
Telephone Charge- Graduate and Family Housing				\$ 0.00		

¹Housing charge is divided by break session
FY2019 Fees and Room and Board/Housing Rates

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/4 FY2019 Fees Recommendation

WHEREAS fees are to be established annually by the Western Illinois University Board of Trustees;
and,

WHEREAS the Western Illinois University Board of Trustees carefully considered the Fiscal Year 2019
Tuition, Fees, Room and Board Cost Guarantee (Report No. 18.3/6); and,

WHEREAS general guidelines established by the Illinois Board of Higher Education were followed; and,

WHEREAS appropriate groups on campus were involved in the establishment of fees for FY2019; and,

WHEREAS the rate would be an increase of \$0.00 per credit hour, or 0.00%, for new Macomb campus
students only, which would result in an increase of 0.00% per year for those students who attend
for four years; and,

WHEREAS the rate would be an increase of \$0.00 per credit hour or 0.00% for new Quad Cities campus
students only, which would result in an increase of 0.00% per year for those students who attend
for four years; and,

WHEREAS Western Illinois University maintains a commitment to access and affordability:

THEREFORE be it resolved that the Board of Trustees approves fees rates for FY2019 (effective Fall
Semester 2018) as enumerated in the FY2019 Fee Recommendation document which follows.

FY2019 Fees Recommendation

	FY2016	FY2017	FY2018	Proposed FY2019		
				Amount	\$ Change	% Change
I. MACOMB CAMPUS STUDENT FEE ALLOCATIONS						
<u>Academic Year (Based on 30 SCH)</u>						
Activity	\$ 103.50	\$ 103.50	\$ 105.60	\$ 105.60	\$ -	0.00%
Fine Arts Activity	76.80	76.80	77.70	77.70	-	0.00%
Athletic	537.00	537.00	542.10	542.10	-	0.00%
Bond Revenue	851.40	851.40	859.80	859.80	-	0.00%
Technology	144.60	144.60	146.70	146.70	-	0.00%
Facilities Enhancement & Life Safety	546.30	546.30	546.30	546.30	-	0.00%
Health Center	282.30	282.30	282.30	282.30	-	0.00%
Publication	29.10	29.10	29.10	29.10	-	0.00%
Talent Grant	51.30	51.30	52.50	52.50	-	0.00%
Transit	81.30	81.30	83.40	83.40	-	0.00%
Total Per Academic Year	\$ 2,703.60	\$ 2,703.60	\$ 2,725.50	\$ 2,725.50	\$ -	0.00%
<u>Fall or Spring Semester Per Credit Hour</u>						
Activity	\$ 3.45	\$ 3.45	\$ 3.52	\$ 3.52	\$ -	0.00%
Fine Arts Activity	2.56	2.56	2.59	2.59	-	0.00%
Athletic	17.90	17.90	18.07	18.07	-	0.00%
Bond Revenue	28.38	28.38	28.66	28.66	-	0.00%
Technology	4.82	4.82	4.89	4.89	-	0.00%
Facilities Enhancement & Life Safety	18.21	18.21	18.21	18.21	-	0.00%
Health Center	9.41	9.41	9.41	9.41	-	0.00%
Publication	0.97	0.97	0.97	0.97	-	0.00%
Talent Grant	1.71	1.71	1.75	1.75	-	0.00%
Transit	2.71	2.71	2.78	2.78	-	0.00%
Total Per Credit Hour	\$ 90.12	\$ 90.12	\$ 90.85	\$ 90.85	\$ -	0.00%
<u>Summer Semester Per Credit Hour</u>						
Activity	\$ 2.21	\$ 2.21	\$ 2.26	\$ 2.26	-	0.00%
Fine Arts Activity	1.64	1.64	1.66	1.66	-	0.00%
Athletic	11.46	11.46	11.56	11.56	-	0.00%
Bond Revenue	18.16	18.16	18.35	18.35	-	0.00%
Technology	3.09	3.09	3.13	3.13	-	0.00%
Facilities Enhancement & Life Safety	11.65	11.65	11.65	11.65	-	0.00%
Health Center	6.03	6.03	6.03	6.03	-	0.00%
Publication	0.63	0.63	0.63	0.63	-	0.00%
Talent Grant	1.09	1.09	1.12	1.12	-	0.00%
Transit	1.74	1.74	1.78	1.78	-	0.00%
Total Per Credit Hour	\$ 57.70	\$ 57.70	\$ 58.17	\$ 58.17	\$ -	0.00%

FY2019 Fees Recommendation

	FY2016	FY2017	FY2018	Proposed FY2019		
				Amount	\$ Change	% Change
II. QUAD CITIES CAMPUS STUDENT FEE ALLOCATIONS						
<u>Academic Year (Based on 30 SCH)</u>						
Activity	\$ 128.70	\$ 128.70	\$ 134.70	\$ 134.70	\$ -	0.00%
Athletic	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-
Technology	140.40	140.40	140.40	140.40	-	0.00%
Facilities Enhancement & Life Safety	211.80	211.80	211.80	211.80	-	0.00%
Health Center	-	-	-	-	-	-
Publication	27.30	27.30	27.30	27.30	-	0.00%
Talent Grant	83.10	83.10	83.10	83.10	-	0.00%
Transit	149.10	149.10	149.10	149.10	-	0.00%
Total Per Academic Year	\$ 740.40	\$ 740.40	\$ 746.40	\$ 746.40	\$ -	0.00%
<u>Fall or Spring Semester Per Credit Hour</u>						
Activity	\$ 4.29	\$ 4.29	\$ 4.49	\$ 4.49	\$ -	0.00%
Athletic	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-
Technology	4.68	4.68	4.68	4.68	-	0.00%
Facilities Enhancement & Life Safety	7.06	7.06	7.06	7.06	-	0.00%
Health Center	-	-	-	-	-	-
Publication	0.91	0.91	0.91	0.91	-	0.00%
Talent Grant	2.77	2.77	2.77	2.77	-	0.00%
Transit	4.97	4.97	4.97	4.97	-	0.00%
Total Per Credit Hour	\$ 24.68	\$ 24.68	\$ 24.88	\$ 24.88	\$ -	0.00%
<u>Summer Semester Per Credit Hour</u>						
Activity	2.75	2.75	2.84	2.84	-	0.00%
Athletic	-	-	-	-	-	-
Bond Revenue	-	-	-	-	-	-
Technology	2.99	2.99	2.99	2.99	\$ -	0.00%
Facilities Enhancement & Life Safety	4.52	4.52	4.52	4.52	-	0.00%
Health Center	-	-	-	-	-	-
Publication	-	-	-	-	-	-
Talent Grant	1.77	1.77	1.77	1.77	-	0.00%
Transit	-	-	-	-	-	-
Total Per Credit Hour	\$ 12.03	\$ 12.03	\$ 12.12	\$ 12.12	\$ -	0.00%

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/5
FY2019 Student Health Insurance Fee Recommendation

Resolution will be forthcoming.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3.6 Honorary Doctorate Award Recommendation

WHEREAS, James E. Shipp received his bachelor's degree in education 1964 at Western Illinois University, and his master's degree in urban studies from Occidental College in Eagle Rock, California, in 1970, and an additional master's degree in city and regional planning from Pratt Institute in Brooklyn, New York, in 1974; and,

WHEREAS, James E. Shipp was selected to participate in the first National Urban Fellows class in 1969 and was assigned to the Bedford Stuyvesant Restoration Corporation, a community development corporation. James Shipp served as president of the Restoration Development Corporation and vice president of the Bedford Stuyvesant Restoration Corporation until 1979; and,

WHEREAS, James E. Shipp throughout his career, regardless of his residency, was active on numerous community and economic development governing boards and commissions, all for the betterment of the community; and,

WHEREAS, James E. Shipp serves as a member of the President's National Advisory Council and has sustained dedication and support of Western Illinois University; and,

WHEREAS, Robert Ontiveros received a degree from Moline Community College, now known as Black Hawk College; and,

WHEREAS, Robert and Blenda Ontiveros have established a fund through the Community Foundation of the Great River Bend which in part provides support for Latino entrepreneurship development; and,

WHEREAS, Robert and Blenda Ontiveros have invested their talents and resources to improve the lives of disadvantaged children and their families through academic scholarships, access to career training and early childhood learning throughout the Quad Cities; and,

WHEREAS, Robert and Blenda Ontiveros continue to be generous supporters of Western Illinois University;

THEREFORE, be it resolved that the Board of Trustees of Western Illinois University approves the conferral of a Doctor of Humane Letters upon James E. Shipp and Robert and Blenda Ontiveros at a Western Illinois University commencement ceremony.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 18.3/7 Report on External Audits

The final FY 2017 External Financial and Compliance Audits will be presented during the BOT meeting. This report will outline the activity and results of the FY 2017 audit. If the results are publicly released prior to the meeting, they will be sent to the Board of Trustees.

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

March 23, 2018

Report No. 18.3/8 Macomb Campus Facility Assessment Report

Because of the challenging financial situation in Fiscal Years 2016 and 2017, Facilities Management was faced with difficult decisions, some of which increased our deferred maintenance needs even further. Going forward, Facilities Management will emphasize maintenance, repair and rehabilitation solutions that stop or significantly slow increases in deferred maintenance. Facilities Management also will focus on deferred maintenance and repair needs that have a significant impact on the appearance of our campus buildings and grounds. It is critical that Western Illinois University have a campus inspires confidence in our ability to serve our students, faculty and staff well. We want to send the message loud and clear that WIU has its act together as we emerge from extremely difficult financial times.

Energy and water costs have declined from a high in FY2008 of \$9.05 M, to \$5.97 M in FY2015, to \$5.53 M in FY2016 and up slightly in FY2017 to 5.89 M, due to an exceptionally warm late summer and fall in 2017. Cost for utilities has decreased again on a cost per square foot basis.

In FY2017, Facilities Management saved approximately 26% in labor and materials costs for routine work orders for Appropriated buildings and 2% for AFS buildings as compared to the average for the previous six fiscal years. Since FY2013, FM has reduced its work force from a high of 291 personnel, to 225 in FY2016 to 215 in FY2017. This equates to a 26% reduction in the number of employees that operate and maintain our Macomb campus facilities.

Deferred Maintenance

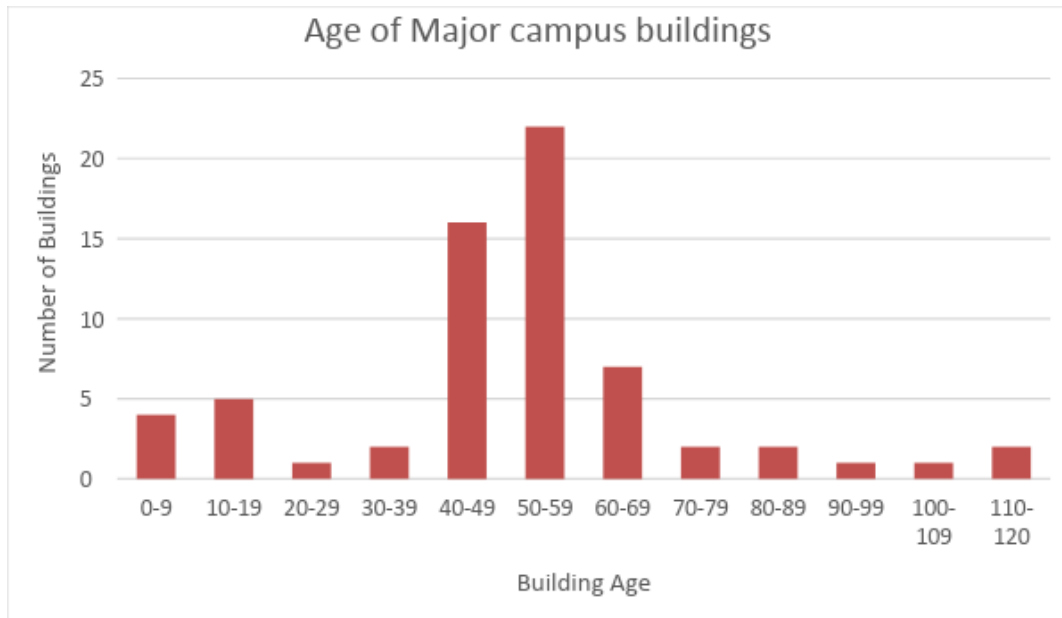
Facilities Management has developed a draft 12-point plan for addressing our substantial deferred maintenance needs and is refining this draft plan with input from the Vice President for Administrative Services. WIU's critical deferred maintenance needs total \$325 M of which \$177 M is attributable for Appropriated building needs and \$148 M is attributable for Auxiliary Facilities System (AFS) building needs.

At a more detailed level, Facilities Management has generated a deferred maintenance priority list of individual items including: chillers, exterior repairs, roofs, parking lots and campus roadways are examples. This list is prioritized by condition so as to minimize further acceleration of deferred maintenance costs.

Another consideration in the discussion about the condition of the buildings is their age. Typically, University campus buildings are designed and constructed with a planned total life over 100 years with a major renovation expected at 50 years. The following graph shows the age of major

Macomb campus buildings and it is easy to see the large spike of construction that happened in the mid-sixties to the early seventies.

Over 70% of the Macomb campus' buildings were constructed between forty and sixty years ago. This implies that a major portion of the building stock is in need of major renewal and revitalization. A major building renovation would replace all of the finishes, windows, infrastructure (pipes, equipment, electrical, etc.) and would get the building up to modern codes and standards. Teaching practices have changed significantly in 50 years and buildings need to be updated.



Energy usage summary

The total utilities at the Macomb campus continue to show downward trends for the last several years. Practices implemented by WIU to reduce energy consumption and prevent wasteful spending on energy:

- Occupancy and CO2 sensors
- Low flow shower heads, low flow faucet aerators, and low flow kitchen pre-rinse spray nozzles
- LED exit signs
- CFLs (compact fluorescent bulbs)
- LED interior and exterior lighting fixtures and bulbs
- VFDs (variable frequency drives) on HVAC equipment
- Premium efficiency motors
- ENERGY STAR rated kitchen equipment
- Steam trap replacements
- New pipe insulation
- BAS (building automation system) HVAC controls
- Enthalpy wheels for energy recovery ventilation

- High efficiency HVAC equipment

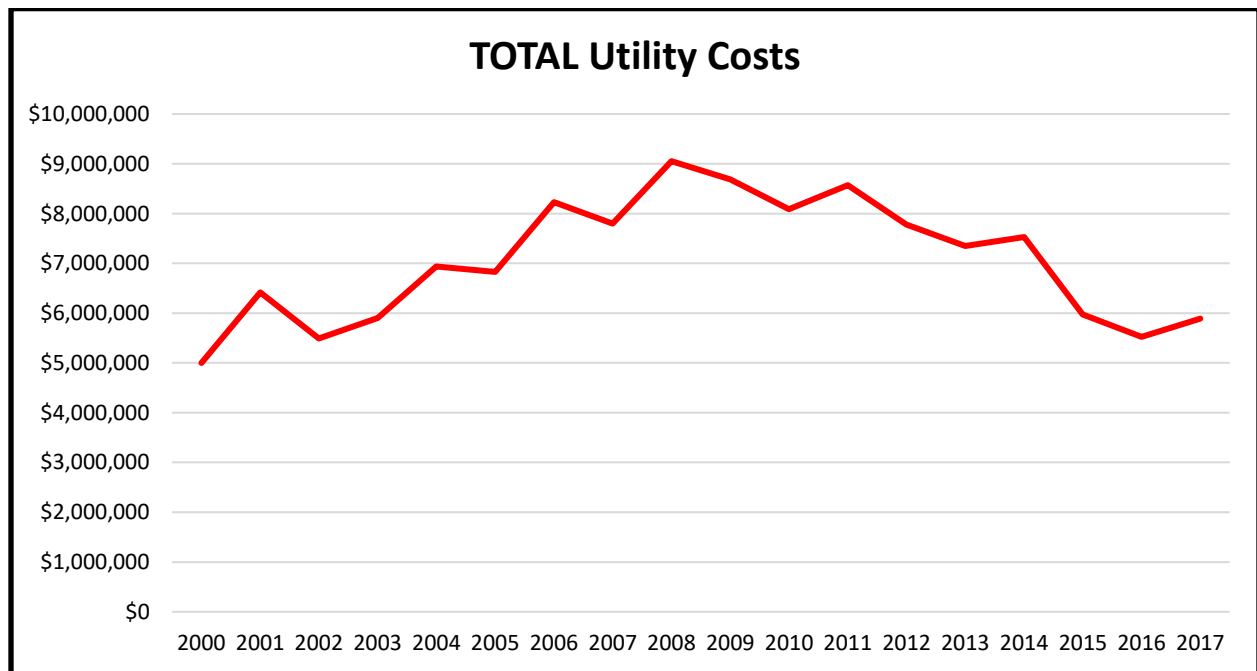
Through diligent energy management and utility infrastructure planning since 2008, WIU has reduced its water consumption by 46%, its gas and coal consumption by 30%, and its electrical consumption by 23%.

Most of our energy conservation initiatives have focused on upgrades to lighting, HVAC systems, and steam distribution. Many of these were funded from Department of Commerce & Economic Opportunity (DCEO) grants. Since 2010 WIU has received \$3.3 M from DCEO to assist in funding these energy conservation initiatives with \$854 K coming in FY 2017 alone.

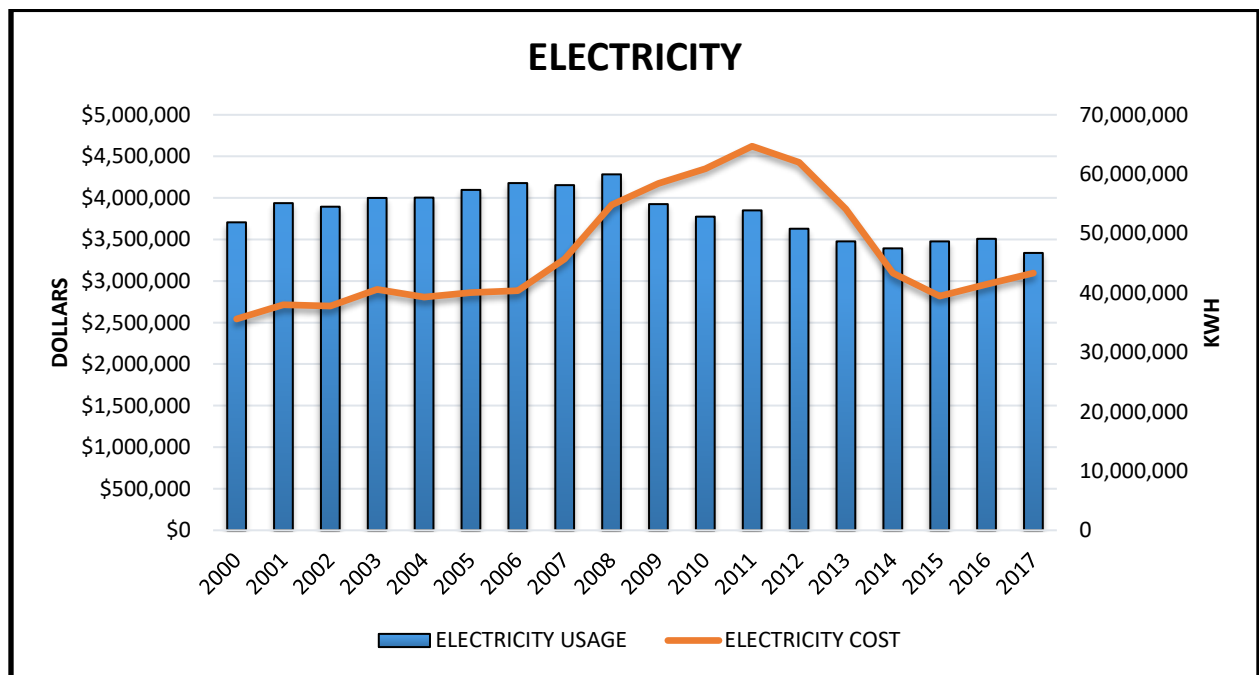
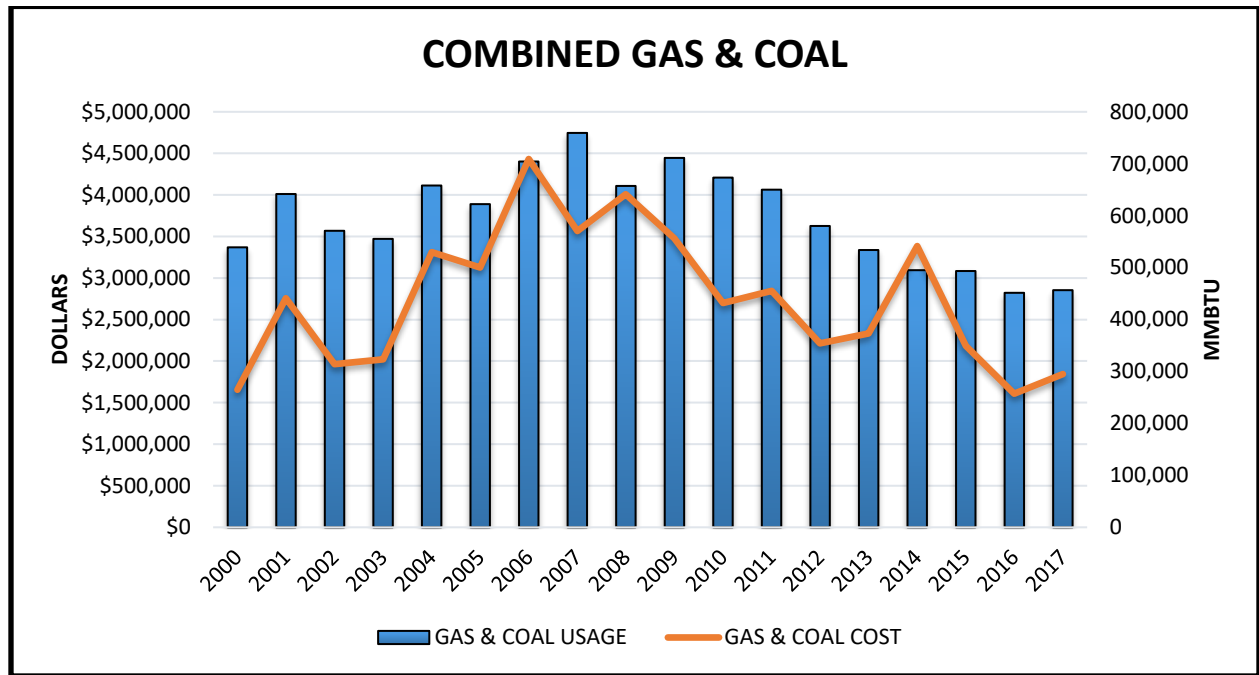
One innovative project that Facilities Management is researching is the use of “smart” parking lot lights. These new lights will be LED, networked together, have individual light sensors, and proximity sensors. The additional sensors will allow the light levels to be reduced when there is no one in the lot and will utilize efficient LED lights. Six test lights were installed in Brophy parking lot with the intention of expanding to additional lots. These lights performed well in 2017. Lighting sufficiency studies were conducted in early 2018 and lighting funding requests for deficient lots will be made to the Vice President for Administrative Services.

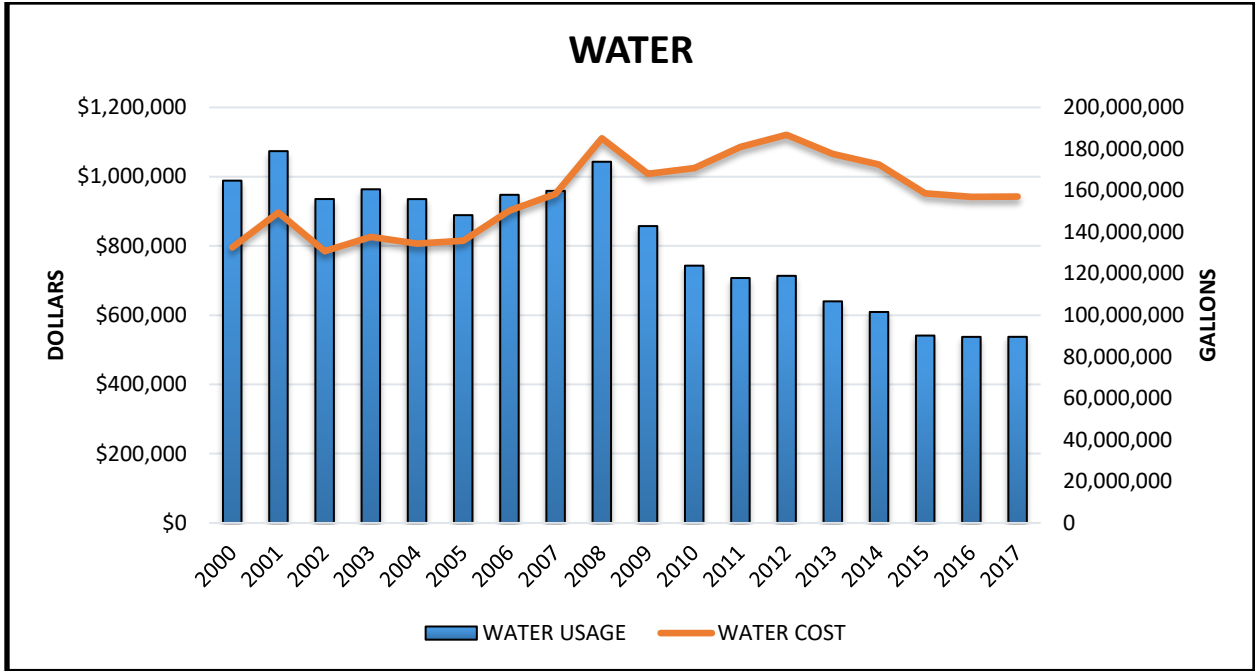
Below are a few graphs showing utility trends:

This graph shows the total cost of utilities for the Macomb campus over the last eighteen years, with the positive trend down for the last eight years.

