

To: Members of the Western Illinois University Board of Trustees
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From: Joe Rives, Senior Vice President, Strategic Planning and Initiatives

Date: July 15, 2019

Re: July 2019 Strategic Plan Update

The quarterly PowerPoint presentation for the *FY19 Positioning Western Illinois University for the Future* was tabled at the June 14, 2019, Board of Trustees meeting given the length of the meeting. As indicated at the meeting, this month's *Strategic Plan Update* provides you with the last quarterly update on this *Plan* that had six goals. Reporting on Goal 2 includes the status of eight guiding principles announced by the President's Leadership Team on June 28, 2018.

Goal 1: Advance the Vision, Mission, Goals and Priorities of Higher Values in Higher Education 2017-2027
September and December 2018 Higher Values in Higher Education Updates document Strategic Plan accomplishments. The March 2019 *Performance Report* compares university performance to stated goals and benchmark institutions to determine if the University is successfully enacting its *Vision* and achieving its goals.

Goal 2: Reduce Expenditures and Eliminate Deficit Spending Principles:

2A. Continue to be guided by the University's Vision, Mission, and Values

Actions focused on mission-driven growth and educational innovation.

- High School Dual Enrollment has grown from 16 students enrolled in Spring 2016 to 79 students enrolled in Spring 2019, a 63 student (394%) increase. Program enrollment is expected to increase. WIU has a new admissions policy that expands program eligibility from high school seniors to second semester high school sophomores with a 3.0 grade point average. New program partners for Fall 2019 are Macomb, Quincy, and Greenview High Schools. High School Dual Enrollment is led by Dr. Kristi Mindrup, Assistant Vice President, Academic Affairs.
- Centennial Honors College has served 5,543 honors students between fall 2012 and fall 2018, with a 407 student (68.5%) enrollment increase during this time. Honors student enrollment as a percent of total undergraduate enrollment increased from 5.8% to 14.8% during this time. The College had record enrollment of 1,001 students in Fall 2018. Fall 2019 registrations are on pace to exceed that historic benchmark. The Honors College recently signed an articulation agreement with Southeastern Community College in West Burlington, Iowa. The College is led by Dr. Rick Hardy.
- The School of Engineering (SOE) will offer new undergraduate degrees in electrical and civil engineering in Fall 2019. With no new resources, enrollment projections between FY19 and FY25 are from 11 to 120 students in civil engineering and from 7 to 120 students in electrical engineering. If these enrollment projections hold, total SOE will grow from 136 students in FY19 to 471 students in FY25, a 335 student (246%) projected increase. Dr. Bill Pratt is the Director of the School of Engineering.
- The Department of Educational Studies formed a partnership with Stark County Schools to offer the MSED/Principal Preparation in Wyoming, Illinois. Courses start this fall with an estimated enrollment of 20. This partnership was led by Dr. Eric Sheffield, Professor and Chairperson of Educational Studies.
- Museum Studies signed an integrated agreement with Saint Ambrose University that allows students to earn a bachelor's degree at Ambrose in four years and a Master's degree from WIU in one year. Students

will take two WIU courses during their senior year at Ambrose. Dr. Pam White with the assistance of Ms. Kellie Larrabee led this partnership.

- Augustana College and Knox College will be exploring integrated partnerships with the University in Fall 2019.
- WIU continues to expand its online portfolio. New online programs for Fall 2019 are the B.A. in Sociology (first in the state and one of only a few in the nation); B.A. in Communication; M.S. Ed. in Educational Studies; and the M.M. (Music Education track).

Distance education experienced a 4,180-course enrollment increase (41.8%) between Fiscal Years 2013 and 2018, and a 11,496 credit hour (38.9%) increase during this time. As of Spring 2019, approximately 11% of WIU students are completely online.

The Distance and International Education Action Team is working on the development of a WIU online domain, where students will have access to all programs, services, and support in one centralized website. This is a best practice used across the nation and is exemplified by Fort Hays State University, www.fhsu.edu/virtualcollege. To inform this planning, the Action Team will host a meeting with representatives from Wiley Education Service on July 30 to give recommendations. Dr. Mark Mossman leads the Distance Education Action Team.

- International Admissions has a short-term enrollment target of an additional 100 students. As more than 95% of WIU's international market consists of graduate students, the Office of International Admissions was combined with the School of Graduate Studies to increase efficiency and backup.

The University piloted a targeted social media/recruitment campaign in India, yielding 889 hits, 103 inquiries, and 12 applications. Dr. Kishore Kapale recruited the 103 inquiries in India. Suzi Pritchard leads the marketing efforts.

2B. Base the University's academic portfolio on institutional areas of strength.

An initial plan was announced by the former Interim Provost and Academic Vice President in June 2018. To build consensus, the Academic Restructuring Task Force was charged with proposing a university-wide program re-alignment to maintain the integrity of academic programs while reducing administrative costs. The plan is currently in process of receiving Faculty Senate approvals for each of the Colleges. Work for the Colleges of Arts and Sciences and Business and Technology remain.

