

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 continues as a *U.S. News and World Report* “Top Midwestern Public Regional University” for the 13th consecutive year. Western advanced from 11th place in the 2016 rankings to 10th place in the 2018 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	10. University of Wisconsin-Whitewater
3. Grand Valley State University	10. Western Illinois University
4. University of Wisconsin-La Crosse	12. University of Illinois-Springfield
5. University of Wisconsin-Eau Claire	12. University of Nebraska-Kearney
6. University of Michigan-Dearborn	12. 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 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	61.0%	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				
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017*</u>
<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	28.0%	31.3%	32.7%	34.8%	36.1%
Percent International Students	3.7%	5.2%	5.3%	5.5%	5.6%
<u>Macomb Undergraduate Enrollment</u>	<u>8,911</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	14.5%	16.5%	18.1%	17.4%	19.5%
Percent International Students	0.1%	0.8%	0.8%	0.6%	0.8%
<u>Quad Cities Undergraduate Enrollment</u>	<u>942</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 increases in the percentages of new freshmen enrolled from the top 25% of their high school graduating classes 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>
All Freshment					
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				
	2012	2013	2014	2015	2016
Freshmen Retention Rates-All Students					
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-All Students					
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

	WIU	Low	Average	High
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>
All Students	644	64.0%	678	63.9%	722	67.8%	670	64.4%	748	67.4%
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	<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>
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	\$11,267	\$9,630	\$20,897
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%
Eastern 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 2012 through 2016

	Graduating Class				
	<u>2012</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)	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
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.