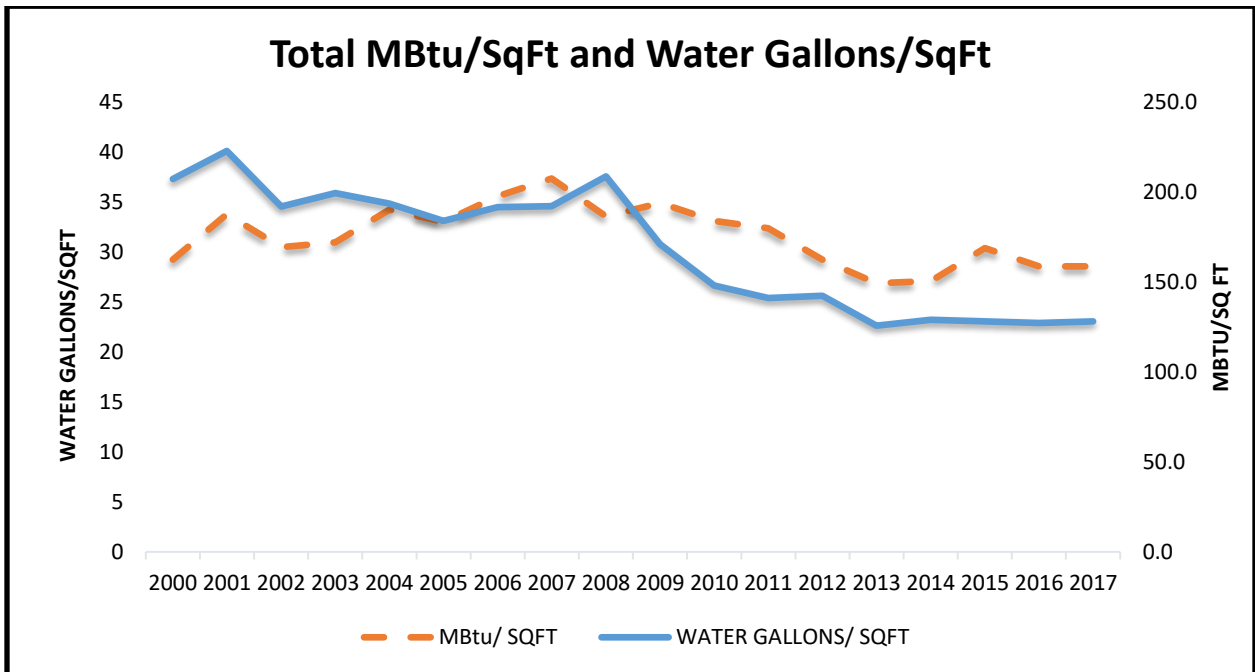


These total utility costs can be broken down by the three major utilities of natural gas/coal, electricity, and water. The combined gas and coal graph shows a cost spike in 2014 that was due to a large natural gas price spike in the winter.

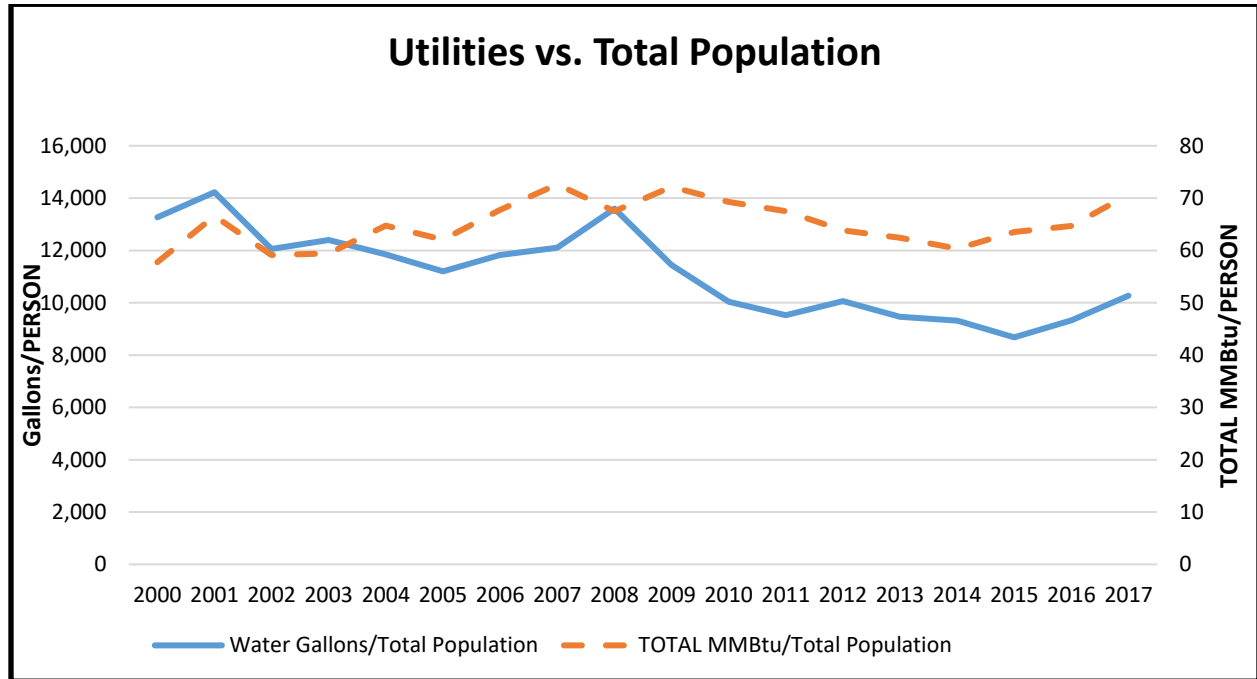




It is common to analyze utility costs based on building square footage. The following graph shows total energy usage and total water consumed versus the campus area. This shows a positive downward trend even though there are fewer buildings in use.



The total population of students and staff has declined on campus the last few years, so the following graph shows the comparison of total population on campus to the total utility cost.



To continue the downward trends in utility usage, Facilities Management plans to continue the energy audit and applying for DECO energy grants.

Project List starting February 20, 2017 thru February 22, 2018

Major Projects Completed Within The Last Year:

- Barrow Barn Roof Replacement – University Farm
- Bleacher Replacement Western Hall
- Western Avenue Duct Bank Installation
- Sherman Hall 212 HVAC Replacement
- Western Hall – Five (5) locker room ductless split installations
- Western hall – Soccer Locker Room Carpet & Lighting
- Hanson Field Play Clock Replacement
- Recreation Center Ceiling Waterproofing & Masonry Repair
- Lincoln/Washington Retaining Wall Replacement
- Golf Course Club House Demolition
- Thompson Hall Smoke Detector Replacement
- Waggoner Hall Emergency Generator Removal & Installation
- University Farm Livestock Center Post Replacement
- Thompson Telephone Room AC Installation
- Morgan Basement UPS Room AC Installation
- Electrical To Antennae Farm – Tanner Hall
- Physical Plant LED Light Replacement Various Offices
- Water Heater & Associated Piping – Heating Plant

Waggoner Emergency Eyewash Installation
Brophy Hall Softball Locker Room Carpet Replacement
Agriculture Farm Beef Barn Roof Replacement
Horrabin Hall Day Care Playground Upgrade
Lake Ruth Fountain
Bayliss / Henninger – Construct New Sidewalks
Brown Hall 101 Window Replacement
Western Hall Sub-Woofer Installation

Major Projects Under Way:

East Village / Higgins Demolition
University Union Kitchen Exhaust
Bayliss / Henninger Deck Repair
Thompson Chiller Replacement QBS
Art Gallery Tuck Point & Repair
University Union Roof Replacement QBS
Washington Hall Shower Room Wall Repairs
Corbin / Olson Indoor Air Quality Study QBS
Corbin / Olson Hydronic Piping Study QBS
Bayliss / Henninger Carpet Replacement
Western Hall / Brophy Hall Training Room Upgrades
University Union North Entry Storefront Replacement
Lincoln / Washington East Entry Storefront Replacement
Recreation Center East Entry Storefront Replacement
Bayliss / Henninger Valves & Controls
Lee Calhoun Statue – Upgrade Area
University Union Kitchen Freezer / Cooler Replacement
Western Hall South Hallway Floor Covering Replacement
Memorial Room 206 – Autistic Swing Installation
Western Hall Mens Basketball Shower / Restroom Remodel
Western Hall Womens Basketball Shower / Restroom Remodel
Brophy Hall Mens Swimming Locker Replacement
Removal & Replacement Physical Plant Parking Lot

PROJECTS UNDER DISCUSSION WITH NO PROJECT NUMBER ASSIGNED OR ESTIMATE GENERATED

Site Improvements At Alumni House – Parking & Entrance Road
Water Line To Serve Physical Plant South
Water Treatment Equipment Replacement At Heating Plant
Retaining Wall Repair / Replacement At Heating Plant
Replacement Of Lower Wall / Entrance Door North Elevation Heating Plant
Simpkins Hall Roof Replacement & Tuckpointing
Simpkins Hall Upper Area Remodeling
Major Exterior Building Cleaning
Parking Lot Repairs / Replacement

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 17.12/9 Quarterly Planning Update

The following list summarizes university planning priorities scheduled for completion by the end of calendar year 2017.

- Development and implementation of Higher Values in Higher Education 2017-2027.

Status:

- The Social Responsibility Task Force has completed 18 meetings on four topics: internal environmental scanning, external environmental scanning, Higher Learning Commission accreditation criteria, and report drafting.
- The Task Force has begun to work with the university community to iteratively draft Higher Values in Higher Education 2017-2027 during spring 2018.
 - Draft 1 was presented for University feedback in the *February 2018 Strategic Plan Update*.
 - Meetings with governance groups are scheduled for March-May 2018.
- The Task Force will seek endorsement of Higher Values in Higher Education 2017-2027 from all governance groups on both campuses, before presenting to the Western Illinois University Board of Trustees for implementation approval in June 2018.
- Continuing to advance the goals and priorities of the President's Executive Institute (PEI).

Status:

- A power point presentation on the status of the PEI was made at the September and December Western Illinois University Board of Trustees meetings. These presentations included Fiscal Year 2018 accomplishments and plans to date.
- A third power point presentation will be made at today's Board meeting. This presentation will include updates on Fiscal Year 2018 accomplishments and plans.
- Presenting Summits in Decatur, Macomb, Moline, Galesburg, Havana, Peoria, Quincy, Rockford, Saint Louis, and Savanna.

Status:

- The Vice President for Quad Cities and Planning has made four Western Illinois University presentations at the Davenport, East Moline/Silvis, Moline, North Scott and Rock Island Rotary Clubs.

- In addition to two national Alumni Summits in Phoenix and Washington DC, there have been 39 Summits in 10 communities on topics related helping to advance the goals and priorities of the University, programs and services offered by the Colleges of Arts and Sciences (CAS) and Education and Human Services (COEHS), partnerships in community and economic development (CED), and the last four Summits were for high school counselors to “Learn What is New at WIU.”

	<u>Alumni</u>	<u>CAS</u>	<u>COEHS</u>	<u>CED</u>	<u>Counselors</u>
Macomb	✓	✓	✓	✓	✓
Moline	✓	✓	✓	✓	✓
Galesburg		✓	✓		
Havana	✓	✓	✓	✓	
Peoria	✓	✓	✓	✓	✓
Quincy	✓	✓	✓		✓
Rockford	✓		✓	✓	
Savanna	✓	✓	✓	✓	
Springfield	✓				
St. Louis	✓				

- Completing community partnership meetings at the College of DuPage, Prairie State, Southeastern (Illinois and Iowa), Rend Lake, College of DuPage, Oakton, Harper, Southwestern Illinois, Kishwaukee, and Richland Community Colleges.

Status:

- Partnership meetings at the College of DuPage, Prairie State, Southeastern (Iowa), Rend Lake, College of DuPage, Oakton, Harper, Kishwaukee, and Richland Community Colleges are complete.
- Kishwaukee Community College signed Honors, Reverse Transfer, and General Studies articulation agreements in February 2018.
- Chairing the Military Task Force that is charged with making recommendations to the President’s Leadership Team on military student and veteran recruitment, retention, programs, and services.

Status:

- The Task Force recommended development of high-demand, military friendly online degrees to the President and Provost.
 - Academic Affairs added online degrees in Accountancy, Economics, Fire Science, and Law Enforcement and Justice Administration to its portfolio. New online degree options are available to students effective fall 2018.
- The Task Force recommended to the President’s Leadership Team the provision of active duty military tuition rates comparable to the reimbursement rate used by the United States Armed Forces (\$250 per credit hour).
 - The Western Illinois University Board of Trustees approved use of the federal active student tuition rate effective for students in fall 2018.
- Completing onsite weekend accreditation visits and learning best practices in serving active duty service members, dependents, and veterans.

Status

- Seven military visits have been completed at the Rock Island Arsenal, Naval Airbase Kitsap in Washington, Marine Corps Air Stations in North Carolina and Florida, Naval Support Activity Mid-South in Tennessee, Fort Leavenworth in Kansas, and Fort Bliss in Texas.
 - These weekend visits also included visits to the American Public University System, Southwestern Illinois Community College, and Southern Illinois University-Carbondale. These institutions actively serve the military.
 - With the addition of new online programs and university recruitment materials, Vice President Rives will engage in additional partnership meetings with the aforementioned installations.
- Preparing planning materials for Western Illinois University Board of Trustees meetings.

Status

- Four planning reports were presented and discussed at the September 2017 Board meeting:
 1. *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results, Fiscal Year 2017 Update.*
 2. *President's Executive Institute Quarterly Update.*
 3. *Quarterly Planning Update.*
 4. *FY 2018 Strategic Plan Update.*
- Ten university planning reports and one resolution were presented and discussed at the December 2017 Board Meeting:
 1. *Planning Based on Enrollment, Retention and Graduation Rate Information.*
 2. *Fiscal Year 2019 Military Student Tuition Rate (resolution).*
 3. *Quarterly Planning Update.*
 4. *Fiscal Year 2018 Master Plan Update.*
 5. *Fiscal Year 2018 Quality Initiative Update.*
 6. *Re-Certification to Host the Museum Studies Distance Learning Program and Distance Learning in Iowa.*
 7. *Higher Learning Commission: Reporting on Spring 2016 Teach Out Plans for Disestablished Majors.*
 8. *Cumulative Strategic Plan Accomplishments: Fiscal Year 2018 Update.*
 9. *Quarterly President's Executive Institute (PEI) Update.*
 10. *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results, Fiscal Year 2018 Update.*
 11. *Development of Higher Values in Higher Education 2017-2027: December 2017 Update.*
- Six planning items will be discussed at today's Board meeting.
 1. The *Fiscal Year 2018 Performance Report* provides data on key performance indicators (KPIs), and these KPIs will be compared to Western Illinois University benchmark institutions.

2. *Quarterly Planning Update* summarizes actions related to the University’s annual planning calendar.
3. *Higher Values in Higher Education 2017-2027 Draft 1* seeks Board feedback on the first draft of the University’s next edition of its 10-year Strategic Plan. Feedback received from the Board and all other members of the University community will be incorporated into the second draft of the document.
4. *Higher Learning Commission Financial Indicators Report* documents the institutional response to required Commission reporting that was a direct result of the statewide budget impasse. This Report begins with the Commission conclusion that, the University’s lower-but now improving financial ratios-are the direct result of “WIU approach[ing] the state-created [fiscal] crisis in a sensible and thoughtful manner.”
5. Quarterly President’s Executive Institute (PEI) Update. A power point presentation will summarize current PEI accomplishments, plans, and opportunities.
6. *The Statewide Budget Context and Western Illinois University’s Mission-Driven Planning and Results, Fiscal Year 2018 Update*. A power point presentation will include historic information on institutional and state funding, and a status report on mission-driven plans and results to increase revenue, decrease expenditures, and reduce reliance on state appropriations, while continuing to deliver a high-quality educational experience grounded in the core values of the University.

Western Illinois University continues to maintain or increase its standings in national ranking systems (e.g., Princeton Review, US News and World Report, and Washington Monthly) despite the two-year historic and unprecedented budget impasse, and a 10% reduction in FY18 appropriations from FY15 levels.

- Distributing monthly Strategic Plan Updates.

Status

- The monthly topic for each Strategic Plan Update published during Fiscal Year 2018 appears below.

Month	Topic
July 2017	Invitation to special Western Illinois University events honoring our military, veterans, and their dependents
August 2017	Summary of summer institutional accomplishments related to advancing university goals and priorities
September 2017	Invitation to attend Western Illinois University Summits and other activities provided by the President’s Executive Institute

October 2017	Academic Year 2017-2018 Membership on the Social Responsibility Task Force that will work with the university community to draft Higher Values in Higher Education 2017-2027
November 2017	Data sources used by the Social Responsibility Task Force to inform internal and external environmental scanning in the creation of Higher Values in Higher Education 2017-2027
December 2017	Demographic forecasts for the populations of students that Illinois public higher education will serve in the future, and the solicitation of university ideas for goals and actions in Higher Values in Higher Education 2017-2027
January 2018	Work of the President's Executive Institute (PEI) and the Illinois Institute for Rural Affairs in advancing community and economic development, and a request for volunteers from the university community who would like to serve on the PEI
February 2018	Draft 1 of Higher Values in Higher Education 2017-2018 for review and feedback by members of the University community

The Western Illinois University Board of Trustees will receive an update on all of the university planning activities at its next meeting in June 2018.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 18.3/10 Higher Values in Higher Education 2017-2027 Draft 1

First draft of Higher Values in Higher Education 2017-2027 appears on the pages that follow. The draft of the University's new 10-year Strategic Plan is based on the Social Responsibility Task Force completing 18 meetings and soliciting ideas from the University community in the *October through December 2017 Strategic Plan Updates*.

Feedback on this Draft was requested in the *February 2018 Strategic Plan Update*. All feedback received from the Board and all other members of the University community will be incorporated into the second draft of the document. University-wide feedback will continue to be solicited through Strategic Plan Updates and meetings with all governance groups on both campuses that are scheduled between March and May, 2018.

A final edition will be presented to the Board for implementation approval. Following institutional planning precedent, the Social Responsibility Task Force will only present a Strategic Plan that has received endorsement from all governance groups on both campuses before seeking Board approval for implementation.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Preamble

Western Illinois University was founded in 1899 as the Western Illinois State Normal School to address teacher preparation in the State's grammar schools. The faculty and students of Western were eager to meet this need, and the institution soon became known for its well-rounded, deeply committed graduates, a tradition that continues to the day.

As the years passed and the name was changed to Western Illinois State Teachers' College in 1921, and then to Western Illinois University in 1957, our mission continually broadened to include academic majors that prepared high school teachers; the state's earliest and most successful extension program; a multifaceted graduate school; a liberal arts program; and, eventually, distinguished colleges devoted to the Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, we have earned and maintained a reputation for expanding access to affordable, high-quality degree programs and fostering student involvement in University activities.

We are now a leading University with campuses in Macomb, the Quad Cities, and online. By virtue of our quality, opportunity, and affordability, we serve students from Illinois, across the nation, and around the world.

Together, we advance our traditions of excellence. We empower students to become engaged and productive global citizens committed to making a difference in the diverse communities and professions they represent. Our graduates are leaders in their fields equipped with knowledge, problem solving skills, and community awareness necessary to address the professional, economic, and social issues of our time.

Through successful implementation of Higher Values in Higher Education 2017-2027, we will advance Western Illinois University's hallmarks of excellence.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Vision, Mission, and Values

Our Vision

Western Illinois University aims to be the leading public regional university in providing educational quality, opportunity, and affordability. As such, we will have a stable headcount enrollment of over 10,000 students, growing to 12,500 students; employee high-achieving, diverse faculty and staff representative of global society; have retention and graduation rates at the top 25% of peer institutions; and place in the top 10% in national publications that evaluate quality, opportunity and affordability.

Our Mission

Western Illinois University empowers students, faculty, and staff to lead dynamic and diverse communities. We provide student-centered undergraduate and graduate programs characterized by innovative teaching, research, and service, grounded in multidisciplinary, regional and global perspectives. We engage our students in educational opportunities guided by a professional and diverse faculty and staff in collaboration with alumni and community partners.

Our Values

Academic Excellence

Central to our history is the commitment to teaching, to the individual learner, and to active involvement in the teaching-learning process. Western Illinois University's highly qualified and diverse faculty promotes critical thinking, engaged learning, research, and creativity in a challenging, supportive learning community. We are committed to student success in an academic environment that encourages lifelong development as learners, scholars, teachers, and mentors.

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving academic excellence. We are committed to providing accessible, high quality educational programs and financial support for our students.

Personal Growth

Western Illinois University values the development of the whole person. We are committed to providing opportunities for personal growth in an environment that supports the development of wellness, ethical decision making, and personal responsibility in the global community.

Social Responsibility

Western Illinois University is committed to civic and community engagement, equity, social justice, and diversity and will maintain the highest standards of integrity in our work with others. We create an environment that fosters and promotes citizenship. We serve as a resource for and stimulus to educational, cultural, environmental, community and economic development in our region and well beyond it for the public good.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Executive Summary

Higher Values in Higher Education 2017-2027 is based on results from empirical environmental scanning completed by the Social Responsibility Task Force during academic year 2017-2018. This newest edition of the University's 10-year *Strategic Plan* is a **call to action** for the students, faculty, staff, alumni, and friends of the University. Together, we will advance our traditions of excellence and implement new actions that position Western Illinois University for a strong and sustainable future. As a university community, we will:

- 1) Stabilize Enrollment at 10,000 Students and Continue Enrollment Growth by:
 - a) Engaging in educational outreach and recruitment activities.
 - b) Focusing on quality.
 - c) Expanding opportunity.
 - d) Advancing affordability.
- 2) Recruit and Retain World Class Faculty and Staff.
- 3) Enrich Academic Excellence by:
 - a) Focusing on the individual learner.
 - b) Maintaining high standards of excellence in instruction.
 - c) Supporting strong commitments to research, scholarly, and creative activities.
 - d) Engaging in mission-driven public service and educational outreach.
 - e) Delivering a strong, user-centered information technology infrastructure.
- 4) Advance Educational Opportunity by:
 - a) Increasing retention and graduation rates.
 - b) Decreasing time-to-degree.
- 5) Support Personal Growth by:
 - a) Promoting health and wellness.
 - b) Enhancing student and community engagement.
- 6) Promote Social Responsibility by:
 - a) Providing safe, accessible, and responsive campus environments.
 - b) Promoting civic engagement and service learning
 - c) Using partnerships to advance the University's vision, mission, values, and goals
- 7) Demonstrate Accountability and Transparency

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Environmental Scanning and Resultant Action Planning

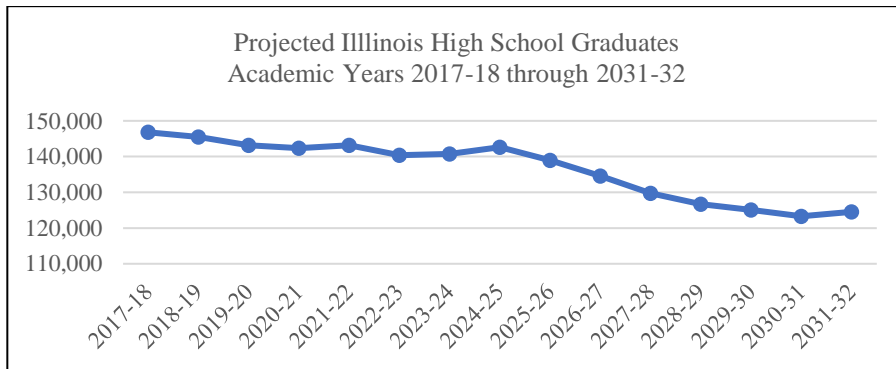
Goal 1: Stabilize Enrollment at 10,000 Students and Continue Enrollment Growth

The next two decades for new student recruitment in the Midwest in general and Illinois in particular will be highly and increasingly competitive unless there is population migration into our state and region. Data published by the Western Interstate Commission for Higher Education provides high school graduate projections according to the map on the right.