At the same time, the Academic Program Elimination Review Committee made recommendations to the Provost and Academic Vice President. The Provost's final recommendations were discussed at the June 14, 2019 Board of Trustees meeting. Board discussions will continue.

2C. Align university resources with enrollment and finances.

To address the long-term fiscal health of the University, a \$20 million permanent budget reduction was necessary. To-date, over \$19 million in permanent budget reductions have been identified, and will span across FYs 20 and 21. To engage in shared sacrifice, the Vice Presidents joined the University Professionals of Illinois in a permanent, 2% base salary reduction beginning at the start of FY20.

2D. Maintain Student Experiences:

All students continue to have access to courses needed for General Education and degree requirements. Annual Teach Out Plans on disestablished programs are reported to the Board of Trustees and the Higher Learning Commission each fall to ensure that this guiding principle is met.

2E. Continue to provide four-year undergraduate experiences and graduate programs on both campuses, and through distance education.

WIU continues to advance in national rankings of quality, opportunity, and affordability despite revenue challenges. During Academic Year 2018-2019, WIU was recognized as a:

- Best Midwestern College by the *Princeton Review* for the 15th consecutive year.
- Top 10 public Midwestern Regional University by *U.S. News and World Report* for the 14th consecutive year and excellence in distance education for the 9th consecutive year.
- Top Master's Granting Institution, Best Bang for the Buck, and Top Four-Year Institution for Adult Learners by *Washington Monthly*.
- Best for Vets College by *Military Times* for the 9th consecutive year.

2F. Minimize the number of tenured faculty layoffs.

Personnel expenses account for 78% and operations account for the remaining 22% of the University's \$124 million FY19 appropriated funds budget. Within the \$27.5 million operating budget, \$7.7 million (28%) is allocated to awards and grants to serve our cost sensitive population. Approximately 3/4ths of WIU students receive financial aid.

The announced 132 layoffs in March 2019 were necessary to sustain the long-term fiscal viability of the University. The academic core was protected by engaging in staff-to-faculty layoffs at a ratio of over 3:1, with 29 faculty members initially laid off. As of June 10, 2019, 11 faculty positions (six with tenure) have been reinstated since the March 2019 layoffs.

2G. Strategically reduce expenses in order to reinvest in high-need and growth areas.

FY19 actions include reinstatements from layoffs and allowing replacement hires in critical areas. Twelve Academic Support Professionals (ASP) received layoff notices. Of these employees as of June 10, 2019, five were offered equivalent employment and accepted after the layoff notices were sent, two employees resigned prior to their layoff date, and five employees remain on layoff.

Eighty-nine Civil Service positions received layoff notices. As of June 10, 2019, there have been six layoffs rescinded, four employees recalled, one employee returned to their original classification after being bumped to a lower paying classification, and there one as a new hire since March 1, 2019 - a Police Officer.

2H. Continue to demonstrate strict adherence to HLC and discipline-specific criteria for accreditation.

Western maintained its ongoing relationship with the Higher Learning Commission by submitting required reporting. The Commission's conclusion to WIU's *FY19 Financial Recovery Plan* stated: "WIU's administration has aggressively responded to changes in its financial position through program prioritization, administrative and instructional staff reductions, creation of new innovative and marketable programs."

Successful implementation of priorities in WIU's *FY19 Financial Recovery Plan* resulted in WIU's Composite Financial Indicator improving to 3.5 (March 2019). This is above the 1.0 threshold required for submitting a future Financial Recovery Plan to the Commission. Therefore, WIU will not have to submit a financial recovery plan in FY20.

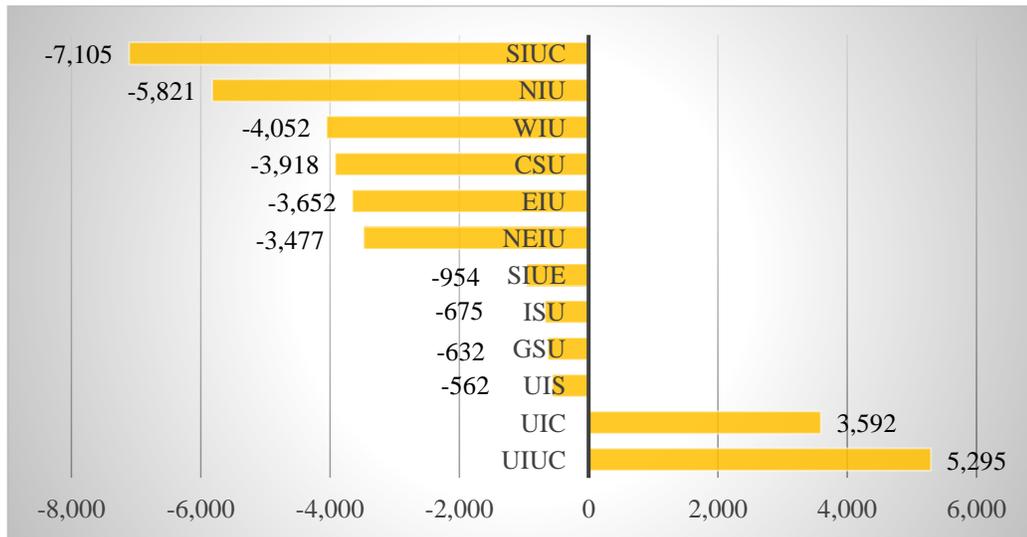
The Commission on Collegiate Nursing Education (CCNE) requested information on WIU's School of Nursing (SON) with regard to the program's finances, enrollment, and faculty after learning about WIU's March 2019 announced layoffs.