Barring population increases, the Midwest is projected to have a 65,888 student, or 8.9% decrease in the number of high school graduates from 738,805 graduates in Academic Year (AY) 2017-18 to 672,917 graduates in AY 2031-32. The only racial/ethnic designation predicted to increase during this time are Hispanic graduates. They are predicted to increase by 10.4%, from 77,486 graduates in AY17-18 to 78,793 graduates in AY31-32.

Illinois' predicted decrease in total high school graduates is even larger than the Midwest's. The projected number of high school graduates is expected to decrease by 22,241 graduates (15.2%) between AYs 17-18 and 31-32. We look to the state government to restore the economic climate to attract more business and industry, and to restore public confidence in higher education through the restoration of fair and predictable funding to Illinois public universities.



At the same time, we are realistic about the current challenges that we face. The predicted reduction in the number of Illinois high school graduates is compounded by the following facts published by the Illinois Board of Higher Education in January 2018.

- In fall 2016, the number of Illinois residents enrolled outside Illinois as new freshmen increased by 5%, or 1,749 students between fall 2014 and fall 2016.
- The number of Illinois residents enrolled as new freshmen enrolled outside Illinois increased by 73%, from 20,507 students in fall 2000 to 35,445 students in fall 2016.
- The fall 2016 net loss of Illinois residents to colleges and universities in other states was 19,278 students. This total is larger than the total undergraduate student body at every Illinois public university, with the exception of the University of Illinois-Urbana/Champaign.

Clearly, the landscape of Illinois public higher education is changing. In addition to a pool of fewer high school graduates, more students are completing programs in distance education formats, and transcending state boundaries to attend on and off-campus locations. The population of students served are becoming more diverse, and there are new, emerging, and expanding markets of students, including dually enrolled high-school students, degree-completion students, military students, and working professionals who seek career advancement as the “Greying of America” continues.

Given these trends, is it realistic to plan for enrollment stabilization and continued growth? The answer is unequivocally yes. From an empirical perspective, every situation can be viewed as an opportunity or a challenge. We will achieve our objectives through concerted action in the face of demographic trends.

We can retain the lost out-of-state market share. Out-migrating students remain close to Illinois. The top four out-of-state destinations are contiguous to Illinois, and the top two out-of-state institutions are located in Iowa. If the University recaptured just 2.3% of these students, it would represent an annual new freshman increase of 444 students. To accomplish our objectives, we will:

Top States and Universities for Illinois Residents Enrolled Out-of-State Fall 2016 New Freshmen			
Iowa	4,801	University of Iowa	1,690
Indiana	4,470	Iowa State University	1,017
Wisconsin	4,089	Indiana University	901
Missouri	3,543	University of Missouri	894
Michigan	2,166	Marquette University	822
Ohio	2,135	Purdue University	653

Priority 1: Engage in Educational Outreach and Recruitment Activities

We will increase the number of prospective students who visit campus. The Western Illinois University experience, our inclusive, welcoming, and safe campus environments, and host communities sell themselves. Data from the admissions office shows that 20% of all new freshman applicants ultimately enroll at the University. However, the freshmen yield rate increases to 50% for those applicants who participate in campus activities, prior term first-term enrollment. Having more prospective students will help increase enrollment.

In order to increase the number of current and prospective students who visit our campuses, we will enhance our marketing and educational outreach efforts to bring even more awareness about Western Illinois University, our national leadership in quality, opportunity, affordability, and the successful job placement and graduate/professional school continuation rates of our alumni.

We have the interest base to be successful in our endeavors. The University receives more than 13,000 applications for new freshman, transfer, and graduate student applications annually for fall admission. Applying equally concerted efforts to spring and summer enrollments will yield even more results. Together, we will fuel enrollment growth by:

- Action 1: Using analytics to evaluate and enhance integrated marketing at the institutional, college, and programmatic levels [*University Marketing, University Relations, Quad Cities Public Information, Colleges and Departments*].
- Action 2: Updating the Macomb and Quad Cities webpages to include more interactive features and ease of access of information [*Internet Technology Advisory Committee, University Technology*].
- Action 3: Increasing year-round educational outreach activities that bring prospective students of all ages to Western Illinois University [*Faculty and Staff*].

- Action 4: Bringing more applicants and students who have been accepted to campus prior to initial registration and enrollment *[Admissions, Colleges, Schools and Departments]*.
- Action 5: Implementing strategies to capture a greater market share of enrollment from the University’s immediate 16-county service region *[Admissions, Colleges, Schools and Departments]*.
- Action 6: Documenting plans and outcomes from the President’s Executive Institute in helping with enrollment stabilization and growth *[Vice President for Quad Cities and Planning]*.
- Action 7: Expanding institutional partnerships with foundations and external organizations that support educational outreach and student recruitment *[Faculty and Staff]*.
- Action 8: Engaging in continuous improvement opportunities by:
 - a. Working with an enrollment consultant to identify strengths and implement improvements in undergraduate, general studies, international student, and graduate admission processes *[Admissions; School of Graduate Studies; School of Distance Learning, International Education and Outreach, Colleges, Schools and Departments]*.
 - b. Coordinating an update the 2012 American Association of State Colleges and Universities review of the University’s campus internationalization efforts in the areas of student recruitment, retention, and campus climate *[School of Distance Learning, International Education and Outreach]*.
 - c. Benchmarking and adapting national best practices in student recruitment *[Admissions; School of Graduate Studies; School of Distance Learning, International Education and Outreach, Colleges, Schools and Departments]*.
 - d. Participating in statewide and national associations and initiatives designed to increase student enrollment *[Faculty and Staff]*.

Priority 2: Focus on Quality

Students enroll in postsecondary education for personal enrichment and professional preparation. Where the student chooses to enroll at a specific college or university is an individual value proposition. From a return on investment perspective, results from the *2016 American Freshman Survey* of approximately 200,000 new students enrolled at 200 colleges and universities in the United States indicate that institutional quality—or the academic reputation of a college or university was the primary reason a student selected their institution. Professional preparation—or alumni job placement rates was the second most important factor to this national cohort of new students.

Top 10 Reasons Fall 2016 New Freshmen Enrolled in a Given College or University
1. Academic Reputation
2. Job Placement Rates
3. Financial Assistance
4. Cost of Attendance
5. Completed a Campus Visit
6. Social Activities
7. Size of the Institution
8. Alumni placement in top graduate and professional schools
9. Graduation Rates
10. Living Close to Home
<i>Source: Higher Education Research Institute, University of California-Los Angeles</i>

We are in a favorable position to capitalize upon our academic quality—reputation—and student success—job placement and graduate/professional school continuation rates—to increase enrollment. Quality is synonymous with Western Illinois University. To give just a few examples:

- ✓ Niche.com named Western Illinois University a Top Illinois public university.
- ✓ The Princeton Review named Western Illinois University a “Best Midwestern College” for the 14th consecutive year in August, 2017.
- ✓ Western Illinois University’s inclusion with 657 other colleges named as “regional best colleges” comprise the top 25% of the nation’s 2,500 master’s granting colleges and universities.
- ✓ US News and World Report continually ranks Western Illinois University in the Ten Best Midwestern Public Regional Universities within a 12-state area.

Top 15 Fall 2017 Midwestern Public Universities Ranked by U.S. News and World Report			
1.	Truman State University	9.	Western Illinois University
2.	University of Northern Iowa	9.	University of Wisconsin-Stevens Point
3.	Grand Valley State University	9.	University of Wisconsin-Whitewater
4.	University of Wisconsin-La Crosse	12.	University of Illinois-Springfield
5.	University of Wisconsin-Eau Claire	13.	University of Nebraska-Kearney
6.	University of Michigan-Dearborn	13.	Winona State
6.	University of Minnesota-Duluth	15.	Southern Illinois University-Edwardsville
8.	Eastern Illinois University	15.	University of Wisconsin-Stout

- ✓ Centennial Honors College increased enrollment by 494 students (83%) between 2012 and fall 2017, and now serves 1,000 students.
- ✓ Results from the *2017 Alumni Survey* show that 91% of Western Illinois University are employed, 71% within nine months of graduation, and 37% continued with higher education after graduation.

Furthermore, results from *The Economist* show that Western Illinois University alumni place in the top 24% nationally for earning higher salaries than predicted based on econometric variables. Our alumni are significantly prepared to succeed and advance in the workforce. Therefore, we will emphasize institutional quality and student outcomes by:

Action 9: Marketing Quality.

- a. Promoting the University’s national recognitions, job placement rates, and the percent of alumni attending graduate and professional schools [*University Marketing, University Relations, Quad Cities Public Information, Colleges, Schools, and Departments*].
- b. Showcasing student and faculty interactions on homepages and departmental pages on the Macomb and Quad Cities campuses through multimedia applications [*Web Services, Quad Cities Technology, University Marketing, University Relations, Quad Cities Public Information, Colleges, Schools, and Departments*].
- c. Emphasizing the distinctiveness and excellence of Western Illinois University in communications and marketing materials [*University Marketing, University Relations, Quad Cities Public Information, Colleges, Schools and Departments*].

Action 10: Positioning Centennial Honors College at the forefront of the University by:

- a. Increasing the number of honors courses and enrollments [*Colleges, Departments, and Centennial Honors College*].
- b. Launching a Task Force with the objective of relocating Centennial Honors College to high profile locations on both campuses [*President*].
- c. Benchmarking and implementing national best practices in serving honors student [*Provost, Centennial Honors College, Colleges, Schools and Departments*].

Action 11: Using program review and discipline-specific accreditation processes to assure and advance programmatic quality and viability [Colleges, Departments, Provost's Office, Planning, Budget and Institutional Research].

Priority 3: Expand Opportunity

Opportunity and Western Illinois University are synonymous. We provide high quality programs to those who show willingness to work toward achieving shared educational goals, and prepare students for inclusion in the global community. Data published by *US News and World Report* in 2017 shows that the University's graduation rate is 3% higher than predicted based on new student preparation variables.

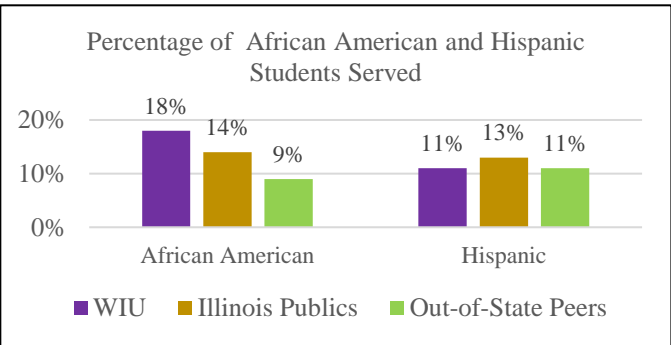
We will continue to provide a quality, well-rounded education to high-achieving, diverse students. Total minority student enrollment as a percent of total university enrollment increased from 26.3% in fall 2013 to 33.8% in fall 2017. Our increases exceed growth trends for all other Illinois public universities, where values increased from 33.5% in fall 2013 to 35.9% in fall 2016. We have diversity rates at or above statewide averages and at our peer institutions.

As the University stabilizes and increases enrollment, we will capitalize upon our growth areas. We have initiated a new high school dual enrollment program, continue to place emphasis on transfer and international student enrollment, and will increase the university's distance education portfolio.

The University has served 61,868 distance education course enrollments since Fiscal Year 2013, generating 175,125 credit hours. Demand for a Western Illinois University distance education continues to increase at record levels. There has been a 42% or 4,179 course enrollment increase between Fiscal Years 2013 and 2017, and a 37% or 10,826 credit hour increase during this time.

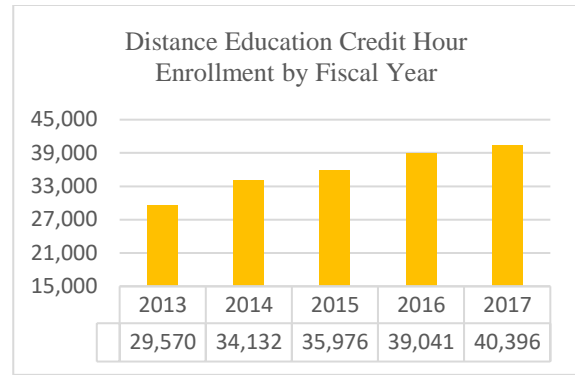
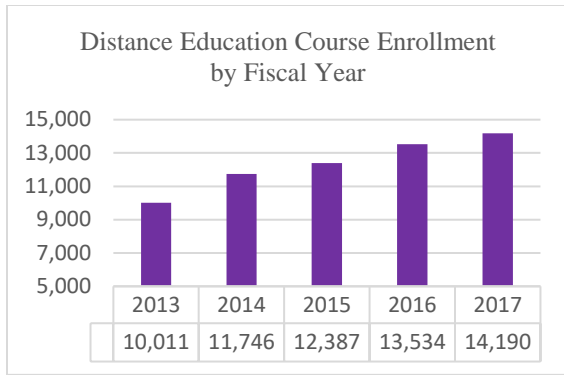
Did You Know?

- Western Illinois University is nationally recognized by the *Pell Institute for the Study of Opportunity in Postsecondary Education*, *Southern Education Review Board*, *US News and World Report*, and *Washington Monthly* for achieving six-year graduation rates higher than predicted based on entering student preparation variables.



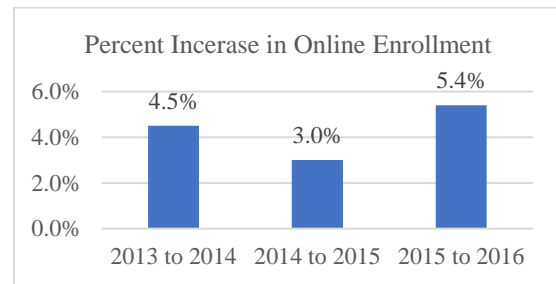
Did You Know?

- Western Illinois University began teaching dual enrollment classes at high schools in fall 2017.
- Academically qualified high school students can take WIU classes on campus, online, and or at partner high schools.
- Over 29,000 Illinois high school students participate in high school dual enrollment courses.



Distance education growth potential exists.

- In 2017, Inside Higher Education documented 14 consecutive years of online enrollment growth, with US News and World Report projecting continuing increases.
- The Online Consortium showed that 28% of college students are enrolled in at least one online course.
- The Babson Survey Research Group showed that 73% of all undergraduate and 39% of all graduate distance students are enrolled at public universities.



Increases in online education will accompany new degree programs in all instructional modalities in areas of need that are consistent with the *Mission* of the University. We will also reinvest in programs demonstrating growth and high growth potential.

We will re-brand the Bachelors of General Studies to increase its attractiveness to working professionals. Baccalaureate degree completion is a growth market. *2017 United States Census Population Estimates* for Illinois indicate 88% of residents age 25 and above have a high school diploma, but only 33% of this population has a bachelor's degree. With eight million Illinois residents between the ages of 18 and 65, there is a growth market. The National Center of Education Statistics projects a 20% increase in college student enrollment of students between 25 and 34 years of age over the next decade.

There are growth opportunities for military students, international students, and students who left the University before graduating. We have long standing traditions of excellence in serving students from these markets.

- ✓ *Military Times* and *US News and World Report* continually rank Western Illinois University as one of the best institutions in the country for serving veterans.
- ✓ *US News and World Report* included Western's online programs in the Top 75 in the nation.

Did You Know?

- Beginning in fall 2018, Western Illinois University will offer Tuition Assistance for active military personnel.
- Western Illinois University currently offers 463 online classes and seven undergraduate and graduate degree programs.
- Western Illinois University enrolled students from 39 states and 58 countries during academic year 2017-2018.
- Baccalaureate degree recipients have \$1.0 million higher lifetime earning rates than those who do not possess a degree.

Expanded student recruitment will be achieved by:

Action 12: Diversifying the campuses *[Faculty and Staff]*.

Action 13: Increasing the number of:

- a. Partner schools and high school dual enrollments *[Academic Affairs, Admissions, Quad Cities Student Services]*.
- b. Partnership agreements and community college dual enrollments *[Colleges, Departments, Vice President, Quad Cities and Planning.]*.
- c. International agreements and international student enrollments *[Colleges, Departments, School of Distance Learning, International Studies, and Outreach]*.

Action 14: Developing and implementing pathway degree program partnerships with community colleges *[Colleges, Departments, Admissions]*.

Action 15: Expanding the University's distance education portfolio. This includes, but is not limited to increasing:

- a. Online majors *[Colleges, Departments, Faculty Senate, Graduate Council, Provost]*.
- b. The number of community colleges hosting the University's online and/or degree programs *[Provost, Colleges, Departments, Vice President, Quad Cities and Planning]*.
- c. Hybrid programs, where 25% percent of instruction is completed on-campus and the remaining 75% in completed online *[Colleges, Departments, Faculty Senate, Graduate Council, Provost]*.

Action 16: Continuing development of new degree programs and post baccalaureate certificates in areas of high demand/critical skills shortages that are consistent with the academic mission of the University *[Colleges, Departments, Faculty Senate, Graduate Council, Provost]*.

Action 17: Reinvesting in high demand, potential for growth programs *[Academic Affairs]*.

Action 18: Rebranding the Bachelor's of General Studies degree program with emphases on degree completion *[School of Distance Learning, International Studies, and Outreach]*.

Action 19: Implementing recommendations from the Military Task Force *[Faculty and Staff]*.

Action 20: Entering and expanding into enrollment growth markets consistent with the *Mission* of the University. As a shared priority of the university community, we will increase enrollments of:

- a. Military students.
- b. Working professionals.
- c. International students.
- d. Place-bound students.
- e. Students that left college prior to completing degree requirements.

Priority 4: Advance national leadership in affordability

Western Illinois University has a long-standing tradition of innovation in affordability and cost predictability.

- ✓ We developed the model for *Illinois Truth in Tuition* legislation that has been replicated by other public and private institutions nationally.

- ✓ We were the first institution in the State to develop dual enrollment agreements with community colleges that includes an agreement with the Illinois Student Assistance Commission on the transfer of financial assistance that can save students up to 25% of the four-year college costs.
- ✓ We expanded Western Commitment Scholarships to include a need based component for new freshmen, the value and duration of Western Commitment Transfer Scholarships, and lowered the cost of high school dual enrollment to 1/3rd of the University's tuition rate.
- ✓ We remain the only Illinois public university that guarantees to cost increases to students for four years in the areas of tuition, fees, and room and board rates.

While we are proud of these accomplishments, we do not rest upon achievements of the past. Opportunity, access, and affordability are key tenants of Western Illinois University. Over 75% of our students receive financial assistance, with 49% of the Macomb students and 32% of the Quad Cities students receiving Pell Grants. In serving a cost sensitive population, we will continue:

- Action 21: Emphasizing in marketing and recruitment materials that Western Illinois University is the only Illinois public university to provide students with a cost guarantee for tuition, fees, and room and board [*University Marketing, University Relations, Quad Cities Public Information, Colleges, Departments, Web Services, Quad Cities Technology*].
- Action 22: Promoting the University's statewide, regional, and national leadership in affordability and cost predictability in a manner that is widely understood [*University Marketing*].
- Action 23: Maintaining competitive values for Western Commitment Scholarship and other financial aid programs [*President's Leadership Team*].
- Action 24: Implementing and evaluating new strategies designed decrease or eliminate the difference between student costs and financial aid [*Student Cost Task Force, Financial Aid, Vice President for Student Services, School of Distance Learning, International Studies and Outreach*].
- Action 25: Initiating recommendations from the Student Cost Task Force [*Student Services, Administrative Services*].

Goal 2: Recruiting and Retaining World Class Faculty and Staff

The strength and definition of a university is its people. The high achieving, diverse employees of Western Illinois University provide expertise, governance, and direction to the university, students, and external consistencies that we serve. Our faculty and staff have represented and built upon the traditions of excellence that have defined the University since our founding in 1899.

With a strong resource base to recruit and retain an excellent faculty and staff representative of the diverse and global society, we will continue to support high-achieving employees who advance the vision, mission, values, goals, and priorities of the University. We will also continue to develop institutional policies and procedures that promote a holistic and supportive environment that responds to employee workforce needs in their personal and professional growth. This will be accomplished by:

Did You Know?

In 2017, *Washington Monthly* ranked Western Illinois University as the 9th best out of 364 Midwest master's granting institutions and in the top 12% of 632 institutions nationally for our faculty and staff's contributions to the public good in the areas of social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and doctorates) and service (encouraging students to give something back to their country).

Priority 1: Recruit and retain high-achieving, diverse faculty by:

- Action 1: Engaging in new actions designed to increase the recruitment and retention of high-achieving, diverse faculty and staff [*Faculty and Staff*].
- Action 2: Working with bargaining units to develop agreements that allocate available resources to support salaries that meet and exceed the mean of peer institutions [*Bargaining Teams, President's Leadership Team*].
- Action 3: Implementing negotiated contractual agreements for salary and benefits, and similar compensation for non-negotiated employees [*President's Leadership Team*].
- Action 4: Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits [*President, Vice Presidents, Deans, Directors*].
- Action 5: Developing new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff [*Center for the Innovation of Teaching and Research, Human Resources*].
- Action 6: Supporting accomplishments through:
 - a. Promotions [*President, Vice Presidents*].
 - b. Tenure [*Board of Trustees, President, Provost, Colleges and Departments*].
 - c. Awards recognizing excellence at the department, college, and university levels [*President, Vice Presidents, Colleges, Departments*].
- Action 7: Exploring succession planning for Administrative/Professional and Civil Service employees to give promotional pathways [*Human Resources, Academic Personnel*].
- Action 8: Conducting market equity studies for all staff classifications [*Human Resources, Academic Personnel*].
- Action 9: Adding to the benefits and services provided by the Family Medical Leave Act) by continuing to implement fiscally responsible, family-friendly institutional policies and procedures that assist employee recruitment and retention [*Board of Trustees, President's Leadership Team*].
- Action 10: Make recommendations to the Equal Opportunity and Access officers and the president regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program [*University Diversity Council, Faculty, Staff*].

Goal 3: Enrich Academic Excellence

Priority 1: Focus on the individual learner.

What distinguishes Western Illinois University from peer institutions is the fact that we are a teaching institution. Students are engaged with faculty members in instruction, research, and service beginning the freshmen year and continuing throughout the educational experience. Beginning the freshman year, these interactions occur inside and outside the classroom through curricular and co-curricular programs, services and events. We will uphold and advance these traditions of excellence by:

Fast Facts

- 2,100 employees prepare students to lead in the global community.
- The University offers 66 undergraduate degree programs, 38 graduate degree programs, and two doctoral programs.
- Faculty members teach 96% of undergraduate classes with graduate teaching assistants teaching 4%.
- 67% of the University's budget is allocated to instruction and academic support.

- Action 1: Continuing to support contractual agreements that place instruction as the highest priority of faculty [*Academic Affairs*].
- Action 2: Maintaining low student-to-faculty ratios and small course sections [*Colleges, Department, Provost's Office*].
- Action 3: Forming a task force to evaluate the effectiveness of the academic component of the First Year Experience [*Faculty Senate*].
- Action 4: Launching new living-learning communities based on student demand [*Academic Affairs, Student Services*].
- Action 5: Completing the evaluation of general education [*Faculty Senate*].
- Action 6: Enhancing academic and student support structures on both campuses [*Academic Affairs, Student Services, Quad Cities and Planning*].
- Action 7: Increasing student engagement in educational activities highly correlated with persistence and completion [*Academic Affairs, Student Services, Quad Cities Student Services*]. This includes:
 - i. Internships
 - ii. Student teaching
 - iii. Clinical placements
 - iv. Research, scholarly/creative activities
 - v. Education abroad opportunities
 - vi. Co-curricular and leadership experiences

Priority 2: Promote high standards of excellence in instruction

- Action 8: Maintaining the highest percentage of institutional expenditures in support of instruction and the academic mission of the University [*Board of Trustees, President's Leadership Team*].
- Action 9: Supporting multidisciplinary course, program, institute, and center development and sustainability [*Academic Affairs, Faculty Senate, Graduate Council*].
- Action 10: Following the University's Assessment Plan to use assessment of student learning in general education, undergraduate majors, and graduate programs to inform curricular revision and development [*Academic Affairs*].

Priority 3: Support strong commitments to research, scholarly, and creative activities

The faculty and staff of Western Illinois University are highly accomplished in their fields of expertise. In calendar year 2017, University employees generated over \$11.0 million in external grants and contracts and engaged in 2,144 scholarly and professional activities. The later includes publishing 21 books and 254 chapters/monographs/refereed articles, making 880 conference presentations, and engaging in 853 creative activities. Continuing support for these activities will be achieved by:

- Action 11: Allocating institutional resources and assistance to support the research, scholarly/creative activities, and grants of faculty and staff [*Board of Trustees, President's Leadership Team, Deans, Directors*].
- Action 12: Supporting faculty and staff travel to professional associations, conferences, and workshops [*President's Leadership Team, Deans, Directors*].
- Action 13: Providing faculty sabbaticals as a means to advance research and scholarly agendas [*Board of Trustees, Provost, Deans, Directors*].

Action 14: Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members *[Provost, Deans, Directors]*.

Action 15: Hosting domestic and international visiting scholars, executives, and artists in residence programs *[Provost, Deans, Directors]*.

Priority 4: Engage in mission-driven public service and educational outreach

Western Illinois University has a \$473 annual economic impact on its immediate 16 county service area. For the 10 counties that are closest to the Macomb campus, we are the region's largest employer. For the six counties closest to the Quad Cities campus, we are the only public university located in this primarily urban region. Given the importance of the University to our host communities and regions, we will engage and enhance mission-driven public service and outreach by:

Action 16: Participating in the President's Executive Institute as a means to:

- a. Increase community and economic development *[Faculty and Staff]*.
- b. Engage external organizational to advance university goals and priorities *[Faculty and Staff]*.
- c. Respond to emerging needs in the state and region *[Faculty and Staff]*.

Action 17: Using university public service centers, institutes, and broadcasting services to provide community services *[Faculty and Staff]*.

Action 18: Expanding the use of credit and non-credit "short courses" that teach specific sets of skills or knowledge. While not the traditional semester in length, these courses are intended for those who are already working and need to update their skills *[Colleges and Departments]*.

Action 19: Delivering community outreach initiatives through University Libraries *[University Libraries]*.

Action 20: Continuing to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities *[Faculty and Staff]*.

Priority 5: Deliver a strong, user-centered information technology

Strong commitments to instruction, research and scholarly/creative activities, educational outreach and public service require the provision of strong, user-centered information technology in order for students, faculty, and staff to be successful in these endeavors. The University commitment to this success will be demonstrated by:

Action 21: Achieving goals and priorities from the *Information Technology Strategic Plan 2017-2022 [University Technology]*.

Action 22: Providing user-centered library services and resources to support student, faculty, staff, and community patrons *[University Libraries]*.

Goal 4: Advance Educational Opportunity

2017 *US News and World Report* data shows that Western Illinois University is below the average in first-year retention rates for Illinois public universities (68% compared to 73%), but is ahead on six-year graduation rates (54% to 50%). With concerted effort, we will improve these rates.

Data from the National Student Clearinghouse shows that approximately 30-35% new freshmen start at the University but graduate from another institution. We will raise our retention and graduation rates to the top 25% of our highly competitive peer groups by adapting national best practices.

Retention and Graduation Rates at Western Illinois University and Peer Institutions ¹					
First-Year Retention Rates Macomb Benchmarks		Six-Year Graduation Rates Macomb Benchmarks		First-Year Retention Rates Quad Cities Benchmarks	
James Madison	91%	James Madison	82%	Augustana College	85%
Appalachian State	88%	Truman State	75%	Penn State-Harrisburg	85%
Truman State	87%	Appalachian State	70%	Northern Iowa	83%
Wisconsin-La Crosse	86%	Wisconsin-La Crosse	70%	Saint Ambrose	78%
Grand Valley State	83%	Grand Valley State	68%	Western Illinois-Quad Cities	73%
Montclair State	83%	Northern Iowa	66%	Montana Technological	70%
Northern Iowa	83%	Montclair State	64%	Texas-Permian Basin	69%
Wisconsin-Whitewater	80%	Wisconsin-Stevens Point	61%	Louisiana State-Shreveport	66%
Nebraska-Kearney	79%	Eastern Illinois	59%	Indiana University-East	66%
Wisconsin-Stevens Point	77%	Wisconsin-Whitewater	57%	Auburn-Montgomery	65%
Central Washington	76%	Nebraska-Kearney	56%	Indiana-Kokomo	63%
William Paterson	76%	Western Illinois	54%		
Eastern Illinois	74%	Central Missouri	53%		
SIU-Edwardsville	72%	Central Washington	52%		
Central Missouri	70%	SIU-Edwardsville	50%		
Western Illinois	68%	William Paterson	50%		

Priority 1: Improve retention and graduation rates

Our use of national best practices to improve retention and graduation rates will use results from a meta-analysis of research completed over the last decade. In 2017, Connie Matthiessen of Great Schools.com found that costs, academic preparation, institutional fit, college transition, first-generation status, and perceived relevance are the primary contributors to student attrition. Therefore, we will increase student persistence and completion rates by:

Action 1: Addressing costs and relevance by:

- a. Increasing student, employer, and potential donor access to internship information [Colleges, Departments, Career Services].
- b. Launching a cooperative education model that allows students to take classes and participate in experiential placements at the same time [Academic Affairs].
- c. Exploring the establishment of legacy tuition rates [Student Cost Task Force].

Top Six Reasons Students Do Not Persist at Colleges and Universities Nationally

1. *Cost*: 45% of students dropping out worked more than 20 hours a week, and were not able to balance both roles.
2. *Academic Preparation*: 60% of first year students take remedial classes, and less than 25% of these students graduate.
3. *Institutional Fit*: 2/3rds of students who dropped out cited the lack of academic or cultural fit with an institution.
4. *College Transition*: The American School Counselor Association (ASCA) recommends a high school student-to-counselor ratio of 250:1 to support college preparation. However, the national average is 460:1. ASCA concludes that students are not prepared for postsecondary expectations.
5. *First Generation Status*: 41% of students who drop out are first generation students.
6. *Perceived Relevance*: Students do not perceive the relevance of a college degree.

¹ The Quad Cities did not enroll freshmen during the period for which six year graduation rates are compared.

Action 2: Addressing student preparation by:

- a. Enacting strategies designed to help increase retention and graduation rates for “mid-range” students, where similar initiatives have proven successful in the Office of Academic Services and Centennial Honors College [*Academic Affairs, Student Services, Quad Cities Student Services*].
- b. Increasing student awareness and use of academic support available from Student Services [*Academic Affairs, Student Services, Quad Cities Student Services*].
- c. Increasing student access to electronic student services [*Center for Innovation in Teaching and Research, University Technology, Quad Cities Technology, Student Services, Quad Cities Student Services*].

Action 3: Improving college transitions and fit by:

- a. Implementing strategies to lower the percentage of first-time freshmen who start at Western Illinois University but graduate from another college or university [*Academic Affairs, Student Services, Quad Cities Student Services*].
- b. Engaging in new strategies to increase the persistence and completion of new transfer students. [*Academic Affairs, Student Services, Quad Cities Student Services*].

Action 4: Enhancing retention and graduation rates of first generation and all other students by:

- a. Using results from annual Underrepresented Groups Reports that are submitted to the Illinois Board of Higher Education to document institutional outcomes and plans to increase the participation and achievement of students from traditionally underrepresented groups² [*Faculty and Staff*].
- b. Institutionalizing successful outcomes from the University’s four-year participation in the Higher Learning Commission’s Persistence and Completion Academy that will conclude at the end of academic year 2017-2018 [*Academic Affairs, Student Services, Quad Cities Student Services, Distance Learning*].
- c. Completing the three-year pilot of the Learning Assistants’ Program in the Quad Cities during academic year 2019-2020 and modifying/scaling results other areas, where appropriate [*Assistant Dean of the College of Arts and Sciences, Participating Faculty*].
- d. Use local results from the National Survey of Student Engagement and other national surveys in planning and evaluating initiatives designed to increase student involvement, retention, and graduation rates [*Academic Affairs, Student Services, Quad Cities Student Services, Distance Learning, Faculty and Staff*].
- e. Continuing institutional participation in statewide and national initiatives designed to increase retention and graduation rates [*Faculty and Staff*].

Action 5: Addressing student persistence and completion in a holistic manner. This includes:

- a. Providing comprehensive academic and counseling services [*Academic Affairs, Student Services*].
- b. Supporting a comprehensive substance abuse educational program [*Student Services*].

² Illinois Public Act 85-283 defines underrepresented groups as minorities, females, and individuals with disabilities.

- c. Providing late night and alternative programming to promote healthy lifestyles [*Student Services, Quad Cities Student Services, Resident Assistants, Interhall Council, Student Government Associations and Registered Student Organizations on both campuses*].
- d. Implementing strategies for addressing physical and program barriers for students and employees with disabilities.

Priority 2: Reduce time-to-degree

Data published by the National Center for Education Statistics for fall 2006 through fall 2009 cohorts of new freshmen from four-year public institutions nationally shows that slightly over one-third of all students start and graduate from the same four-year public institution within four years (34.8% with the fall 2009 new freshman cohort). This figure increases to nearly three-fifths of all freshmen who graduate in six years (59.1% for the fall 2009 cohort). Percent increases are similar at Western Illinois University, although graduation rates are lower than national averages.

Graduation Rates at National Four Year Public Institutions and Western Illinois University Fall 2006 through Fall 2009 New Freshmen Cohorts									
Graduation Rates	National Cohorts				Western Illinois University Cohorts				
	2006	2007	2008	2009	2006	2007	2008	2009	
4 Years	32.9%	33.5%	34.4%	34.8%	30.6%	29.4%	29.8%	31.5%	
5 Years	51.9%	52.3%	53.1%	53.5%	49.9%	50.8%	49.8%	48.0%	
6 Years	57.2%	57.7%	58.5%	59.1%	54.4%	56.1%	54.3%	52.8%	

Data from the National Student Clearing House published in 2016 shows that the average time-to-degree for baccalaureate degree recipients from four-year public institutions nationally is 5.2 years. The current time-to-degree rate at Western Illinois University of 4.6 years, and below the national average. Students who graduate from Western do so in a manner that requires less time than national averages. We will continue to provide national leadership in decreasing time-to-degree rates by expanding high school dual enrollment programs in addition to:

- Action 1: Granting academic credit for students successfully completing external proficiency examinations [*Schools and Departments*].
- Action 2: Publicizing departmental protocol for awarding of credit for prior learning and life experiences where appropriate to the discipline [*Schools and Departments*].
- Action 3: Participating in all facets of the Illinois Articulation Initiative to promote successful student transfer [*Schools and Departments*].
- Action 4: Increasing responsiveness to student needs by expanding:
 - i. Summer school offerings and enrollment.
 - ii. Undergraduate and graduate hybrid programs.
 - iii. Alternatives to the traditional 16-week semester.
 - iv. Accelerated degree and certificate options where appropriate to the discipline.
- Action 5: Participating in statewide and national initiatives designed to decrease time-to-degree [*Faculty and Staff*].

Goal 5: Support Personal Growth

Western Illinois University takes a holistic approach to personal growth. The University supports personal growth of our students, faculty, and staff. We also support student, community, and university engagement to further advance personal growth.

In promoting a supportive environment for students, faculty, staff, we provide comprehensive programs, services, and events related to the health and wellness. Optimal health and wellness supports maximum educational and occupational success.

We support student engagement inside and outside the classroom. It is a proven correlate of student persistence and completion. We also support community-university engagement, and the social, economic, and cultural development and enrichment opportunities it provides. We value lifelong learning and participation in institutional events to these ends.

Priority 1: Promote health and wellness.

Cigna Insurance reported in 2017 that 70% of health care costs in the United States resulted from lifestyle choices that could have been avoided. Absenteeism, stress, heart disease, many mental disorders, other chronic illnesses, student attrition, and employee turnover can be greatly reduced, while academic and occupational performance can be greatly increased by making healthy lifestyle changes. Therefore, we will continue support employee health and wellness by:

Action 1: Increasing health, wellness, and recreational programs, services, and activities provided by the University
[Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center].

Action 2: Expanding health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty, and staff
[Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Quad Cities Administrative Team].

Action 3: Evaluating the feasibility of establishing new sports clubs and other areas of campus recreation
[Campus Recreation, Quad Cities Administrative Team].

Action 4: Utilizing the location of the Riverfront Campus adjacent to the Mississippi River and a community bike and pedestrian trail system as a means to increase health, wellness, educational, and community activities
[Quad Cities Faculty and Staff].

<i>Did You Know?</i>
<ul style="list-style-type: none"> • A recent survey by National Public Radio found that only 40% of employees participate in health and wellness programs.
<ul style="list-style-type: none"> • In 2016, the American College Health Association’s demonstrated that 53% of college students reported feeling hopeless and 39% reported feeling so depressed that it was difficult to function during the past year.
<ul style="list-style-type: none"> • The Centers for Disease Control recommends that individuals engage in at least 150 minutes of moderate-intensity and two days of muscle-strengthening exercises every week.
<ul style="list-style-type: none"> • The National Institute of Health estimates that up to 50% of college students are not engaged in physical activity.

Priority 2: Enhance community engagement.

Engagement in cultural, artistic, intellectual, and leadership events is associated with the National Survey of Student Engagement’s High Impact Practices for learning and personal growth. Participation in these events supports analyzing ideas, experiences, and lines of reasoning and artistic display in depth; forming new ideas and understandings; encouraging contact among individuals from different backgrounds; and engaging in lifelong learning.

Participation and support of intercollegiate athletic programs also has many benefits related to personal growth. In discussing these advantages, Dr. Robert Sternberg, Provost at Oklahoma State University sites leadership development and a lifetime fitness ethos for student-athletes; a period of stress relief and prosocial behavior for students; and increased school spirit and pride and for the university and its community.

We will continue to support personal growth by:

- Action 1: Sponsoring University-theme programming and events for students, faculty, staff, and members of our host communities and regions. [*University Theme Committee, First Year Experience Faculty and Staff, University Libraries*].
- Action 2: Providing programming for first-year students that is integrated with the University theme [*First Year Experience Faculty and Staff, University Libraries*].
- Action 3: Supporting high-profile University speakers on both campuses to increase campus and community engagement [*President, Vice President, University Theme Committee, Environmental Summit Planning Committee, Colleges, Departments*].
- Action 4: Providing the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities [*College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery, Quad Cities Student Services*].
- Action 5: Providing professional development opportunities in academic disciplines to members of our host and external communities [*Academic Affairs*].
- Action 6: Enhancing opportunities for lifelong learning of senior citizens [*Non-Credit Programs*].
- Action 7: Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences and nationally [*Board of Trustees, President, Vice President for Student Services, Director of Athletics*].
- Action 8: Demonstrating strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare [*Board of Trustees, President, Athletics*].
- Action 9: Hosting arts and selected athletic events in the Quad Cities to increase community engagement and support for the University [*College of Fine Arts and Communication, Intercollegiate Athletics, Quad Cities Student Services*].

Goal 6: Promote Social Responsibility

The State of Illinois taxpayers, donors, students and their families invest in the *Mission* of Western Illinois University to prepare students to lead in dynamic and diverse communities. And we have a social responsibility to provide safe, accessible, responsive and sustainable environments to support students in fulfillment of these objectives.

Moreover, we have a social responsibility to advance the public good. We are firmly committed to civic engagement and experiential learning in the educational process. We are one of only 8% of the 4,726 Title IV degree-granting institutions across the country to have earned *Community Engagement Status* from the Carnegie Foundation for the Advancement of Teaching. We are included in a select group of institutions recognized for our “Collaboration with our local, state, national, and global communities for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.”

As such, we work with business, industry, education, governmental agencies, municipalities, non-profit agencies, and other individuals from the public and private sectors to make Western Illinois University the partner of choice in advancing educational, organizational, cultural, environmental, community and

economic development in our region and well beyond. At the same time, we rely upon our partnerships to advance the vision, mission, goals, and priorities of the University. We will continue advance our *social responsibility* by:

Priority 1: Providing safe, accessible, responsive campus environments.

The Higher Education Research Institute reports that 24% of new freshmen nationally feel unsafe on campus. We are committed to providing safe and secure learning and living environments for our students, faculty, staff, and guests of the University. Furthermore, our *Campus Master Plans* are designed to provide premier facilities and grounds that premier students, faculty, and staff deserve. As part of our facilities planning and curricular delivery, we are strongly committed to environmental sustainability. All of these commitments are demonstrated by:

Action 1: Supporting educational programs, services, and partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies [*Office of Public Safety, Student Services, Community University Partnership Program*].

Action 2: Enhancing university facilities by:

- a. Implementing accessibility standards in new construction and campus renovation projects [*Facilities Management, Auxiliary Facilities System, Quad Cities Facilities, Office of Equal Opportunity and Access, Americans with Disabilities Advisory Committee, Council on Campus Planning and Usage*].
- b. Pursuing state funding for the highest facility priorities identified in *Campus Master Plans*, which include new facilities and funds to support deferred maintenance [*Board of Trustees; President; Vice Presidents, Planning, Budget and Institutional Research; Physical Plant; Quad Cities Facilities*].
- c. Achieving annual master plan goals and priorities [*Facilities Management, Quad Cities Facilities*].
- d. Applying institutional resources to address permanent improvements (deferred maintenance) and capital renewal [*President's Leadership Team, Facilities Management, Quad Cities Facilities*].

Action 3: Demonstrating statewide and national leadership in environmental sustainability by:

- a. Earning Leadership in Energy and Environmental Design certification in new construction and major renovations [*Facilities Management, Auxiliary Facilities System, Quad Cities Facilities*].
- b. Supporting educational opportunities designed to raise awareness of social, environmental and sustainability issues [*Faculty, Staff, Campus Sustainability Committee, University Libraries*].
- c. Achieving statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations) [*Faculty and Staff*].

Priority 2: Promoting civic engagement and experiential learning

The American Psychological Association defines civic engagement as “individual and collective actions designed to identify and address issues of public concern.” These actions take many forms, including volunteerism, service learning, participation in democratic processes, and other actions designed to address social problems and advance the public good. Civic engagement is consistent with our *Mission of*

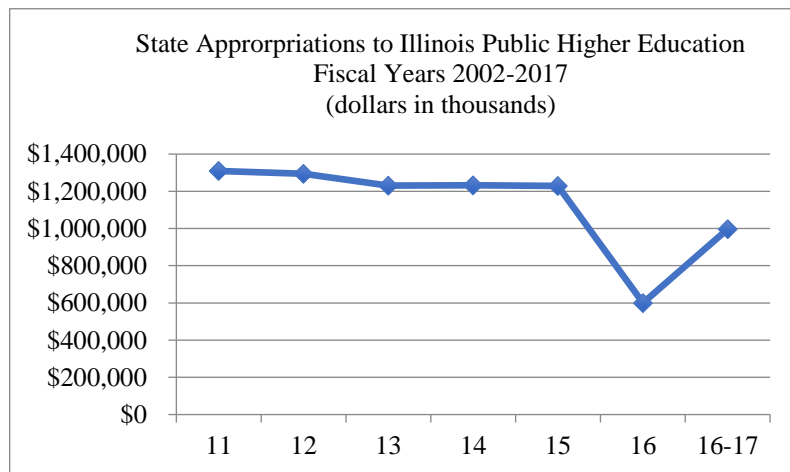
preparing students to lead in their communities. Our alumni have the knowledge, analytical skills, and civic disposition required to address local and global challenges.

Our alumni are prepared to lead and have an immediate impact in their chosen professions. Many Western Illinois University students have had professional experiences through internships, student teaching, simulations, and other forms of experiential learning. The American Association of Colleges & Universities emphasizes the importance of these experiences accompanied by structured reflection because these actions enable students to build practitioner skills in the transition from theory to practice. We will continue to advance students societal and professional preparation by:

- Action 4: Engaging in activities associated with the American Democracy Project *[Academic Affairs, Student Services]*.
- Action 5: Participating in the annual Federal Constitution Day and Martin Luther King Day activities on both campuses *[Academic Affairs, Student Services, Quad Cities Student Services]*.
- Action 6: Supporting student, faculty, and staff actions that are consistent with the University’s Carnegie Foundation Community Engagement Classification *[Faculty and Staff]*.
- Action 7: Receiving institution renewal as a Carnegie Foundation Community Engagement Classification *[Vice President for Quad Cities and Planning, Director of the Illinois Institute for Rural Affairs]*.
- Action 8: Increasing student participation in service learning, internships, student teaching, simulations, and other forms of experiential learning *[Academic Affairs, Student Services]*.

Priority 3: Using partnerships to advance the University’s vision, mission, values, and goals.

Funding partnerships are essential in the new fiscal reality faced by Illinois public higher education. During the historic and unprecedented, Fiscal Year (FY) 2016 and 2017 budget impasse, state appropriations for the Illinois public universities were significantly reduced. Moreover, the Illinois public universities received partial and incremental funding with spending restrictions as opposed to full fiscal year budgets for 2016 and 2017.



At the time of writing this *Strategic Plan*, the Illinois Board of Higher Education has recommended a 2% increase from FY 17 final appropriations (representing a 8% decrease from FY15 levels), and the Governor has recommended level funding (representing a 10% decrease from FY 15 levels). To continue advancing institutional quality, we will secure new sources of revenue to continue the advancement of our University and the students that we serve. This will be accomplished by:

- Action 1: Advocating for the restoration of fair and predictable funding to Illinois public higher education in general and Western Illinois University in particular *[All members of the Western Illinois University Community]*.
- Action 2: Cultivating new and existing donors *[Board of Trustees, President, President’s Leadership Team, Advancement and Public Services, President’s Executive Institute, Deans, Directors, Development Officers]*.

- Action 3: Increasing the value received from external giving [*Board of Trustees, President, President's Leadership Team, Advancement and Public Services, President's Executive Institute, Deans, Directors, Development Officers*].
- Action 4: Developing and launching the next comprehensive fundraising campaign for Western Illinois University [*President, Vice President for Advancement and Public Services, Western Illinois University Foundation*].
- Action 5: Increasing the percent of alumni giving to the University [*Advancement and Public Services, Development Officers, Deans, Chairs*].
- Action 6: Increasing the value received from grants and contracts [*Faculty and Staff*].

Partnerships are also essential to addressing non-financial challenges facing the University. We will work with our alumni and external communities in:

- Action 7: Advocating for changes to statewide policy currently contributing to the statewide teacher shortage [*Provost, Assistant to the President for Governmental Relations, College of Education and Human Services*].
- Action 8: Developing a plan for the Alumni Association that links the goals and actions of this *Strategic Plan* to the work of the Association [*Alumni Association, Alumni Council*].
- Action 9: Consulting with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of this *Strategic Plan* [*President, Vice Presidents, Deans, Chairs, Directors*].

Goal 7: Demonstrate Accountability and Transparency

Every student, alumni, faculty, and staff member represents Western Illinois University. Together, we are responsible for achieving the goals and priorities of this *Strategic Plan*. We will hold ourselves accountable to the successful advancement of the goals and priorities in *Higher Values in Higher Education* to the benefit of our vision, mission and students and communities that we serve. This will be accomplished by:

- Action 1. Using annual Planning and Accomplishments Reports to demonstrate student recruitment plans and outcomes [*All academic departments and administrative units*].
- Action 2. Implementing strategies that help the University place in the top 10% in national rankings of quality, opportunity, and affordability [*Faculty and Staff*].
- Action 3. Continuing to implement the *Priorities and Reinvestment Plan* [*President's Leadership Team*].
- Action 4. Providing:
 - a. Monthly Strategic Plan Updates that summarize actions in progress and related accomplishments [*Vice President, Quad Cities and Planning*].
 - b. Annual Strategic Plan Updates that follows the format of Monthly Strategic Plan Updates, and uses data from annual Planning and Accomplishments Reports as the primary source for documentation [*Vice President, Quad Cities and Planning*].
 - c. Annual Performance Reports to document institutional performance on *Strategic Plan* indicators compared to peer institutions [*Vice President, Quad Cities and Planning; Planning, Budget and Institutional Research*].
- Action 5. Preparing and implementing annual Strategic Plan Supplements to address barriers, challenges, and opportunities unforeseen at the time of writing this edition of *Higher Values in Higher Education*.