WIU’s Report showed that despite declining state funding, the statewide budget impasse, and its aftermath, SON enrollment increased by 67 students (33%), from 203 in fall 2015 to 270 in fall 2018. With no changes or additions in admissions standards, programs, or tracks, the prelicensure program increased by 50 students (38%), from 132 to 182. The RN-BSN completion program also increased by 17 students (24%), from 71 to 88. WIU and SON currently await a response from CCNE on its *Report*.

Goal 3: Grow New Student Enrollment

Response to Goal #1 (above) exemplified actions to increase enrollment. At the same time, the University Steering Team and Educational Innovation Action Team have begun discussing what are the needs/interests of future students. These are important conversations. Enrollment at Illinois public universities is becoming even more competitive.

Between fall 2011 and fall 2018 total headcount enrollment decreased at 10 of the 12 Illinois public universities. The two Illinois publics experiencing increased enrollment were the University of Illinois at Urbana/Champaign (5,295 students) and Chicago (3,592 students). Enrollment decline ranged from a loss of 562 students at the University of Illinois-Springfield to a loss of 7,105 students at the Southern Illinois University-Carbondale.



The Western Interstate Commission for Higher Education projects that the Midwest will have a 65,888 (8.9%) decrease in the number of high school graduates between academic years (AY) 2017-18 and 2031-32. The predicted reduction is from 738,805 to 672,917 graduates during this time. The only racial/ethnic designation predicted to increase are Hispanic graduates, with a projected increase of 10.4%.

Illinois’ predicted decrease 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. The only racial/ethnic groups with projected increases in the number of high school graduates are American Indian/Alaskan Natives (42) and Asian/Pacific Islanders (2,234).



4. Improve Retention and Graduation Rates

The University's goal for fall-to-fall retention of first-time, full-time, degree-seeking freshmen is 70%. The fall 2018 first-year retention rate was 65.3%. First-year retention is expected to increase in fall 2019. Fall 2018 to Spring 2019 retention for new 2018 full-time freshmen was 86.3%, compared to 82.5% the year before. Total undergraduate retention is also improving. Total undergraduates retained in Spring 2019 was 89.7%, up from 88.9% the preceding year

5. Increase and Diversify Revenue Streams

WIU's FY20 higher education state appropriation is \$49.6 million, an increase of 5% from FY19. WIU's new capital funding is \$94.5 million for a new Science Building, as well as \$29 million for capital improvements and over \$3 million for electrical distribution. This \$32 million more than triples the value of the \$9.5 million in FY19 appropriations WIU received for deferred maintenance to address roof repairs and replacements, chiller replacements, and building system water replacement.

The FY20 appropriated budget also provides funding for MAP and AIM High programs financial aid programs, and re-appropriates funding for the Center for Performing Arts and the Quad Cities Riverfront Campus Annex.

Construction of the Center for the Performing Arts is estimated to have a \$132 million economic impact. When opened, the CPA will yield an estimated over 6,900 hundred patrons driving two or more hours to Macomb and an economic impact in excess of \$430,000 annually. Funds for the Quad Cities will be used to create an Engineering Annex for this growing program that needs discipline-specific laboratory space.

As reported at the June 14, 2019 Board of Trustees meeting, the value of FY19 pledges and receipts is currently at \$6.9 million, or 86% of the University's annual \$8.0 million goal. Environmental scanning shows that public universities are increasingly relying on external fundraising campaigns. For example, Southern Illinois University-Carbondale's Forever SIU campaign surpassed its \$75 million goal with seven months remaining. More than 26,000 donors made more than 60,000 individual gifts since the three-year campaign launched in January 2017.

6. Achieve Reaffirmation of Accreditation from HLC in Academic Year 2020-2021

The *2019-2020 Strategic Plan Supplement* was prepared by the 74-member Social Responsibility Task Force that engaged in 23 meetings to review HLC criteria, core components, and subcomponents to determine if the University had sufficient evidence to show that it meets and exceeds Commission requirements. This analysis includes feedback requested from the university community in *January-May 2019 Strategic Plan Updates*. The *2019-2020 Strategic Plan Supplement* documents the actions that the University will take to take to assure institutional compliance with HLC requirements.

Please contact me if you have any questions or concerns on the materials presented in this *Update*, and/or if you have feedback for the continued successful implementation of *Higher Values in Higher Education*. The University Planning website has a new page (www.wiu.edu/university_planning/FY19-Positioning-WIU-for-the-Future.php) that provides the Board reports and power point presentations associated with the University's FY19 plan for your review and use.

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