- Action 6. Updating this edition of *Higher Values in Higher Education* in academic year 2022-2023 [Social Responsibility Task Force, University Governance Groups, Board of Trustees].
- Action 7. Ensuring the Western Illinois University's ongoing quality and viability by maintaining the University's ongoing relationship with the Higher Learning Commission. This includes:
- a. Submitting Financial and Non-Financial Indicator Reports annually [Vice President for Quad Cities and Planning, Provost's Office, Financial Aid, Institutional Research and Planning].
 - b. Hosting the review of the Quad Cities campus and off-campus locations in academic year 2019-2020, and the Macomb campus on-site visit in academic year 2020-2021 [Vice President for Quad Cities and Planning, Faculty and Staff].
 - c. Engaging in the four-year assurance review in academic year 2024-2025 [Vice President for Quad Cities and Planning, Social Responsibility Task Force].
 - d. Continuing to keep the Board of Trustees and other members of the University community informed of additional required Commission reporting [Vice President for Quad Cities and Planning].

Summary and Conclusion

As members of the Western Illinois University community, we share in the goals of recruiting, retaining, and graduating students as they engage in the discovery, acquisition, and application of knowledge for personal enrichment and in preparation for future occupations and/or graduate and advanced studies. We do so in a manner that is distinctive and nationally recognized by promoting an educational experience inside and outside of the classroom that emphasizes the hallmarks of a Western Illinois University education—academic excellence, educational opportunity, personal growth and social responsibility.

Furthermore, we are nationally recognized for our leadership in quality, opportunity, affordability, community and economic development, and graduating more students than predicted based on academic preparation variables. Additionally, our graduates have lower time-to-degree rates than national averages.

Our student and alumni achievements show that we empower students to become engaged and productive global citizens committed to making a difference in the diverse communities and professions that they represent. Our alumni are leaders in their fields equipped with knowledge, problem solving skills, and community awareness necessary to address the professional, economic, and social issues of our time. Furthermore, we are a strong and resilient institution of higher education.

Despite the historic and unprecedented statewide budget impasse of Fiscal Years 2016 and 2017, and the need to restore fair and predictable funding to Illinois public higher education, we retained our status as a Top 10 Midwestern Regional University by *US News and World Report*, A Best University by the *Princeton Review* for the 14th consecutive year, and as a Best for Vets Institution by *Military Times* EDGE Magazine for the eighth consecutive year.

Additionally, we were one of only 11 colleges and universities from across the United States selected to appear in the U.S. Department of Education's (DOE) *Promising Practices for Improving Student Degree Attainment*. Likewise, we received Minority Access' *Commitment to Diversity Award* and were featured in the DOE report, *Fulfilling the Promise, Serving the Need*.

Simply stated, Western Illinois University's traditions of excellence have and will continue. This will be realized by the successful realization of the goals, priorities, and actions in this *Strategic Plan*.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 18.3/11 Higher Learning Commission: Financial Indicator Report

The Executive Summary of the *Financial Recovery Plan* on the pages that follow provide the context for this *Report*. In short, one of the effects of the historic and unprecedented statewide budget impasse was that all Illinois public universities had to file a “Financial Recovery Plan” with the Higher Learning Commission. Board members were briefed on this matter in December 2018 meetings.

This *Report* begins with February 13, 2018 correspondence detailing the Higher Learning Commission’s *Financial Panel Findings for Western Illinois University*. Three experienced financial reviewers from the Commission concluded that Western’s lower-but now improving financial ratios-are the direct result of “WIU approach[ing] the state-created [fiscal] crisis in a sensible and thoughtful manner.”

While no further Commission action for or reporting from the University is necessary at this time, this *Report* is included in today’s Board meeting for two reasons. First, to uphold the Board’s legal and fiduciary responsibilities; and second, to maintain institutional transparency with regard to budgeting, finances, and the consequences of the statewide budget impasse. Additional supplemental materials on the University’s *Financial Recovery Plan* (i.e., referenced attachments) are available from the Western Illinois University Board of Trustees website.

Western Illinois University
Financial Recovery Plan
December 2017

Executive Summary

This *Plan* is submitted per request of the Higher Learning Commission. It should be read in combination with Western Illinois University's *February 2016* and *December 2016 Submissions* to the Commission (see Attachments A and B). These three documents provide a chronology of the University's actions taken in response to the State of Illinois' historic and unprecedented budget impasse.

Evidence in this *Plan* will show that Western Illinois University's, and all other Illinois public universities, inclusion in financial panels is the direct result of the historic and unprecedented FY16 and 17 statewide budget impasse causing the Illinois public universities to receive partial FY16 funding in the 10th month of the fiscal year and partial funding for FY 17. Never in the 160-year history of Illinois public higher education have these circumstances occurred.

Furthermore, the evidence in this *Plan* will show that annual reporting cycles triggering financial panels do not accurately reflect a one-time, state approved 18-month revenue and expenditure cycle.

Nevertheless, the effects of the statewide budget impasse were pronounced. Results of this plan will show that strong strategic planning processes supported by mission-driven conservative fiscal management resulted in the creation of an even stronger, more resilient, viable institution for the 21st century. Furthermore, we continued to advance in national rankings despite the budget impasse.

With strength and resolve, Western Illinois University will continue to provide a quality, well-rounded education to high-achieving, diverse students. We will also continue advancement of the institutional vision to provide national leadership in quality, opportunity, and affordability.

Background and Context

Western Illinois University is one of 12 Illinois public universities. We are a regional master's granting institution serving 9,441 students (82% undergraduate and 18% graduate) in fall 2017 with 66 undergraduate degree programs, 38 graduate degree programs, and two doctoral programs. The faculty own and deliver a curriculum that includes the humanities, social sciences, fine arts, business, education, and a number of pre-professional and technical fields of study at its main campus in Macomb, branch campus in Moline, and through the State's first and largest distance education program. Faculty also provide off-campus instruction across Illinois and in Davenport, Iowa.

Western Illinois University has been continuously accredited by the Commission since 1913. The last reaffirmation of accreditation was in academic year 2010-2011, with no follow up visits or reports-the highest distinction a university can achieve. Western is an open pathways institution. We are currently completing the fourth and final year of participation in the Commission's Persistence and Completion Academy (PCA), and our second year of Commission-approved Quality Initiative (QI) priorities. This includes updating the University's *Higher Values in Higher Education* Strategic Plan; increasing enrollment, retention, and graduation rates; continuing participation in the PCA; and, engaging in fiscal reduction and reinvestment, while continuing to advance in national ranking systems.

As a member institution of the Higher Learning Commission, Western Illinois University is subject to monitoring by the Commission to assure and advance quality in areas related to the criteria for accreditation; financial and non-financial indicators; change of control, structure or organization transaction; substantive change; complaints; conformity with *Assumed Practices*; and other Commission review areas.

With this in mind, the University was notified by the Higher Learning Commission on November 14, 2017 to submit a "Financial Recovery Plan" addressing four specific Commission questions by December 11, 2017. Follow up conversations with the Commission's Associate Vice President for Accreditation Processes and Systems indicated that all public institutions from the 19 states that the Commission serves with decreased and/or delayed appropriations causing financial indicators to fall below Commission thresholds are required to engage in a financial panel.

Western Illinois University's, and all other Illinois public universities, inclusion in financial panels is the direct result of the historic and unprecedented FY16 and 17 statewide budget impasse that caused the Illinois public universities to receive partial FY16 funding in the 10th month of the fiscal year and partial funding for FY 17. Never in the 160-year history of Illinois public higher education have these circumstances occurred.

Nor have the Illinois public universities ever been allowed to apply an annual appropriation across fiscal years. As a result, annual reporting cycles also triggering financial panels do not accurately reflect a one-time 18-month revenues and expenditure cycle. FY18 appropriations with spending authority concluding at the end of the fiscal year have been made and funds are being incrementally received by institutions. The State does not provide a lump sum payment at the start of the fiscal year.

With causes of financial reporting identified, this *Plan* focuses on the future of Western Illinois University. As will be shown, strong strategic planning processes and mission-driven conservative fiscal management has supported the creation of an even stronger, more resilient, viable institution for the 21st century that will continue in the mission and tradition of providing a quality, well-rounded education to high-achieving, diverse students, and the advancement of the institutional vision in national leadership in quality, opportunity, and affordability.

Higher Learning Commission Questions

1. Explain the history of CFIs and the components of the ratios that have contributed to being in the zone or below the zone.

Historical Financial Ratios

Table 1 provides a summary of Western Illinois University’s operations costs by source of funds to inform discussions on institutional expenditures and financial ratios for Fiscal Years (FYs) 2011-2015. In providing context to these data, the State of Illinois was experiencing cash flow issues resulting in decreased and delayed state appropriations for all 12 Illinois public universities during this time. Figure 1 shows that appropriated funds reductions at Western Illinois University were of similar magnitude to the other 11 Illinois public universities.

Table 1
Institutional Revenue by Source of Funds
Fiscal Years 2011-2015
(\$ in Thousands)

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
General Revenue Funds	\$56,182.7	\$55,548.3	\$52,167.8	\$52,755.1	\$51,465.2
Income Funds	60,882.9	68,668.8	71,496.0	73,188.4	74,907.5
Local Grants	151.9	156.7	178.2	167.4	161.9
State Grants	3,607.4	3,356.8	3,281.9	3,307.5	3,272.8
Federal Grants	25,902.2	28,240.3	25,077.8	26,609.0	27,349.4
Private Gifts, Grants, and Contracts	1,721.6	2,113.7	1,635.7	1,699.2	1,487.8
Sales & Service of Auxiliary	48,365.9	49,185.0	52,613.5	49,260.8	48,447.6
Other/Indirect Cost Recovery	21,527.7	21,507.3	21,820.3	25,121.3	23,896.2
Total	<u>\$218,342.3</u>	<u>\$228,776.9</u>	<u>\$228,271.2</u>	<u>\$232,108.7</u>	<u>\$230,988.4</u>

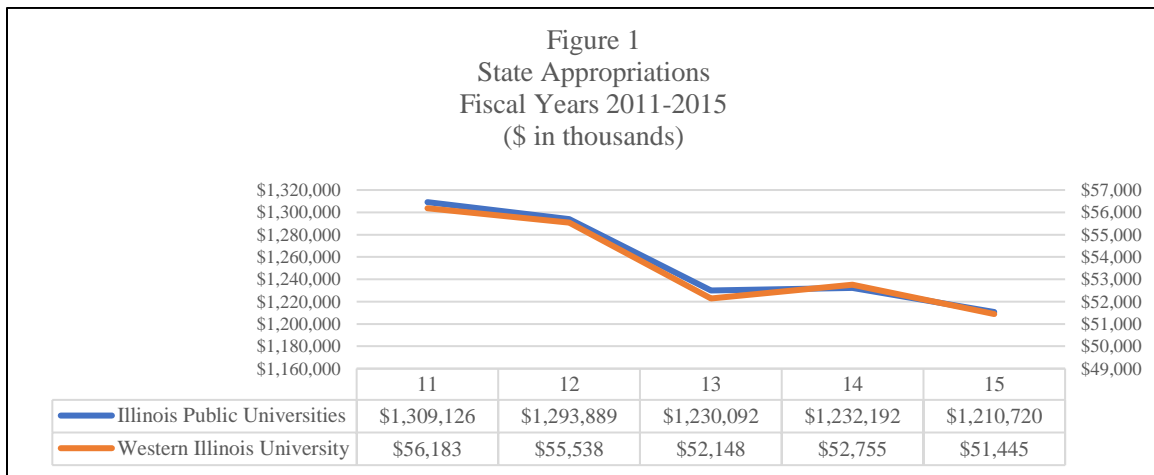


Table 2 presents Western’s historic financial ratios presented to the Commission in *Annual Institutional Data Updates* between Fiscal Years (FYs) 11-15. Despite the State’s fiscal condition and funding practices to Illinois public universities, Western Illinois University maintained its fiscal health as evidenced by:

- Composite Financial Indicator ratios “above the zone,” as identified by criteria in *Strategic Financial Analysis for Higher Education: Identifying, Measuring & Reporting Financial Risks (Seventh Edition)*, by KPMG LLP; Prager, Sealy & Co., LLC; Attain LLC.

- Primary reserve ratios demonstrating fiscal stability. A negative or decreasing trend over time would have indicated a weakening financial condition.
- Net operating ratios showing institutional operations with a surplus in four of the last five years, therefore enabling the University to carry forward funds in conjunction with limitations established in Illinois statutes for public institutions.
- Net asset ratios showing availability of additional expendable net assets to satisfy debt obligations.
- Strong viability ratios, with only the FY15 ratio reflecting a decrease resulting from the volatile state economy.

Table 2
Western Illinois University's Historic Financial Ratios
Fiscal Years 2011-2015

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

To compensate for reduced and delayed appropriations and maintaining its fiscal health between FY11 and 15, the University:

- Restricted spending, monitored travel, and limited replacement hiring.
- Negotiated delayed salary increases with collective bargaining units.
- Cancelled salary increases for non-negotiated personnel.
- Increased university reserves and carefully monitored cash balances.
- Introduced retirement incentives.
- Implemented zero-based budgeting within Academic Affairs.
- Consolidated 18 academic departments/units into 10, and four technology units into one.
- Centralized reporting lines for admissions, advisement, and the School of Graduate Studies between campuses.
- Held at least 25% of annual GRF departmental operating budgets,

Results from these actions reduced state appropriated budgets by \$14.2 million in personal services and \$2.7 million in operating, totaling a \$16.9 million cost savings and avoidance to the University. The size of the University workforce (headcount) decreased by 163 employees (52 faculty and 111 staff) during this time. The academic core was protected by engaging in 2:1 staff-to-faculty reductions. There were only three layoffs and no furloughs during this time.

Table 3 provides further evidence of protecting the academic core and engaging in mission-driven spending. Western Illinois University maintained 66% of all institutional expenditures on academics and academic support during the period of delayed and reduced appropriations.

(In Thousands of \$)	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Instruction	\$79,449.2	\$77,370.8	\$77,267.6	\$77,237.5
Organized Research	6,074.1	3,540.3	3,535.5	3,083.6
Public Service	14,774.0	12,694.3	13,970.1	14,142.2
Academic Support	8,701.9	8,925.6	8,847.8	8,829.6
Student Services	41,066.6	42,830.7	48,119.7	49,661.2
Subtotal-Dollars	<u>\$150,065.8</u>	<u>\$145,361.7</u>	<u>\$151,740.7</u>	<u>\$152,954.1</u>
Subtotal-Percent	65.6%	63.7%	65.4%	66.2%
Institutional Support	9,277.7	9,473.6	9,675.4	10,238.6
O&M of Physical Plant	30,200.5	30,446.2	31,023.6	27,711.3
Independent Operations	34,944.1	38,651.4	35,090.6	35,419.8
CMS Group Health Insurance	2,724.2	2,735.9	2,909.5	2,998.1
FICA/Medicare	1,564.6	1,602.4	1,668.9	1,666.5
Total	<u>\$228,776.9</u>	<u>\$228,271.2</u>	<u>\$232,108.7</u>	<u>\$230,998.4</u>

Employee and budget reductions could have been deeper had the University not maintained historic efficiency. Tables 4 and 5 show that Western Illinois University consistently places below the statewide average on instructional and administrative costs per credit hour. Using FY15 as an example, Western was third and second lowest of the 12 Illinois public universities on these measures, respectively. Instructional costs were 11.7% below the statewide average, and administrative costs were 20.5% below the statewide average.

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

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

Historic and Current Financial Ratios

Table 6 displays Western Illinois University's revenue from all sources of funds to inform discussions on institutional expenditures and financial ratios for FY16. There are three important factors to understand before evaluating Western Illinois University's (and all other Illinois public universities) FY16 financial indicators.

First, data reported for Western Illinois University (and all other Illinois public universities) reflects the effects of the historic and unprecedented two-year statewide budget impasse. Historically, Illinois public universities have received notification of the value of state appropriations for the next fiscal year (July 1) before the end of the current fiscal year (June 30). The Illinois public universities would have received FY16 appropriation notifications before June 30, 2015 if past 158-year practice was adhered to by the Governor and General Assembly.

However, FY16 appropriations were not made until April 2016-the 10th month of the fiscal year and 22 months since the last (FY15) appropriations were made. Moreover, these appropriations were referred to as "Stop Gap I" by the Illinois General Assembly to indicate that partial FY16 appropriations were being made at the time that *Senate Bill 2059* and *Public Act (PA) 99-502* were passed.

Western Illinois University received \$14.9 million in Stop Gap I. This appropriated amount represented 29% of University's \$51.4 million FY15 appropriation. Table 7 shows similar percentage values were received by the other Illinois public universities, with the exception of Chicago State that received additional funding due to fiscal and enrollment challenges.

	FY 15 Appropriation (PA 99-01)	FY16 Appropriation (PA 99-502)	FY 16 as a Percent of FY 15
Chicago State	\$36,330,500	\$20,107,300	55.3%
Eastern Illinois	42,975,700	12,456,500	29.0%
Governors State	24,062,100	6,974,400	29.0%
Illinois State	72,226,700	20,934,900	29.0%
Northeastern Illinois	36,898,800	10,695,100	29.0%
Northern Illinois	91,092,700	26,403,200	29.0%
Western Illinois	51,445,200	14,911,400	29.0%
Southern Illinois	199,558,500	57,482,200	28.8%
University of Illinois	647,186,400	180,094,100	27.8%
Total	<u>\$1,201,776,60</u>	<u>\$350,059,100</u>	<u>29.1%</u>
	<u>0</u>		

¹Sothern Illinois University receives one appropriation for the Carbondale and Edwardsville campuses and central administration. The University of Illinois also receives one appropriation for its Chicago, Springfield, and Urbana/Champaign campuses and central administration. The other Illinois public universities do not receive a central administration appropriation.

Sources: IBHE: *Fiscal Year 2016 and 2017 Appropriations for Higher Education Overview Stop Gap I and Stop Gap II (Updated August 20, 2016)*

Second, values reported in Table 6 were the basis for audited financial statements and resultant financial indicator reporting to the Higher Learning Commission. However, they do not reflect final FY16 spending authority for Western Illinois University or any other Illinois public university.

At the end of June and start of July the Illinois public universities received additional appropriations (termed Stop Gap II by the Illinois General Assembly) that could be applied to FY16 or FY17 expenses through *Senate Bill 2047* and *Public Act 99-524*. These values are displayed in Table 7.

Table 7 shows that Western Illinois University received an additional \$39.8 million for use with FY16 or FY17 expenditures, and raised the University’s total FY16-17 appropriations to \$54.7 million.

With regard to Western Illinois University’s Stop Gap II appropriation, the University received \$31.4 million from the Governor and General Assembly, and an additional \$8.4 million from the Illinois Board of Higher Education (IBHE). The IBHE recognized the University’s best practices of responsible financial stewardship and new freshmen enrollment stabilization. Also receiving funding from the IBHE were Chicago State University (\$3.0 million) and Eastern Illinois University (\$5.6 million).

Table 7
General Funds Appropriations
Fiscal Years 2015 and 2016-2017

	FY 15 Appropriation (PA 99-01)	SB 2059 (PA 99-502) Stop Gap I	FY 2016-2017 SB 2047 PA 99-524 Stop Gap II	Total Stop Gaps For 18 Months
Chicago State	\$36,330,500	\$20,107,300	\$12,590,000	\$32,697,300
IBHE Funding	--	--	3,020,100	3,020,100
Total	36,330,500	<u>20,107,300</u>	<u>15,610,000</u>	<u>35,717,400</u>
Eastern Illinois	42,975,700	12,456,500	26,222,000	38,678,500
IBHE Funding	--	--	5,582,000	5,582,000
Total	42,975,700	<u>12,456,500</u>	<u>31,804,000</u>	<u>44,260,000</u>
Governors State	24,062,100	6,974,400	12,757,000	19,731,400
Illinois State	72,226,700	20,934,900	38,291,000	59,225,900
Northeastern Illinois	36,898,800	10,695,100	19,562,000	30,257,100
Northern Illinois	91,092,700	26,403,200	48,293,000	74,696,200
Western Illinois	51,445,200	14,911,400	31,389,000	46,300,400
IBHE Funding	--	--	8,397,900	8,397,900
Total	--	<u>14,911,400</u>	<u>39,786,900</u>	<u>54,698,300</u>
Southern Illinois	199,558,500	57,482,200	106,156,000	163,638,200
University of Illinois	647,186,400	180,094,100	350,599,000	530,693,100
Total	<u>\$1,201,776,600</u>	<u>\$350,059,100</u>	<u>\$665,859,000</u>	<u>\$1,015,918,100</u>

Source: IBHE: Fiscal Year 2016 and 2017 Appropriations for Higher Education Overview Stop Gap I and Stop Gap II (Updated August 20, 2016) and IBHE Fiscal Year 2017 Supplemental Allocation of Financial Support for Essential Operations.

Third, following direction from the Illinois Board of Higher Education (the State's coordinating board for Illinois public higher education), and adhering to Illinois Legislative Audit Commission guidelines required that the Illinois public universities only included Stop Gap I funding in audited financial statements. Financial statements are the basis for which Commission financial indicators are reported.

Western Illinois University financial ratios underestimate actual revenue received by \$39.8 million, or 72.8% of the revenue received for use with FY16-17 expenses. The University is concerned that annual fiscal year reporting on an 18-month appropriation and spending cycle does not reflect the fiscal reality of the institution or other Illinois public universities. With these terms and caveats, Table 8 displays Western Illinois University's operation costs by source of funds for FY15-17.

Table 8
 Operation Costs by Source of Funds
 Fiscal Years 2015-2017
 (\$ in Thousands)

	<u>FY2015</u>	<u>FY2016</u>	<u>FY2017</u>
General Revenue Funds or Education Assistance Fund	\$51,465.2	\$14,931.4	\$51,465.2
Income Funds	74,907.5	74,546.9	52,941.7
*Income Fund Reserve	-	30,676.9	-
IBHE Allocation	-	-	8,397.9
Local Grants	161.9	137.8	141.5
State Grants	3,272.8	2,341.8	2,844.8
Federal Grants	27,349.4	26,411.5	25,925.1
Private Gifts, Grants, and Contracts	1,487.8	1,258.0	1,238.5
Sales & Service of Auxiliary	48,447.6	45,783.1	42,950.8
Other/Indirect Cost Recovery	23,896.2	22,798.5	20,572.4
Total	<u>\$230,988.4</u>	<u>\$218,885.9</u>	<u>\$206,477.9</u>

Components of the Ratios that have contributed to Western Illinois University being in the Zone

Table 9 presents the University's current and historic financial indicators as reported to the Commission in March 2017. Again, the University's data are based on funding and expenses associated with Stop Gap I alone. The reporting does not include revenue received from Stop Gap II.

Table 9 Western Illinois University's Historic and Current Financial Ratios Reported to the Higher Learning Commission Fiscal Years 2011-2016						
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Composite Financial Indicator	3.60	2.90	1.70	2.75	1.47	(0.30)
Primary Reserve Ratio	0.25	0.27	0.26	0.25	0.26	0.16
Net Operating Revenue Ratio	0.06	0.04	0.00	0.01	(0.01)	(0.15)
Return on Net Assets Ratio	0.18	0.12	0.04	0.13	0.02	(0.14)
Viability Ratio	0.73	0.70	0.75	0.77	0.86	0.56

The primary cause of the University's Composite Financial Indicator being in the zone is 12-month reporting practices that do not follow 18-month appropriation and spending authorization cycles. FY16 reporting is based on Stop Gap I funding. Likewise, FY17 reporting will be based on Stop Gap II funding. FY17 reporting will see revenue increases. State appropriations included in the University's FY17 financial indicators will increase from \$14.9 million in FY16 to \$39.8 million in FY17. This is an increase of \$24.9 million (167%).

FY18 will see the realignment of 12-month reporting, appropriation and spending authority cycles. With the July 2017 passage of *Illinois Public Act 100-0021*, the reported value of appropriations included in the University's FY18 financial indicators will again increase from \$39.8 million in FY17 to \$46.3 million in FY18. This is an additional increase of \$6.5 million (16.3%).

However, as Table 10 shows, all Illinois public universities are being state funded at 90% of the value of FY15 appropriations. Chicago State received less of a reduction as it continues to address enrollment and

financing challenges. The University of Illinois received increased funding (\$616,000) for the Illinois Fire Services institute, and Southern Illinois University received increased funding (\$1.0 million) for the National Corn to Ethanol Research Institute.

	FY 15 Appropriation (PA 99-01)	FY18 Appropriation (PA 100-0024)	FY 18 as a Percent of FY 15
Chicago State	\$36,330,500	\$34,604,400	95.2%
Eastern Illinois	42,975,700	38,686,100	90.0%
Governors State	24,062,100	21,656,000	90.0%
Illinois State	72,226,700	65,004,000	90.0%
Northeastern Illinois	36,898,800	33,209,000	90.0%
Northern Illinois	91,092,700	82,019,500	90.0%
Western Illinois	51,445,200	46,320,700	90.0%
Southern Illinois	199,558,500	182,190,800	91.3%
University of Illinois	647,186,400	588,994,600	91.0%
Total	<u>\$1,201,776,600</u>	<u>\$1,092,685,100</u>	<u>90.9%</u>

Sources: IBHE: Fiscal Year 2016 and 2017 Appropriations for Higher Education Overview Stop Gap I and Stop Gap II (Updated August 20, 2016)

Reduced appropriated funding makes institutional actions reported in the next two sections of this *Plan* especially important. As will be shown, Western Illinois University continues to use strategic planning processes to advance the University.

With regard to the University's current financial ratios, in addition to the effects on the University's Composite Financial Index, restricting reporting to Stop Gap I funding had the following effects on the University's FY16 financial ratios.

- Primary Reserve Ratio: Institutional unrestricted net assets and the resultant numerator are artificially low. This caused the overall ratio to decrease.

	FY14	FY15	FY16
Unrestricted Net Assets	\$64,965,300	\$67,805,400	\$35,751,580
Expendable Restricted Net Assets	13,159,300	14,108,700	14,992,880
Numerator Total	\$78,124,600	\$81,914,100	\$50,744,460
Operating Expenses	\$303,916,760	\$313,905,700	\$303,916,760
Non-Operating Expenses	4,907,900	4,513,900	3,783,110
Denominator Total	\$310,235,700	\$318,419,600	\$307,699,870
Primary Reserve Ratio	0.25	0.26	0.16
Primary Reserve Ratio CFI	0.66	0.68	0.43

- Net Operating Revenue Ratio: Institutional net non-operating revenues and the resultant numerator ratio are artificially low. The same is true for non-operating revenues and the corresponding

denominator. These factors caused the magnitude of the net operating revenue ratio to artificially increase.

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
Institutional Operating Income (loss)	(\$161,702,700)	(\$166,844,900)	(\$165,591,190)
Net Non-Operating Revenues	166,162,000	162,423,200	126,569,820
Numerator Total	\$4,459,300	(\$4,421,700)	(\$39,021,370)
Operating Revenues	\$143,625,000	\$147,060,800	\$138,325,570
Non-Operating Revenues	171,069,800	166,937,100	130,352,930
Denominator Total	\$314,694,800	\$313,997,900	\$268,678,500
Net Operating Revenue Ratio	0.01	(0.01)	(0.15)
Net Operating Revenue CFI	0.11	(0.11)	(0.40)

- Return on Net Assets Ratio: The change in net assets and the resultant numerator are artificially low. This caused return on net assets ratio to be artificially negative.

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
Change in Net Assets	\$32,317,400	\$4,828,900	(\$37,892,980)
Total Net Assets (beginning of year)	\$242,546,600	\$272,367,800	\$269,576,060
Return on Net Assets Ratio	0.13	0.02	(0.14)
Return on Net Assets CFI	1.33	0.18	(0.80)

- Viability Ratio: Expendable net assets and the resultant numerator are artificially low. This caused this viability ratio to artificially decrease.

	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>
Expendable Net Assets	\$78,124,600	\$81,914,100	\$50,744,460
Institutional Long-Term Debt	\$101,058,000	\$95,237,400	\$90,007,140
Viability Ratio	0.77	0.86	0.56
Viability CFI	0.65	0.72	0.47

2. Determine the revenue and expense components that had the greatest impact on the institution's financial health.

The greatest impacts on Western Illinois University as a result of the historic and unprecedented two-year statewide impasse were on faculty and staff salaries, capital projects, cash flow, institutional reporting, and reserves.

- Faculty and Staff Salaries: Western Illinois University’s *Higher Values in Higher Education 2012-2022 Strategic Plan* includes a priority to “Provide faculty and staff salaries that meet and exceed the mean of peer institutions.” In FY14 and 15 the University awarded across the board raises of 3.5% and 2.0% to negotiated and non-negotiated employees. Faculty and Academic Support Personnel (who are represented by the University Professionals of Illinois) received a 2.0% raise in FY16. Table 12 shows average faculty salaries during the period in which the University was able to award raises.

	FY13		FY14		FY15		FY16	
	<u>N</u>	<u>Avg.</u>	<u>N</u>	<u>Avg.</u>	<u>N</u>	<u>Avg.</u>	<u>N</u>	<u>Avg.</u>
Professor	170	\$92,990	182	\$96,358	178	\$98,763	176	\$101,437
Associate	155	73,675	146	76,188	143	78,881	153	80,589
Assistant	180	60,768	168	62,282	150	62,120	133	63,649
Instructor	103	44,564	107	42,579	102	45,484	103	47,067
Lecturer	9	43,822	10	45,443	11	41,138	8	44,024
Total	617	\$69,936	613	\$71,997	584	\$74,092	573	\$76,524

Source: Western Illinois University 2016 Fact Book, www.wiu.edu/IRP/factbook.php

The University has not been able to continue with salary increases due to delayed and decreased state funding. Administrative/professional and civil service personnel earning more than \$40,000 annually were placed a furlough program described in Section 4 of this *Plan* during FY16. Furloughs continued during FY17 and FY18 for administrative personnel. Faculty deferred a negotiated 3.0% raise during this time.

- Capital Projects: Western was in process of bidding for the construction of a new Center for Performing Arts (CPA), a \$71.8 million project, when state capital funding was frozen. A total of \$5.0 million allocated for Phase III planning for the Quad Cities campus was also frozen. Although the State has resolved the operating budget impasse, capital spending has not been appropriated or authorized.

When funding is released, the University will resume work on the CPA project that includes a 1,400-seat proscenium theatre auditorium, 250-seat thrust stage, and 150-seat studio theatre. Phase III will support a new facility for science, engineering, mathematics, and technology instruction, research, and service in the Quad Cities.

The freezing of capital expenditures also hurts our host communities and region. In addition to one-time construction benefits, Western has an annual \$473 million economic impact in our immediate 16-county service region.

- Cash Flow: The President’s Leadership Team (President and Vice Presidents) has met weekly to monitor institutional revenue, expenses, and reserves since FY11. This was the first year that the State not only continued to decrease appropriations, but also moved from lump sum appropriations to payment throughout the fiscal year.
- Institutional Reporting: Table 13 documents state appropriations between FY02 and 16. It also illustrates the magnitude and complexity of comparisons when annual reporting is compared to 18-month revenue and spending practices. Specifically:

- The 2016 display only includes Stop Gap I funding. It was the basis for current financial indicator reporting.
- The 2017 display only includes Stop Gap II funding. It will be the basis for the next financial indicator reporting.
- The 16-17 display includes Stop Gap I and II funding. It is not included in financial indicator reporting. However, it is the only one of the three displays to have cumulative percentage comparisons, as it is the only display that reflects current fiscal reality.

Table 13
Illinois Public Universities General Revenue Appropriations
Fiscal Years 2002-2017

(in thousands of dollars)		\$ Difference		% Difference	
		<u>Annual</u>	<u>Cumulative</u>	<u>Annual</u>	<u>Cumulative</u>
2002	1,496,839.5	--	--	--	--
2003	1,411,720.3	-\$85,119.2	-\$85,119.2	-5.7%	-5.7%
2004	1,303,564.7	-108,155.6	-193,274.8	-7.7%	-12.9%
2005	1,301,632.9	-1,931.8	-195,206.6	-0.1%	-13.0%
2006	1,316,938.8	15,305.9	-179,900.7	1.2%	-12.0%
2007	1,321,279.4	4,340.6	-175,560.1	0.3%	-11.7%
2008	1,357,067.3	35,787.9	-139,772.2	2.7%	-9.3%
2009	1,393,588.6	36,521.3	-103,250.9	2.7%	-6.9%
2010	1,393,838.6	-103,001	-103,000.9	-7.4%	-6.9%
2011	1,309,126.0	-84,713	-187,713.5	-6.1%	-12.5%
2012	1,293,889.3	-15,237	-202,950.2	-1.2%	-13.6%
2013	1,230,092.0	-63,797	-266,747.5	-4.9%	-17.8%
2014	1,232,192.0	2,100	-264,647.5	0.2%	-17.7%
2015	1,229,438.5	-2,754	-267,401.0	-0.2%	-17.9%
2016	350,059.1	-879,379.4	-1,146,780.4	-71.5%	--
2017	665,859.0	315,799.0	-830,980.5	90.2%	--
16-17	\$1,015,918.1	-213,520.4	-480,921.4	-17.4%	-35.3%

Despite decreased and delayed appropriations shown in Table 14, Western Illinois University has not delayed or defaulted on payments to external vendors. However, due to increased approvals and regulations, and delayed payment by the State of Illinois, there are times when it is a challenge to contract for goods and services. The University cannot promise when payments by the State will be made.

(in thousands of dollars)		\$ Difference		% Difference	
		Annual	Cumulative	Annual	Cumulative
2002	\$64,306.7	--	--	--	--
2003	61,126.0	-\$3,180.7	-3,180.7	-4.9%	-4.9%
2004	56,091.1	-5,034.9	-8,215.6	-8.2%	-12.8%
2005	56,091.1	0.0	-8,215.6	0.0%	-12.8%
2006	57,297.7	1,206.6	-7,009.0	2.2%	-10.9%
2007	57,029.3	-268.4	-7,277.4	-0.5%	-11.3%
2008	58,287.5	1,258.2	-6,019.2	2.2%	-9.4%
2009	59,919.6	1,632.1	-4,387.1	2.8%	-6.8%
2010	59,919.6	0.0	-4,387.1	0.0%	-6.8%
2011	56,182.7	-3,736.9	-8,124.0	-6.2%	-12.6%
2012	55,538.3	-644.4	-8,768.4	-1.1%	-13.6%
2013	52,147.8	-3,390.5	-12,158.9	-6.1%	-18.9%
2014	52,755.1	607.3	-11,551.6	1.2%	-18.0%
2015	52,629.3	-125.8	-11,677.4	-0.2%	-18.2%
2016	14,911.4	-37,717.9	-49,395.3	-71.7%	--
2017	39,786.9	24,875.5	-24,519.8	166.8%	--
16-17	\$54,698.3	\$2,069	-\$9,608.4	3.9%	-14.3%

- Reserves: With the advent of state cash flow issues (delayed appropriated funding), Western Illinois University began strategically growing the appropriated funds reserve. Figure 2 shows that it had increased from less than \$6.0 million in FY07 and 08 to a high of \$23.6 million in FY15. These funds and \$7.7 million from unrestricted non-appropriated funds were used to keep the University operating during FY16.

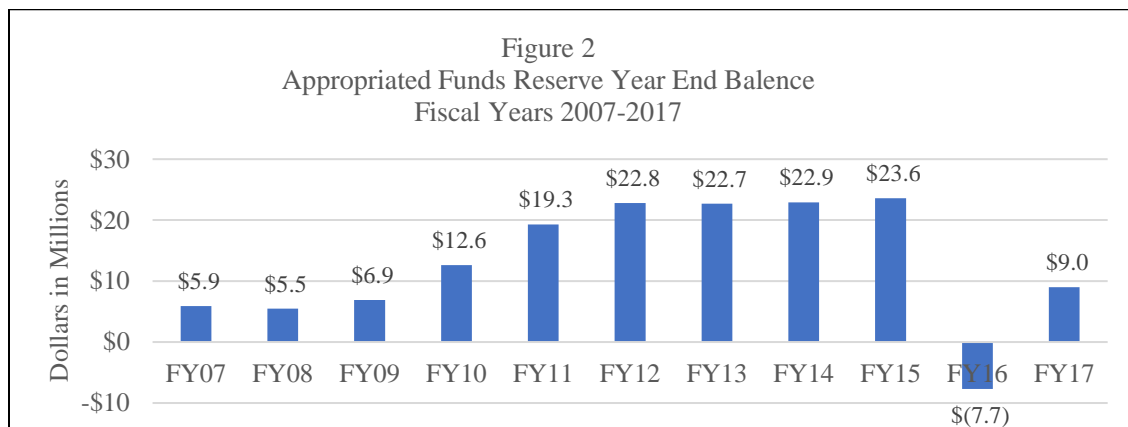
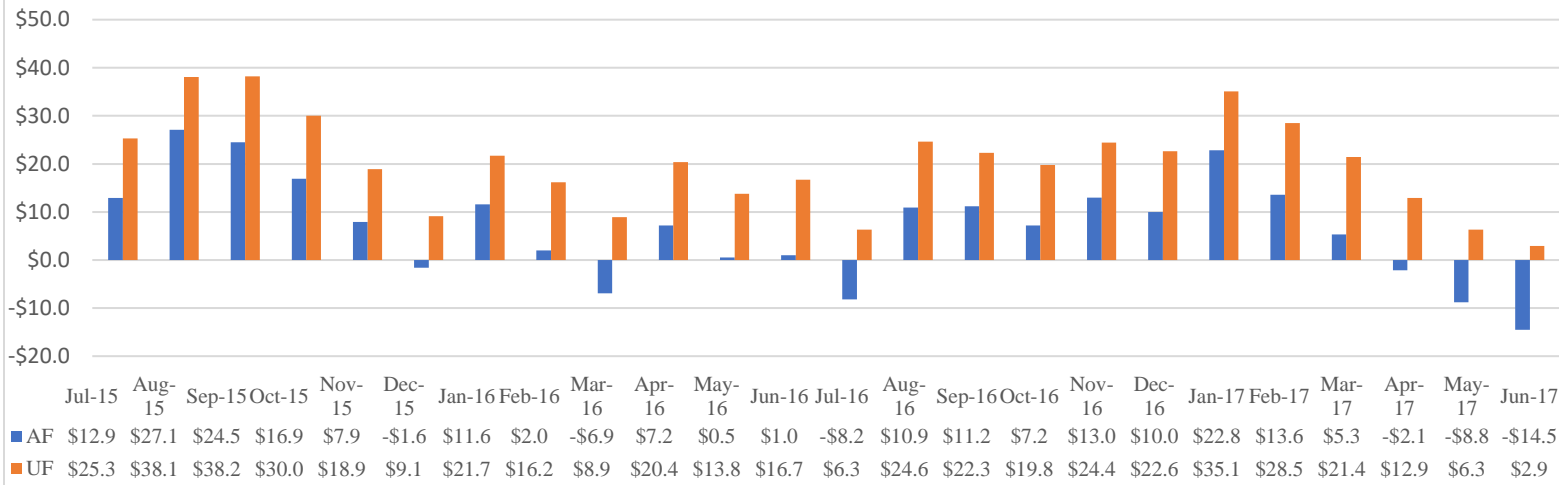


Figure 3
Cash Flow History: Appropriated Funds (AF) and Unrestricted Funds (UF)
Fiscal Years 2015-2017



Western Illinois University’s financial health continues to improve as an aftermath of the statewide budget impasse.

- Through planning and budgeting processes described in Sections 3 and 4 of this *Plan*, the appropriate funds reserve balance was restored to \$9.0 million at the end of FY17.
- The State has been following its disbursement schedule for FY18 appropriations.
- Because restricted funds cannot be used in addressing institutional cash flow issues per Illinois Legislative Audit Commission guidelines, the University continued to pay down facilities debt from bonds and certificates of participation status. Total institutional debt decreased from \$101.1 million in FY14 to \$90.0 million at the end of FY16.
- Western Illinois University is the only Illinois public university to have a FY17 positive outlook from Standard & Poor’s. All other Illinois public universities and the State are rated as stable.

3. Identify specific strategies that have been implemented to re-establish financial health). Indicate how and when those strategies were implemented, results achieved, gaps in the results, and new strategies planned for continued improvement.

Western Illinois University operates according to its *Higher Values in Higher Education 2012-2022 Strategic Plan*. Through the University’s Quality Initiative for the Higher Learning Commission, Western has enhanced continuity and precision in strategic planning. Annual Strategic Plan Supplements initiated in academic year 2016-2017 enable the University to continue advancing the vision of becoming the leader in quality, opportunity, and affordability, while adjusting tactical actions (where appropriate) to unforeseen and unpredictable circumstances at the time of writing the *2012-2022 Strategic Plan*. The largest of these circumstances being the historic and unrepresented statewide budget impasse. The process of developing and implementing annual Strategic Plan Supplements, therefore, serves as a catalyst to continuous institutional improvement.

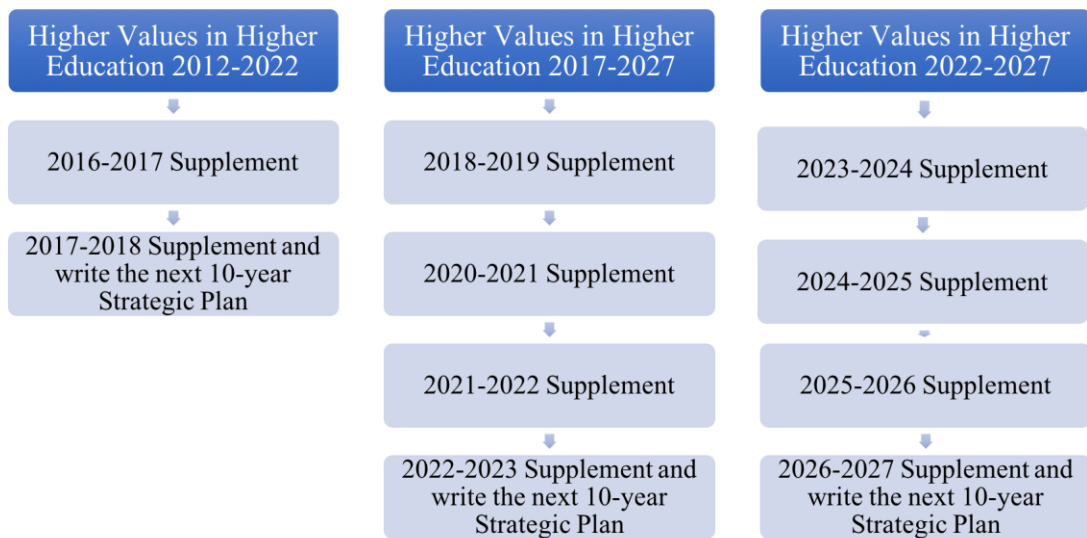
As shown in Figure 4, Western Illinois University has implemented priorities associated with six goals (engaging in university growth through demonstrating accountability) since academic year 2012-2013 as we seek to become a national leader in quality, opportunity, and affordability. Through annual *Strategic Plan Supplements*, the University specifically focused on stabilizing enrollment through increasing business acumen during academic year 2016-2017; and is currently focusing on stabilizing enrollment, enhancing educational opportunities, expanding community engagement, and increasing external funding. Copies University’s Strategic Plan and Strategic Plan Supplements are available at www.wiu.edu/university_planning/strategicplan.php

Figure 4
Interrelationships between Western Illinois University’s Strategic Plan
And Strategic Plan Supplements



Presently, the University is also creating the next ten-year Strategic Plan, Higher Values in Higher Education 2017-2027. The next Strategic Plan Supplement will be implemented in academic year 2018-2019. Figure 5 displays the University’s planning calendar through academic year 2026-2027. Reading down the columns shows how annual Strategic Plan Supplements will inform pursuit of ten-year strategic plan goals and priorities.

Figure 5
Western Illinois University Planning Calendar
Academic Years 2016-17 through 2026-27

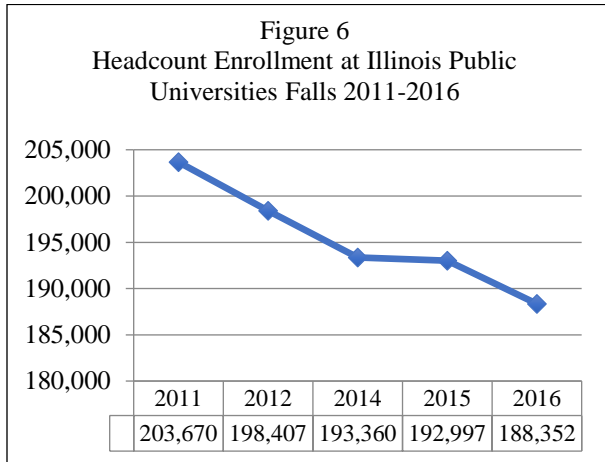


Changes resulting from the University’s Strategic Plans and Strategic Plan Supplements are numerous. These are documented in annual *Strategic Plan Updates* presented to the Board of Trustees each fall, and are available at www.wiu.edu/university_planning/annualstrategicplanupdates.php and in Attachments C and D. Sample accomplishments resulting from Strategic Plan Supplement implementation include:

- Stabilizing fall 2016 new freshmen enrollment.
- Achieving a record number of degree-seeking international students (462) enrolled at the University.
- Enrolling a record number of students (1,000) in Centennial Honors College during fall 2017. The number of student participants equates to 13.2% of the University’s total undergraduate enrollment.
- Launching the President’s Executive Institute (PEI) to help support external partnerships with education, business, industry, and non-profit communities. Initial efforts focused on creating or enhancing 67 university partnerships with 38 partner organizations, and current accomplishments include:
 - Hosting 19 Education Summits with 144 participants during FY17 to discuss regional needs and partnerships with Western Illinois University.
 - Reinstating the University’s Teacher Education Recruitment Fair, with 30 schools recruiting 42 graduates in spring 2017.
 - Conducting partnership meetings at 29 community colleges, resulting in new institutional agreements and stronger working relationships. Currently, 63% of transfer students accepted enroll at Western Illinois University. This is up from 61% in fall 2016.
 - Opening the Quad Cities Small Business Development/International Trade Center to further expand the annual economic impact of Western Illinois University.
 - Raising over \$1.0 million in external funding for the PEI during Fiscal Year 2017.

- Establishing new undergraduate degree modalities and programs. Anthropology was placed online. New degrees are now offered in cybersecurity, mechanical engineering, and middle level education. There are also new graduate degree programs in business analytics and community and economic development (hybrid format).
- Initiating a three-year plan to engage in fiscal reduction and strategic reinvestment of institutional resources (see Section 4 of this *Plan*) to support enrollment growth and academic excellence.

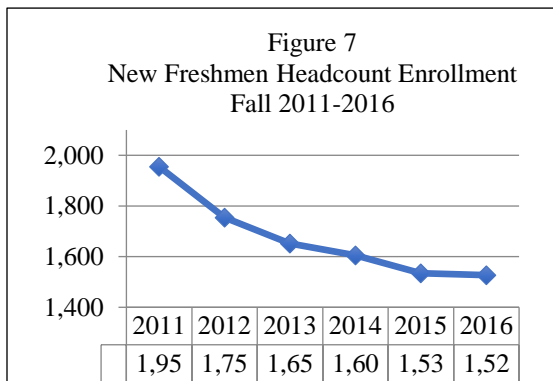
Western Illinois University is addressing enrollment challenges faced locally and by all other Illinois public universities. The Illinois public universities are in a period of enrollment decline. Total headcount enrollment in Illinois public higher education decreased by 7.5% from 203,670 students in fall 2011 to 188,352 students in fall 2016. Many external factors are contributing to this enrollment decline.



Challenges to Enrollment Stabilization

- A 2.4% decline in Illinois high school graduates over the last five years.
- An 8.8% decline in high school graduates in the 16 county WIU service region.
- A 1% increase in the number of Illinois community college students enrolled in baccalaureate/transfer programs.
- Over 45% of Illinois college bound students attend out-of-state.
- The historic and unprecedented State of Illinois Fiscal Year 2016 and 2017 budget impasse.
- A 5% projected decline in Illinois high school by academic year 2023-2024.

Even with these challenges, the University has begun to position itself for enrollment stabilization. After five years of new freshmen enrollment decline, we stabilized new freshmen enrollment at 1,527 in fall 2016, just slightly below the fall 2015 new freshmen enrollment of 1,535.



Actions Supporting Enrollment Stabilization

- Adding new majors, online programs, and hybrid formats.
- Participating in the Commission’s Persistence and Completion Academy.
- Offering new Living-Learning communities.
- Supporting the First Year Experience, Building Connections mentoring program, and University 100.
- Reducing new student tuition by 3%.
- Adding a need-component to merit-based scholarships.

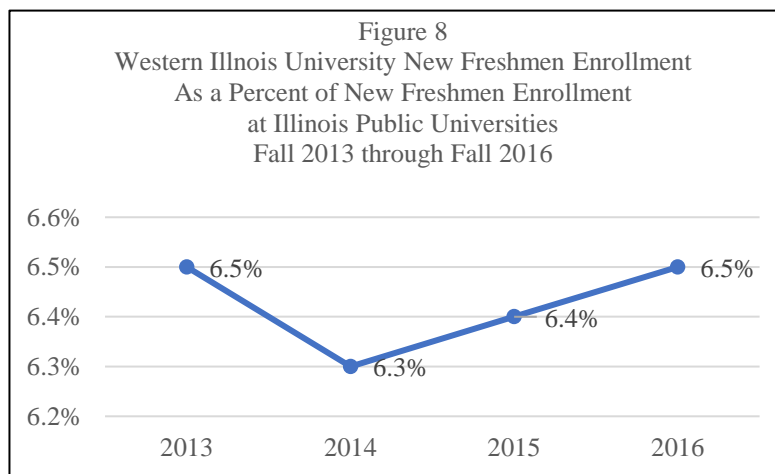
Moving ahead, the University will continue to be aggressive in recruiting new students. Enrollment stabilization remains top priority. Table 15 shows that work remains. However, the University is confident that it can reverse this trend now that the budget impasse has ended for four reasons.

2013	2014	2015	2016	2017
11,707	11,458	11,094	10,373	9,441

First, ending the statewide budget impasse restores confidence that funding is and will be available to the Monetary Assistance Program (MAP), the statewide need-based financial aid program. Uncertainty of need-based financial aid caused the state to have the highest emigration rate in the nation and created what was termed a “Crisis in Confidence” in Illinois public higher education. Data from the *New York Times* in 2017 showed that only 2,117 out-of-state residents entered Illinois public higher education, while 16,561 in-state residents entered higher education in other states.

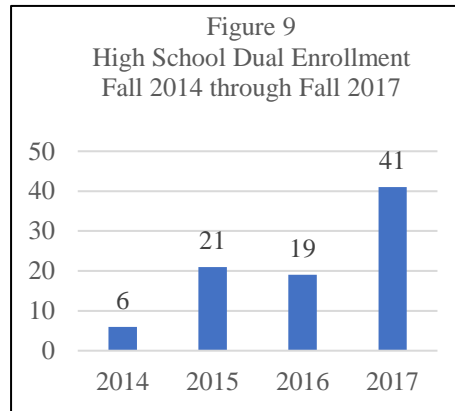
Western Illinois University students are cost-sensitive. Approximately 75% of enrolled students receive financial assistance, with 49% of the Macomb students and 31% of the Quad Cities students receiving federal Pell grants. The University held enrollment above 11,000 students in the years prior to the budget impasse, experienced enrollment decline during the budget impasse, and is beginning to stabilize enrollment after the budget impasse. Current year to date comparisons of new freshmen acceptances as of December 8, 2017 show that new freshmen acceptances are up on the Macomb campus by 0.6% (from 2,115 to 2,127) and by 22.4% on the Quad Cities campus (from 49 to 60).

Second, Figure 8 shows that Western Illinois University had an increased market share enrollment of new freshmen enrolled at the University during the statewide budget impasse. We are using proven recruitment tactics to capture new markets and enhanced market share enrollment to increase total enrollment. This includes enrollments of more students from the University’s high school dual enrollment program,



working professionals, and military students. Each of these populations have documented enrollment growth, even during the statewide budget impasse.

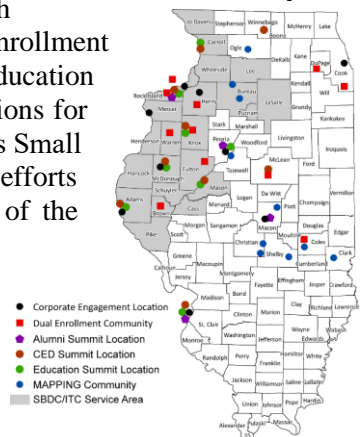
- The University piloted expansion of its High School Dual Enrollment program for academically qualified students to an onsite high school location in fall 2017. Previously, students had to take a Western course on a Western campus or online. Figure 9 shows that the program has grown by 22 students (54%) during the pilot year. Additionally, seven of the 17 pilot students in the off-campus dual enrollment program have applied and been accepted as new freshmen at the University for fall 2018. Based on the program’s success, the University is extending the dual enrollment program to academically qualified juniors (as is the practice in other national programs) and increasing the number of off-campus partner high schools. Partnerships are currently being developed with six other high schools. All Western courses taught in this program will continue to be delivered by Western Illinois University faculty members. This is not a concurrent enrollment program.



- The University will continue to recruit even more students who are working professionals. In spring 2015, Western launched the President’s Executive Institute, as a means to increase partnerships with business, industry, education, government, and the non-profit sectors with the objective of establishing new and enhanced enrollment pipelines in the Western Illinois/Eastern Missouri corridor. The PEI specifically targets 10 rural and urban areas (Macomb, Moline, Decatur, Galesburg, Havana, Peoria, Quincy, Rockford, Savanna, and Saint Louis Missouri).

A 32-member Steering Team co-chaired by the Vice President for Quad Cities and Planning and Director of Development, Business Engagement and Outreach coordinates PEI implementation. This includes developing corporate and dual enrollment partnerships; sponsoring alumni, community and economic development, and education summits to identify regional needs; offering strategic vision and planning sessions for rural communities; and promoting the programs and services of the University’s Small Business Development/International Trade Centers. Figure 10 shows that these efforts have been expanded beyond the original planned corridor due to successes of the programs and services provided by the University.

Figure 10
Communities Served by the PEI



There have been many institutional successes with regard to the University’s ongoing community relations and PEI implementation. Fiscal Year 2017 accomplishments include:

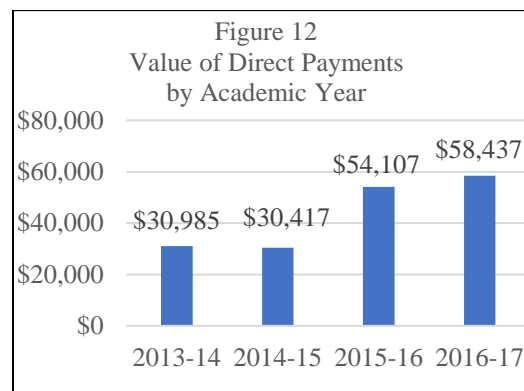
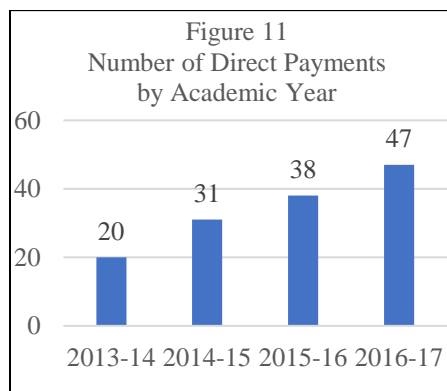
- ✓ Raising \$1.0 million in external funding for Western Illinois University.
- ✓ Supporting 1,160 internship and 255 student teaching placements.
- ✓ Hosting 28 Education and Community and Economic Development Summits with 262 participants in eight communities.
- ✓ Opening a Small Business Development/International Trade Center in the Quad Cities
- ✓ Reinstating the Teacher Recruitment Fair on the Macomb campus.

- ✓ Utilizing the expertise from working professionals in 18 advisory boards across the colleges and administrative units at the University.

Preliminary Fiscal Year 2018 PEI accomplishments include:

- ✓ Serving as the preferred partner for the Illinois Department of Corrections on in-service training and degree completion for correctional officers.
- ✓ Establishing a new five-year integrated degree program between the Bachelors of General Studies and Law Enforcement and Justice Administration to better serve the specific educational and career needs of working professionals.
- ✓ Completing seven military visits and four meetings with institutions specializing in military relations to better understand how to meet and exceed the needs of the Armed Forces.
- ✓ Creating new working relationships with four community college partners (Prairie State, Oakton, Harper, and Southwestern Illinois Community College).
- ✓ Hosting the Midwest Community Development Institute for over 70 participants.
- ✓ Expanding corporate relationships with State Farm Insurance and Nestle Purina.
- ✓ Receiving \$100,000 from the Moline Foundation to establish a dual enrollment program in Agriculture.

Figures 11 and 12 show that enrollment and revenue from companies directly paying Western Illinois University under employee tuition reimbursement plans has increased by 135% and 89%, respectively, since academic year 2013-14-the year before Western launched the PEI.



These numbers and values are expected to increase. After just the fall 2017 semester, Western enrolled 31 students and collected \$42,070 from the sponsoring employers. It is important to note that the totals reported above do not include students who receive reimbursement from their employers to attend the University. Also, Western Illinois University encourages the enrollment of working professionals by providing employee tuition waivers and tuition waivers for school professionals supervising Western students during field placements. The University awarded 216 waivers valued at \$601,411 for employees and 113 waivers valued at \$208,578 for practicing professionals.

Third, Western Illinois University will expand its history and tradition of enrolling students from the United States Armed Forces. The University annually enrolls over 600 military students annually, has an active ROTC program, and was just recently (in December 2017) named for the eighth consecutive year a “Best College” by *Military Times* magazine. Western is the only Illinois

public four-year university in the top 70 and one of two Illinois public universities in the national rankings.

The expected increase in military enrollment is due to the following factors:

- ✓ The Western Illinois University Board of Trustees is expected to lower tuition for active duty military personnel to the maximum rate allowed by the federal Tuition Assistance (TA) program at its December 15, 2017 meeting. This staff recommendation for Board action was informed by the Vice President for Quad Cities and Planning completing partnership meetings at eight installations and two higher education institutions serving the military.
- ✓ Academic Affairs, as discussed in Section 4 of this *Plan*, is adding online programs in high demand by the military.
- ✓ Western Illinois University-Quad Cities is located one mile from the United States Army's logistical hub: The Rock Island Arsenal.
- ✓ The University is targeting a new market of military students. The vast majority of Western's current and historic military enrollments are veterans and dependents. The University has not been cost competitive without Tuition Assistance.

With a history of academic excellence, student-centeredness, new educational opportunities in high-demand disciplines and formats, and a tuition rate that requires no out of pocket expense, Western Illinois University is well positioned to increase enrollments of active duty service members.

Fourth, is institutional participation in the Commission's Persistence and Completion Academy (PCA). Since joining the PCA three years ago, Western Illinois University has:

- ✓ Developed a 69 attribute distributed data warehouse supporting use of the predictive analytic framework and other analytic studies related to student persistence and completion. This is a major shift for the University that primarily relies on a legacy (mainframe) system for transactional and analytic computing.
- ✓ Adapted Western's best practices in academic and student support services for specialized populations (e.g., special admissions, international students, and student-athletes) to all regularly admissible students.
- ✓ Introduced new Living-Learning communities (LLCs) for residential students. Western now offers nine LLCs (in Bio-Life, Broadcasting and Journalism, Community of Liberal Arts and Sciences Students, Environmental Sustainability, Fine Arts, Honors, Pathways (undecided majors), Women in Science, and Transfer Year Experience).
- ✓ Implemented Attendance Tracker software to automatically generate class attendance reports for Academic Advisors. This serves as an early warning system for Advisors to engage in appropriate academic and student support service referrals.
- ✓ Hired an Academic Success Coach (ASC) in the University Advising and Academic Services Center. The ASC works with students on academic warning or probation and their Academic Advisor to develop goals and set action plans for academic improvement. The position is also being supported by graduate practicum students from the University's College Student Personnel program.

- ✓ Identified courses (Calculus and Statistics) where engineering students in the Quad Cities have the most academic difficulty. Western now has a model for identifying courses with the highest D/F/W rates that can be applied across disciplines, campuses, and instructional modalities.
- ✓ Piloted new peer-based tutoring on the Quad Cities campus in fall 2017. The new Learning Assistance program deploys high performing undergraduate students with an aptitude for teaching to facilitate active learning environments. The goal of the three-year pilot is to improve student academic performance in four mathematics and physics co-requisite first year engineering courses. Pilot results and lessons learned will be shared with other schools and departments for additional possible expansion.
- ✓ Installed Respondus Lockdown Browser and Monitor software to enable distance education students to complete examinations online, rather than attending a physical testing center.
- ✓ Completed a survey of 89 faculty members teaching distance education course(s) in fall 2017. Results will be used to inform future professional development offerings in the Center for Innovation in Teaching and Research.
- ✓ Initiated a Retention Newsletter, “Tips” website, and blog to track progress and ideas related to student persistence and completion.

Data in Attachment E shows that when Western Illinois University entered the Persistence and Completion Academy, first-year retention was at a historic peak (72%). Since that time the rate has stabilized at 68% for two of the last three years. Additionally, the third-year continuation rate and four-year graduation rate of full-time, first-time freshmen have increased from 55.6% to 60.1% and from 30.6% to 33.4% since institutional Academy participation, respectively. However, the 2.8% increase in four-year graduation rates does not offset the 5.7% decrease in six-year graduation rates that remain above 50%. The University continues to study and adapt practices in order to increase the overall graduation rate.

4. Identify specific strategies that have been implemented to address revenue and expense components of the institution’s financial health. Indicate how and when those strategies were implemented, results achieved, gaps in the results, and new strategies planned for continued improvement.

General Institutional Actions

Institutional response to Question 1 and Attachment A demonstrated how the University responded to State cash flow issues between FY11-15. Table 16 shows that the University reduced institutional expenditures by \$13.3 million (10.8%) between FY16 and 17 (i.e., during the statewide budget impasse). Moreover, a recent analysis by the University’s Budget Director estimates the FY18 revenue will exceed expenses by \$2.1 million.

	Operating	Personal Services	Total	Savings			
				Amount		Percent	
				Annual Savings Amount	Cumulative Savings Amount	Annual Savings Percent	Cumulative Savings Percent
FY15	\$24,407,446	\$101,746,415	\$126,153,861	--	--	--	--
FY16	\$21,206,624	\$98,976,538	\$120,183,162	\$5,970,699	\$5,970,699	4.7%	4.7%
FY17	\$23,036,700	\$89,768,100	\$112,804,800	\$7,378,362	\$13,349,061	6.1%	10.8%

Western Illinois University’s mission-driven fiscal planning during the statewide budget impasse focused on increasing revenue, decreasing expenditures, and reducing reliance on state appropriated funding, while continuing to deliver a high-quality educational experience grounded in core values of the University (academic excellence, educational opportunity, personal growth, and social responsibility).

Revenue generation strategies include identifying new markets of students, implementing new and expanded partnerships with business and industry, continuing to advocate for the restoration of fair and predictable funding for Illinois public higher education, increasing grant and contract activity, and preparing the University for the next comprehensive fundraising campaign.

FY16 Audited Financial Statements of the Western Illinois University Foundation (see Attachment F) performed by Eck, Schafer & Funke, LLP shows that the total net position of the Foundation was \$61.8 million in FY16, with \$441,698 in net investment in capital assets, \$28.3 million restricted for non-expendable purposes, \$13.1 restricted for expendable purposes, and \$20.0 million unrestricted. The FY16 total net position of the foundation was up \$1.3 million (2.2%) over FY15. This increase was primarily driven by the re-valuation of farm land held for investment.

Successful completion of the next comprehensive funding campaign will position Western Illinois University for a strong financial future and help reduce reliance on state appropriations. The University concluded its last campaign in December 2014, raising \$62 million, \$2 million higher than its goal. As a result, the Foundation’s endowment base increased from \$16 million to \$40 million, and the total asset base increased to \$55 million. Earnings from the endowment support student scholarships, academic programs, critical University needs, and many initiatives on both campuses.

Tables 3 and 4 presented earlier in this *Plan* displayed the state-appropriated instructional and administrative costs per credit hour. With Western Illinois University maintaining expenditures in these areas well below statewide averages, we continue to lessen our reliance on state funding. External revenue generation also reduces our state appropriated funding dependency.

Tables 17-19 complement information in Table 16 by presenting additional details on how the University reduced state appropriated expenditures during the statewide budget impasse. While the University reduced appropriated funds personal services expenditures by nearly \$11.8 million (11.8%), it continued to honor contractual agreements. This includes Professional Achievement Awards and Salary Minima in accordance with the University’s contract with the University Professionals of Illinois (UPI), which is available at www.wiu.edu/provost/upi_agreement/index.php.

Table 17
Detail for Appropriated Funds Personal Services Expenditures
Fiscal Years 2015-2017

	FY15	FY16	FY17	Cumulative Reduction	
				Amount	Percent
Administrative	\$23,092,806	\$21,965,529	\$20,106,450	(\$2,986,356)	(12.9%)
Faculty	50,807,647	50,964,699	46,443,196	(4,364,451)	(8.6%)
Civil Service	22,094,879	20,575,680	17,681,424	(4,413,455)	(20.0%)
Extra Help and Overtime	502,224	390,193	534,442	32,218	6.4%
Student Help	1,148,841	978,977	998,905	(149,936)	(13.1%)
Graduate Assistants	2,563,030	2,495,397	2,445,528	(117,502)	(4.6%)
Summer Session	1,510,489	1,586,896	1,551,125	40,636	2.7%
Reimbursement/Award	26,499	9,167	7,043	(19,456)	(73.4%)
Total	\$101,746,415	\$98,976,538	\$89,768,113	(\$11,798,302)	(11.8%)

Source: Western Illinois University Appropriated Funds Budgets (www.wiu.edu/Budget)

The University reduced the size of the institutional workforce by 271 positions (11.1%) during the statewide budget impasse. Staff-to-faculty reductions occurred at a ratio of 2:1 in order to protect the academic core of the University. Furthermore, the number of graduate assistantships increased by 14 (2.9%) during this time.

Table 18
University Employees by Category
Falls 2014-2016

	2014	2015	2016	Cumulative Reduction	
				Amount	Percent
Civil Service	<u>806</u>	<u>781</u>	<u>657</u>	<u>(149)</u>	<u>(18.5%)</u>
Negotiated	233	416	342	109	46.8%
Prevailing Wage	40	43	36	(4)	(10.0%)
Non-Negotiated	533	322	279	(254)	(47.7%)
Faculty	<u>705</u>	<u>679</u>	<u>615</u>	<u>(90)</u>	<u>(12.8%)</u>
Negotiated-Unit A ¹	450	454	412	(38)	(8.4%)
Negotiated-Unit B ²	121	130	120	(1)	(0.8%)
Non-Negotiated/Temporary	96	57	52	(44)	(45.8%)
Departmental Chairpersons	38	38	31	(7)	(18.4%)
Administrators	<u>315</u>	<u>311</u>	<u>279</u>	<u>(36)</u>	<u>(11.4%)</u>
Negotiated	73	71	66	(7)	(9.6%)
Non-Negotiated	242	240	211	(31)	(12.8%)
Non-Negotiated Temporary	--	--	2	2	--
Professionals ³	<u>144</u>	<u>140</u>	<u>134</u>	<u>(10)</u>	<u>(6.9%)</u>
Negotiated	18	22	24	6	33.3%
Non-Negotiated/Temporary	126	118	110	(16)	(12.7%)
Graduate Assistant	<u>482</u>	<u>492</u>	<u>496</u>	<u>14</u>	<u>2.9%</u>
Total	<u>2,452</u>	<u>2,403</u>	<u>2,181</u>	<u>(271)</u>	<u>(11.1%)</u>

1. Unit A consists of tenured/tenure-track faculty, librarians, and counselors.
2. Unit B consists of associate faculty and academic support professionals.
3. Professionals consists of executive assistants and faculty assistants.

Source: Western Illinois University Fact Books, www.wiu.edu/IRP/factbook.php

The University reduced appropriated funds operating expenditures by \$547,389 (2.2%) during the statewide budget impasse. Expenditures for library collections were up 1.6% to further protect the academic core. Moreover, over \$2.4 million was applied to student scholarships to advance the University’s core value of educational opportunity, and in recognition of the extreme cost sensitivity of Western Illinois University students discussed earlier in this *Plan*.

	FY15	FY16	FY17	Cumulative Reduction	
				Amount	Percent
Reimbursement/Award	\$94,799	\$119,386	\$125,130	\$30,331	32.0%
FICA	1,348,418	1,318,020	1,192,587	(155,831)	(11.6%)
Group Insurance	1,744,800	1,744,800	1,744,800	--	--
Contractual Services	10,335,345	9,082,535	9,637,672	(697,673)	(6.8%)
Travel	674,645	342,277	272,736	(401,909)	(59.6%)
Commodities	1,271,601	752,249	890,986	(380,615)	(29.9%)
Equipment	1,488,095	113,474	143,465	(1,344,630)	(90.4%)
Library Books	1,222,894	1,208,842	1,242,345	19,451	1.6%
Telecommunications	475,281	367,899	327,298	(147,983)	(31.1%)
Automotive	274,631	173,000	126,091	(148,540)	(54.1%)
Awards, Grants, and Matches	4,849,968	5,968,060	7,300,574	2,450,606	50.5%
Permanent Improvements	626,969	16,082	33,200	(593,769)	(94.7%)
Total	\$24,407,446	\$21,206,624	23,036,884	(\$547,389)	(2.2%)

Specific Institutional Actions

FY16 actions to increase revenue include initiating the President’s Executive Institute, signing new dual enrollment agreements with Elgin Community College (Illinois) and Moberly Area Community College (Missouri), implementing hybrid programs in Business Administration and College Student Personnel, offering at least 10 percent of all courses in irregularly scheduled formats (e.g., weekend and distance education), and reducing student costs.

The President’s Executive Institute, as discussed in Section 3 of this *Plan*, is being successfully used as a means to attract more working professionals to the University and better position Western for the next comprehensive fundraising campaign. We are working statewide with business, industry, education, government, and the non-profit sector to increase enrollments and future funding partnerships.

Implementing new hybrid programs at the master’s level in Business Administration and College Student Personnel addressed unmet needs in high demand areas. Ninety-two percent of the seats were filled in the first semester that the University offered these degree programs in this format. Likewise, the University continued to experience online enrollment growth. Course enrollments increased by 3,523 enrollments (35.2%) from 10,111 enrollments in FY13 to 13,534 enrollments in FY16. Online enrollment is mission-consistent. Western Illinois University has the state’s first and largest distance education program.

Western Illinois University faculty and staff continued to aggressively pursue external funding. The value of grants and contracts received increased by 12.1% in the last two years, from \$9.9 million in FY14 to \$11.1 million in FY16.

FY16 actions to decrease personal services appropriated expenditures with a final reduction of \$2.7 million included reducing the size of the workforce (26 faculty, eight administrative/professional, and 25 civil service positions), implementing a retirement incentive program, reducing 12-month contracts for select staff positions and departmental chairpersons/school directors, engaging in 110 layoffs (with 87 call backs),

initiating a voluntary pay reduction program at the deans level and above, requiring a furlough program for all non-negotiated employees earning more than \$40,000 annually (479 employees), and implementing a hiring freeze.

FY16 actions to decrease appropriated operating expenditures with a final reduction of \$3.2 million including reducing departmental operating budgets by 25%, limiting spending to immediate operational needs, monitoring travel requests and expenditures, realizing cost savings from combining 18 departments into 10, reducing contractual services and equipment purchases, and delaying permanent (facilities) improvements.

It should be noted that The Western Illinois University Board of Trustees voted upon recommendation of the Interim Provost and Academic Vice President to disestablish bachelor degree programs in African American Studies, Philosophy, Religious Studies, and Women's Studies at its June 10, 2016, meeting. Reasons for these program disestablishments were low enrollments and a low number of degrees conferred and not as cost savings, as indicated with the *Teach Out Plan* and *Update* on file at the Commission. Courses in these areas remain at the University in support of general education and other academic offerings.

Building on the accomplishments, planning parameters, and decisions of the past year, FY17 plans to increase revenue focused on:

- Engaging in aggressive recruitment. Western stabilized fall 2016 new freshmen enrollment after four years of enrollment decline.
- Establishing high demand programs. Western launched new master's degree programs in Business Analytics and Community and Economic Development (in hybrid format) in fall 2016, and new undergraduate degree in mechanical engineering in spring 2017.
- Continuing to support increases in student persistence and completion rates, and the value of external grants and contracts received.
- Furthering outreach provided by the President's Executive Institute.
- Positioning the University for the next comprehensive fundraising campaign. All college development officers were realigned to report to the Vice President for Advancement and Public Services, so that staff could focus on development matters; and,
- Advocating with business, industry, education, and civic leaders for fair and predictable higher education funding. The budget impasse ended after the Illinois public universities were provided with funding from Stop Gaps I and II and FY18 appropriations.

FY17 actions to decrease appropriated expenditures included:

- Evaluating needs for replacement hiring.
- Continuing to pool attrition savings.
- Closing the Quad Cities Executive Studies Center.
- Adjusting 12 month administrative contracts to 11 or 10 months where feasible.
- Canceling salary increases for non-negotiated personnel.
- Administering the agreement made with University Professionals of Illinois for a 1% FY16 salary give back and temporary FY 17-18 3% salary reductions that will be paid back if enrollment and appropriations triggers are met.
- Implementing a furlough program for non-negotiated administrative/professional staff members earning more than \$40,000 annually.
- Reducing and conserving operating funds.

- Merging Instructional Design and Technology with Engineering Technology; and,
- Discontinuing offering the B.A. in Music in Macomb, as well as the Bachelor's in Early Childhood Education and the Master's in Liberal Arts and Sciences at the Quad Cities.

Throughout the budget impasse Western Illinois University retained:

- The fiscal, staffing, physical, and technological resources to support our academic mission and service operations.
- A *Strategic Plan* with a realistic vision, mission, goals and priorities in light of the University's resources and opportunities.
- Conservative, mission-driven financial practices.
- Commitments to our core values of academic excellence, educational opportunity, personal growth, and social responsibility.

Current and Future Institutional Actions

Western Illinois University withstood the statewide budget impasse by focusing on increasing revenue, decreasing expenses, and maintaining fiscal health. The actions will continue, and we are currently creating an even stronger, mission-driven University. This is being achieved by creating a reinvestment pool, providing high demand programs, removing enrollment barriers, improving retention, increasing revenue, decreasing expenses, enhancing operational efficiencies, and continuing to engage in all funds fiscal planning.

These actions provide the framework for Western Illinois University to continue our mission of providing a quality, well rounded education to high-achieving, diverse students. Moreover, it provides the resource base for the University to achieve our *Higher Values in Higher Education* Strategic Plan vision of national leadership in quality, opportunity, and affordability.

Examples of specific actions undertaken during FY18 include:

- Creating a reinvestment pool by holding 25% percent of departmental operating budgets (approximately \$1.5 million), initiating base budget reduction planning for areas that report to the President's and all VP areas (with a target between \$3.3 million and \$5.4 million), continuing to combine programs and units where applicable, and reducing appropriated funding to public service units. The University also plans to increase tuition revenue for the reinvestment pool by attracting new markets of students. To date, actions have included:
 - ✓ Lowering active duty military tuition beginning in fall 2018 to the federal Tuition Assistance rate (currently at \$250/Credit Hour) allowed by the United States Armed Forces,
 - ✓ Increasing values of Western Transfer Commitment Scholarships to \$1,000 or \$2,000 annually renewable scholarships. Western was the only Illinois public university not to have annually renewable transfer scholarships.
 - ✓ Expanding high school dual enrollment. Western recently received \$100,000 from the Moline Foundation to offer Agriculture classes to Quad Cities high school students beginning in fall 2018. Funds received will pay for faculty salary and students tuition. The University is currently developing or expanding partners with seven high schools, and the Council for Admission, Graduation and Academic Standards just approved eligible high school junior participation for students from Cambridge High School.

- ✓ Continuing to use Summits (24 scheduled for fall 2017) as a means to promote university programs and services and to identify regional needs.
- ✓ Completing an analysis of Quad Cities student minors to determine if there are markets for new majors.
- Providing high demand programs by
 - ✓ Expanding the University's on-line portfolio. This includes the addition of Law Enforcement and Justice Administration, which has the highest undergraduate enrollment at the University (1,525 students in fall 2016). The School anticipates project completion in spring 2018.
 - ✓ Establishing new majors. Curriculum for an interdisciplinary Cybersecurity undergraduate degree has been developed. A Financial Planning Degree is in development by the Accounting and Finance department.
 - ✓ Placing Centennial Honors College on the forefront of the University. The College has grown 68%, from serving 594 students in fall 2012 to 1,000 students in fall 2017. With this growth and a new Pre-Honors program enrollment that increased by 100 students (243.9%) during its first two years of program establishment, the University plans to use a portion of the proceeds for the sale of its 60th Street property to remodel a new location for the College. Facilities Management is currently preparing cost estimates for this renovation.
 - ✓ Finalizing agreements with two community colleges in spring 2018 to house Fire Protection Services programs in hybrid formats at their campuses.
 - ✓ Conducting follow up with the eight military installations visited in fall 2017 in spring 2018 to reach agreements on programs and services offered to military and civilians at these locations.
- Removing enrollment barriers is being achieved by eliminating enrollment caps on academic programs, and planning to use tuition waivers to offset the cost between need-based aid and the net price of attendance. Additionally, we are addressing topics related to conditional enrollment for undergraduate students, provision of undergraduate feeder major(s) for Counselor Education, and reviews of teacher education and general education will be completed. Accountability meetings with the President, Provost, Vice President for Quad Cities and Planning, and Deans will be used to ensure progress is being made on eliminating enrollment barriers.
- Improving retention includes actions described earlier in this *Plan* with regard to institutional participation in the Commission's Persistence and Completion Academy. Additionally, the University plans on:
 - ✓ Conducting a survey to determine why between 30-35% of WIU students transfer to and graduate from another institution of higher education. Presently over 50% of first-time freshmen start and graduate from the University. Survey results will be used to design intervention processes on both campuses and for online students.
 - ✓ Increasing retention strategies for mid-range students on both campuses. Western Illinois University has nationally recognized programs and services for graduating more students than expected based on entering measures of ability, as recognized by Complete College America, the United States Department of Education, US News and World Report, Southern Education Review Board, and the Pell Institute for the Study of Opportunity in Higher Education. Most recently, Western was ranked in the top seven (of 55) Illinois four-year institutions serving underserved students, and appears in the new report, *Cornerstones of Student Success: Institutions Yielding High Return on Investment of Underserved Students*

that was published by the Illinois Education Research Council. The University's best practices in retention will be extended to students who may not otherwise seek out services and support.

- ✓ Developing pathways partnerships and programs with dually enrolled high school and community college students and all other transfer students.
- Increasing revenue will be achieved by expanding efforts of the President's Executive Institute, supporting faculty and staff contract and grant activity, and completing the staffing infrastructure necessary to support the University's next comprehensive fundraising campaign. Replacement hiring for Development Directors and a Director of University Marketing is currently in progress.
- Decreasing expenditures is being achieved by practices used previously by the institution. This includes continuing to monitor expenses, evaluating needs for replacement hiring, and identifying sources other than state appropriations that can be used for expenditures.
- Enhancing operational efficiencies will be achieved by utilizing data from the Illinois Board of Higher Education's Cost Study to determine which programs are 5% above the statewide disciplinary average on the cost of instruction per credit hour, and develop/implement action plans to better align revenue and expenditures. The University will also continue to evaluate opportunities to combine administrative departments and academic units.
- Engaging in all funds fiscal planning will continue to be informed by documenting the actions, personnel reductions (if applicable), cost savings, and sources of funds used in achieving the goals and priorities of this *Plan*. Furthermore, we will develop long-term financial plans across all fund sources, include tuition increases that compensate for increases in planned expenses, and delineate multiyear plans on fiscal reserves and usage.

Summary and Conclusion

This *Plan* was submitted per request of the Higher Learning Commission. It along with Western Illinois University's *February 2016* and *December 2016 Submissions* to the Commission provides a chronology of the University's actions taken in response to the State of Illinois' historic and unprecedented FY16 and 17 budget impasse.

Evidence in this *Plan* demonstrated that Western Illinois University's, and all other Illinois public universities, inclusion in financial panels is the direct result of the budget impasse causing the Illinois public universities to receive partial FY16 funding in the 10th month of the fiscal year and partial funding for FY 17. Never in the 160-year history of Illinois public higher education have these circumstances occurred.

Furthermore, the evidence in this *Plan* demonstrated that annual reporting cycles also triggering financial panels do not accurately reflect a one-time, state approved 18-month revenue and expenditure cycle.

Nevertheless, the effects of the statewide budget impasse were pronounced. However, results of this *Plan* demonstrated that through strong strategic planning processes supported by mission-driven conservative fiscal management Western Illinois University emerged an even stronger, more resilient, viable institution for the 21st century.

The University is well positioned to continue our mission and tradition of providing a quality, well-rounded education to high-achieving, diverse students. We are also well positioned to continue advancement of the institutional vision of providing national leadership in quality, opportunity, and affordability.

Furthermore, our efforts are recognized nationally. Despite the budget impasse, Western Illinois University maintained its status as a Top 10 Midwestern Regional University by *US News and World Report*, A Best University by the *Princeton Review* for the 14th consecutive year, and status a Best University serving the military by *Military Times* for the eighth consecutive year. Additionally, Western Illinois University was one of 11 colleges and universities from across the United States selected to appear in the U.S. Department of Education's (DOE) College Completion Toolkit, *Promising Practices for Improving Student Degree Attainment*. In 2016, Western received the Minority Access, Inc. *Commitment to Diversity Award* and was also featured in the DOE report, *Fulfilling the Promise, Serving the Need*. We were recognized for outperforming peer institutions in enrolling and graduating Pell Grant recipients. Simply stated, Western Illinois University's traditions of excellence have and will continue.

Attachment A

Western Illinois University Requested Letter to the Higher Learning Commission
on the Effects of the Statewide Budget Impasse
February 2016

Attachment B

Western Illinois University Requested Letter to the Higher Learning Commission
on the Effects of the Statewide Budget Impasse
December 2016

Attachment C
Fiscal Year 2017 Strategic Plan Update

Attachment D
Fiscal Year 2018 Strategic Plan Update

Attachment E
Retention and Graduation Rates of New Full-Time Freshmen by Sex
Fall 2010-2016
(Table from the Western Illinois University Fact Book, <http://www.wiu.edu/IRP/factbook.php>)

Attachment F
FY16 Audited Financial Statements of the Western Illinois University Foundation

Attachment G
Western Illinois University Audited Financial Statement
Fiscal Year 2014

Attachment H
Western Illinois University Audited Financial Statement
Fiscal Year 2015

Attachment I
Western Illinois University Audited Financial Statement
Fiscal Year 2016

Attachment J
Western Illinois University Board of Trustees Budget Materials
Fiscal Year 2016

Note: By State statute, the Western Illinois University approves a Preliminary Spending Plan prior to the fiscal year. It also refined and approved as All Funds Budget in the fall meeting. The Board also approves University requests for new state resources (operating and capital) at its fall meeting. All of these materials are attached.

Attachment K
Western Illinois University Board of Trustees Budget Materials
Fiscal Year 2017

Note: By State statute, the Western Illinois University approves a Preliminary Spending Plan prior to the fiscal year. It also refined and approved as All Funds Budget in the fall meeting. The Board also approves University requests for new state resources (operating and capital) at its fall meeting. All of these materials are attached.

Attachment L
Western Illinois University Board of Trustees Budget Materials
Fiscal Year 2018

Note: By State statute, the Western Illinois University approves a Preliminary Spending Plan prior to the fiscal year. It also refined and approved as All Funds Budget in the fall meeting. The Board also approves University requests for new state resources (operating and capital) at its fall meeting. All of these materials are attached.

Attachment M
Western Illinois University Board of Trustees Audit Committee Materials
Fiscal Years 2015-2017

Attachment N
Western Illinois University Enrollment Trends
Fall 2013 through Fall 2017



HIGHER LEARNING COMMISSION

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February 13, 2018

Dr. Jack Thomas
President
Western Illinois University
1 University Circle
Macomb, IL 61455-1390

Dear President Thomas:

A Financial Panel has reviewed Western Illinois University's recent Interim Report. The Panel's analysis and recommendation are attached; no further monitoring by the Higher Learning Commission (HLC) is required at this time. You are encouraged to review the Panel's comments and to contact your HLC liaison if you have questions.

Sincerely,

Higher Learning Commission

cc: Dr. Joseph Rives, Accreditation Liaison Officer
Steph Brzuzy, HLC Staff Liaison



PANEL ANALYSIS OF FINANCIAL REPORT

DATE: February 5, 2018

PANEL MEMBERS: Michael Gealt (Lead), Jacalyn Askin, Bruce Bollinger

INSTITUTION: Western Illinois University, Macomb, IL

EXECUTIVE OFFICER: Jack Thomas

PREVIOUS HLC ACTION RE: REPORT (If applicable):

ITEMS ADDRESSED IN REPORT: HLC received the institution’s report on Composite Financial Index ratios in December 2017.

PANEL ANALYSIS:

Western Illinois University (WIU) traditionally has been a well managed university. While state appropriations have been generally declining since FY2011, the university has been managing adequately as indicated by the CFI’s of 3.60 (FY2011), 2.90 (FY2012), 1.70 (FY2013), 2.75 (FY2014) and 1.47(FY2015). In all those years, except the last, they also had a positive Net Operating Revenue Ratio. While difficult, the university has responded to declining revenue by restricting spending, delaying or cancelling salary increases, and holding back some budgets.

However, in FY2016 state appropriations dropped to 29.0% of the FY2015 value (\$14.9 million vs. \$51.4 million), referred to as Stop Gap I. At the end of June and start of July 2017 the university received an additional appropriation (termed Stop Gap II) of \$31.4 million, plus an additional allocation from the Illinois Board of Higher Education of \$8.4 million. The total appropriation for the FY 16 and 17 was \$54.7 million, or only slightly more than the total appropriation in FY2015. Because of the amount received in FY2016 of 14.9 million, the CFI dropped in a single year from 1.47 to (0.30) and, hence, this current review. Funds included in FY17 calculations will be \$39.8 million appropriation. It will not be until FY18 that the funding cycle and, hopefully, the funds will regain regularity with an anticipated appropriation of 46.3 million. At that time we expect the WIU team will proceed to manage with their traditional level of competence.

PANEL RECOMMENDATION:

The Panel has reviewed and evaluated the institutional documents provided (report and supplementary documents) in making its recommendation.

X **Accept Report.**

The panel concludes that the institution has substantially met its commitment in its report on financial indicators.

Rationale:

The budgetary crisis continues in Illinois. While the report indicates that the current year’s appropriation is much closer to normal in timing, albeit lower than needed, they repeatedly indicate that the inclusion in the financial panel review “is the direct result [sic] of the historic and unprecedented FY16 and 17 statewide budget impasse” that resulted in payment in FY17 for part of FY16 and part of FY17. While the impasse may be temporarily resolved, there is no guarantee that the resolution will last for many years.

However, after much reflection, the panel thinks that WIU has approached the state-created crisis in a sensible and thoughtful manner. In that sense the institution has met its commitment in its report on the financial indicators. We are convinced that, barring any further disruption in state appropriations, WIU will rapidly regain CFI's that are in or above the zone.

— **Accept Report with Qualifications.**

Overall, the institution addressed the financial concerns adequately, however, the panel has concerns on the following matters that the institution should consider in future planning.

Specific concerns:

— **Recommend HLC Follow-up.**

The panel reviewed the materials and has concerns that the institution may be at continued financial risk, explained below. The panel is recommending follow-up:

— **Interim Report** – due three months from the date of action*.

— **Focused Visit** – to occur within six months of the date of action*.

*HLC staff may adjust this follow-up to be included in future monitoring/visits scheduled with the institution.

Specific finances at risk with explanation:

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 18.3/12 President's Executive Institute Quarterly Update

A power point presentation on the status of the President's Executive Institute will be made at today's Western Illinois University Board of Trustees meeting. This presentation will include Fiscal Year 2018 accomplishments and plans through March 2018. Members of the Board of Trustees and the University community are encouraged to contact the Vice President for Quad Cities and Planning if they wish to learn more about or volunteer for the PEI. Information is also available on the PEI website at www.wiu/pei.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Report 18.3/13

The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results Fiscal Year 2018 Update

A Power Point presentation made at today's Western Illinois University Board of Trustees meeting represents the fourth in a series. The Board received its first presentation on the historic and unprecedented statewide budget impasse in Fiscal Year 2016 (March 2016). This and subsequent presentations are available from the University Planning website. The materials can be accessed at www.wiu.edu/university_planning/presentations.php. Today's materials will be placed on that website after the Board meeting.

Illinois public universities entered Fiscal Year 2018 with a state appropriation at the beginning of the fiscal year for the first time in two years. However, it was 10% less than FY15 appropriations for the public universities.

Therefore, materials presented at today's meeting will include historic information on institutional and state funding. It will also include a summary of mission-driven plans and results to increase revenue, decrease expenditures, and reduce reliance on state appropriations, while continuing to deliver a high-quality educational experience grounded in the core values of the University. Actions to increase enrollment and remove enrollment barriers will also be discussed.

Today's presentation will show that despite fiscally challenging times for Illinois public higher education, Western Illinois University continues to move ahead. Together, we continue to build an even stronger and better University for the future. We have done so by making necessary but difficult decisions and continuing to advocate for the restoration of fair and predictable funding for Illinois public higher education in general and Western Illinois University in particular.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/7 Release of Closed Session Meeting Minutes

Resolution:

WHEREAS the Board of Trustees of Western Illinois University must comply with the Illinois Open Meetings Act;

WHEREAS pursuant to Section 2.06(c) of the Open Meetings Act, the Board of Trustees of Western Illinois University may eliminate the verbatim records of October 6, 2016;

WHEREAS pursuant to Section 2.06(d) of the Open Meetings Act, the Board of Trustees of Western Illinois University has reviewed the minutes of the closed session minutes of December 17, 2015; January 25, 2016; March 10, 2016; April 20, 2016; June 9, 2016; July 14, 2016; October 6, 2016; December 15, 2016; March 30, 2017; June 8, 2017; July 13, 2017; September 28, 2017; and December 14, 2017 to determine whether the need for confidentiality still exists with respect to all or part of the minutes; and

THEREFORE be it resolved the Board of Trustees of Western Illinois University has determined that the need for confidentiality of the minutes listed above still exists. The Board will review the minutes listed above again at the June 8, 2018, Board Meeting to make a determination regarding release.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/8 Calendar Year 2019 Board Meeting Schedule

Resolution:

WHEREAS Western Illinois University is subject to the requirements of 110 ILCS 690/ which states: “Meetings of the Board shall be held at least once each quarter on the campus of Western Illinois University...;” and,

WHEREAS the Vice Presidents, Budget Director, Board Treasurer, University Attorney, Institutional Research and Planning Director, Equal Opportunity and Access Director, Internal Auditor, Alumni Director and the Assistant to the President for Governmental Relations have been consulted regarding the State of Illinois, IBHE and Board of Trustees deadlines and regulations; and,

WHEREAS the members of the Board of Trustees have been consulted beginning on December 20, 2017 about the 2018 proposed meeting schedule:

THEREFORE be it resolved that the Board of Trustees approves the following meeting dates for calendar year 2019:

March 28-29, 2019 – WIU, Macomb

June 13-14, 2019 – WIU, Quad Cities

October 3-4, 2019 – WIU, Macomb

December 12-13, 2019 – WIU, Macomb

July 2019 Board Retreat date and location will be determined by the Board after the 2018 Retreat

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution 18.9/9

Restoration of Fair and Predictable Funding to Illinois Public Higher Education in General and Western Illinois University in Particular

Resolution:

WHEREAS Seven members of the Western Illinois University Board of Trustees are appointed by the Governor of Illinois and an eighth member is elected by the student body; and,

WHEREAS *Illinois Public Act 110 ILCS 690/35* defines the legal and fiduciary responsibilities for the Western Illinois University Board of Trustees, with similar roles and responsibilities for all other Boards of Trustees at all other Illinois public universities; and,

WHEREAS the State of Illinois ended its two-year historic and unprecedented budget impasse with Illinois public universities sporadically receiving the equivalent of one fiscal year (FY) of funding over the period of FYs 2016 and 2017; and,

WHEREAS Fiscal Year (FY18) 2018 state appropriations were 10% less than FY15 appropriations, despite the statewide budget impasse, declines in state appropriations since FY2002, and inflationary increases during this time; and,

WHEREAS the Higher Learning Commission is responsible for ensuring that the institutions of higher education assure and advance the quality of higher education for the public good; and,

WHEREAS the Commission reviewed the Western Illinois University's (and all other Illinois public universities) fiscal status and actions taken during and after the historic and unprecedented budget impasse, concluding that the administration of Western Illinois University "approach[ed] the state-created [fiscal] crisis in a sensible and thoughtful manner;" and,

WHEREAS through successful implementation of the goals and priorities of *Higher Values in Higher Education*, the President's Executive Institute, and other efforts Western Illinois University continues to demonstrate graduation rates higher than projected based on new student preparation variables; placement in national ranking systems for quality, opportunity, and affordability; and an annual economic impact of \$473 million to 16 Illinois counties in the University's immediate 16 county service region; and,

WHEREAS the Board of Trustees **strongly commends** and **strongly supports** the administration of Western Illinois University for continuing to exercise conservative, mission-driven fiscal management (including a reduction of over \$12 million in expenditures), and making and continuing to make, necessary but difficult decisions to ensure the quality, viability, and sustainability of the University now and into the long-term future; and,

WHEREAS the Board also **strongly commends** and **strongly supports** the President and the University administration for successfully enacting the Board's directives, which uphold the Western Illinois University Board of Trustees' legal and fiduciary responsibilities.

WHEREAS the Illinois General Assembly and Governor have social and fiscal responsibilities to state taxpayers and future generations of Illinois residents to fully fund Illinois public higher education for the advancement of an educated citizenry, prepared for the global community of the 21st century, and the advancement of Illinois' knowledge based economy.

THEREFORE: be it resolved that the Western Illinois University Board of Trustees calls for the immediate restoration of fair and predictable funding to Illinois public higher education in general and Western Illinois University in particular—beginning with passage of a FY19 state budget before the end of the current legislative session.

Be it further resolved that the Governor and General Assembly recognize that the restoration of fair and predictable funding to Illinois public higher education is a necessary and essential action for the public good. Illinois public universities serve as an essential source for and stimulus to educational, cultural, environmental, community and economic development in Illinois and beyond.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/10
International Union of Operating Engineers, AFL-CIO
on behalf of Local Union No. 399 – Landscape Maintenance

Resolution:

WHEREAS the Board of Trustees must approve collective bargaining agreements prior to implementation; and,

WHEREAS an agreement was reached on October 24, 2017 and ratified on December 12, 2017 by the International Union of Operating Engineers, AFL-CIO Local Union 399 - LM.

THEREFORE be it resolved that the Board of Trustees approves the agreement as presented.

International Union of Operating Engineers, AFL-CIO Local 399 - LM

An agreement was reached on October 24, 2017 and was ratified on December 12, 2017, for the period of July 1, 2017 through June 30, 2018, with the International Union of Operating Engineers, AFL-CIO Local 399 - LM representing approximately 11 employees.

Contract Language

The contract contains all the provisions required by law. In addition, it contains specific articles reflecting the unique circumstances of Western Illinois University. The parties agreed to: recognize the position of Athletic Turf Specialist as part of the unit, update the non-discrimination language to include genetic information and any other classes protected by state and federal law, and add language regarding a temporary upgrade into a higher classification.

Wage Settlement

The parties agreed to a zero (0) percent increase in wages for FY18. Also agreed on was an update to Addendum A – Basic Hourly Wages to accurately reflect positions and basic hourly/red circle rates, and an addition to language that should an across-the-board campus wage program be implemented for FY18, the wage rates will be adjusted for employees covered by this agreement.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

March 23, 2018

Resolution No. 18.3/11 Officer Appreciation – Rica Calhoun

Resolution:

WHEREAS Rica Calhoun has served as a dedicated employee of the Western Illinois University community beginning in June of 2011 as an Assistant Director of the Office of Equal Opportunity and Access, and subsequently demonstrated her strength to lead and as a team member able to work effectively across constituencies. Ms. Calhoun stepped in as Interim Associate Vice President of Student Services, working with colleagues to enrich students' experiences on campus. She continued her upward trajectory when she transitioned into the role of General Counsel, the University's first in-house legal counsel; and,

WHEREAS Ms. Calhoun positively contributed to the University's mission in her responsibilities to represent the University in legal matters, provide counsel to the Board of Trustees and the Administrative Leadership Team, serve as Ethics Officer and Freedom of Information Officer, manage external counsel, work effectively with University constituencies; and,

WHEREAS Ms. Calhoun, during her tenure, continued to demonstrate her commitment to equity and inclusion, serving on the University Diversity Council, the Affirmative Action Administrative Internship Committee, and the Gender Equity Committee; and,

WHEREAS Ms. Calhoun provided outstanding guidance while collaborating and consulting with numerous functions of the University to enhance and strengthen University goals and priorities; and,

THEREFORE be it resolved that the Western Illinois University Board of Trustees expresses its heartfelt appreciation and congratulations for the invaluable service, leadership, and vision that General Counsel and Ethics and Freedom of Information Officer Rica Calhoun has provided to Western Illinois University, the Board of Trustees, and the State of Illinois as a member of the Western Illinois University Administrative Leadership Team and as counsel to the Board of Trustees from July 1, 2015 – February 28, 2018.