Reported to the Board of Trustees
March 15, 2017

University of Illinois at Chicago

Dashboard Indicators

FINANCIAL INDICATORS AND ADVANCEMENT UPDATES BY:
UNIVERSITY OFFICE FOR PLANNING AND BUDGETING
FEBRUARY 21, 2017

REPORTED BY:
CHANCELLOR MICHAEL D. AMIRIDIS
MARCH 15, 2017

PEER GROUPS

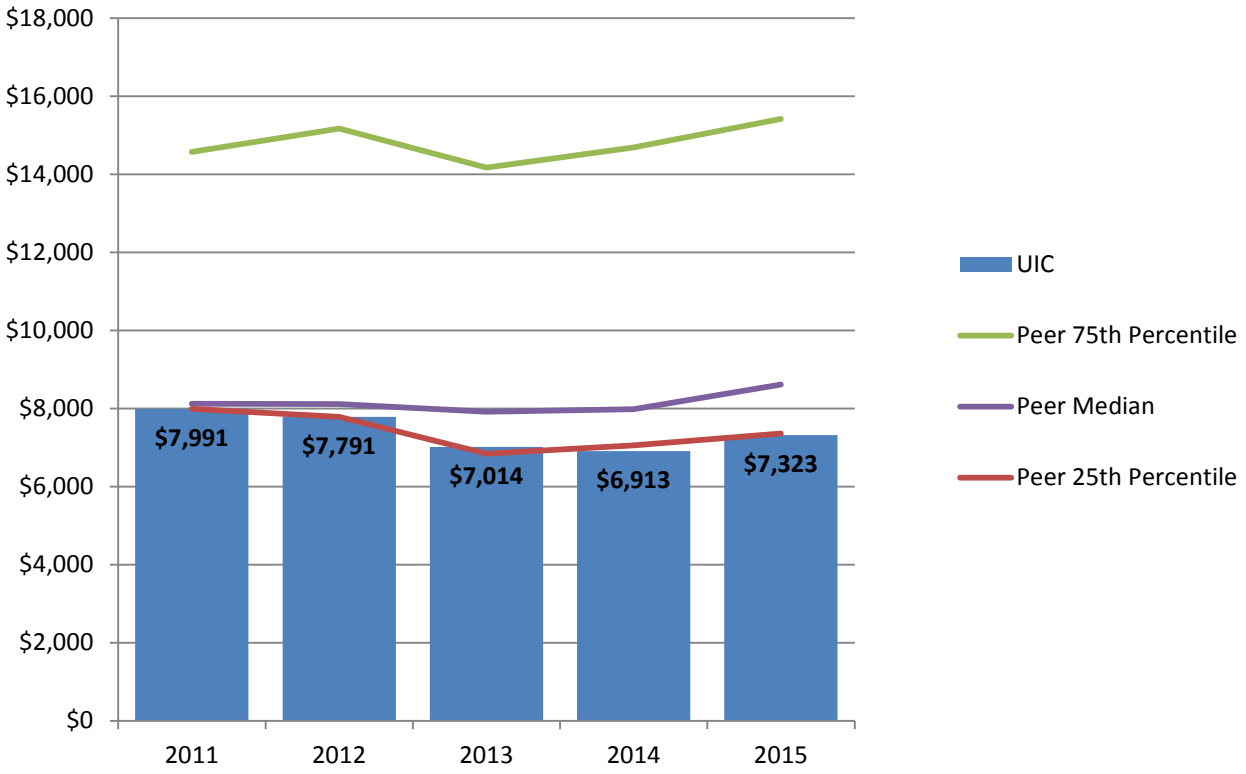
Peer Group

SUNY, University at Buffalo
University of Alabama at Birmingham
University of Cincinnati
University of Connecticut
University of Louisville
University of South Florida - Tampa
University of Utah
Virginia Commonwealth University

FINANCIAL INDICATORS

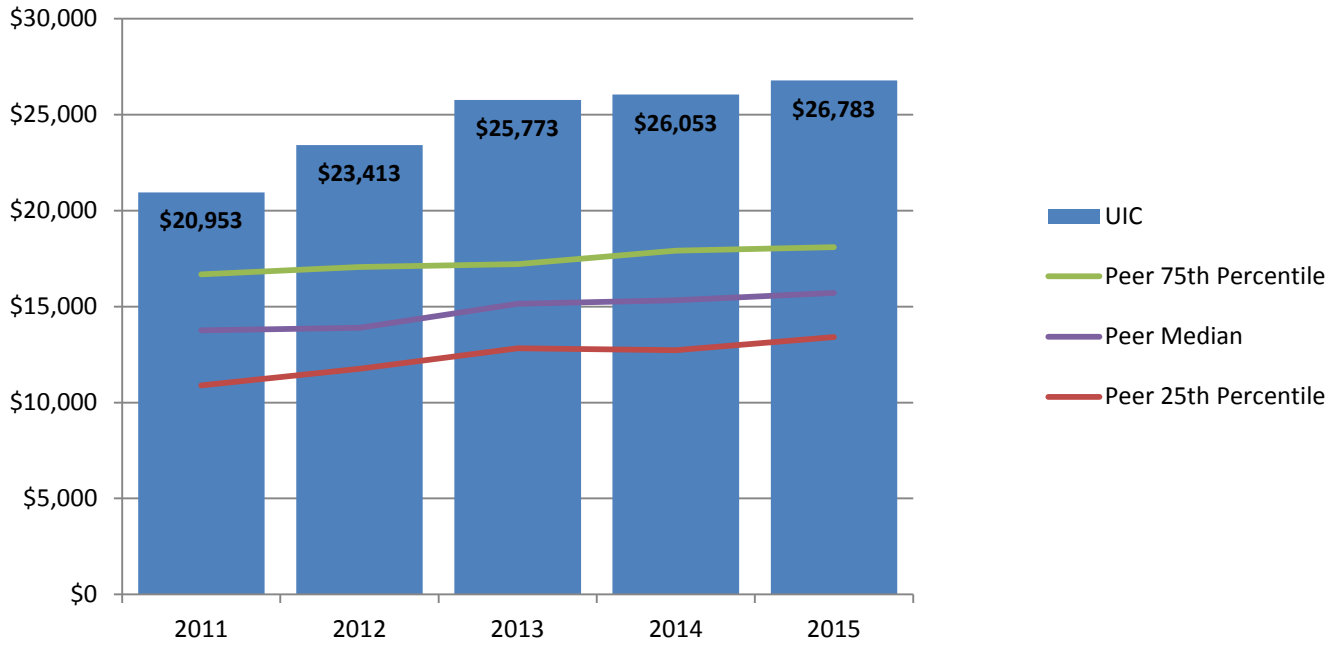
STATE APPROPRIATIONS PER FTE ENROLLMENT
FY 2011 – FY 2015

State of Illinois direct support, on a per FTE student basis, is lower at UIC than the median of its peers. Excluded from this amount is the cost of benefits paid directly by the State and system office expenses for centralized administrative services. This skews the data and accounts for the higher support amounts of the peer group. Given partial appropriations (27% of FY15) for FY 2016, next year this amount will drop dramatically.



INSTRUCTIONAL EXPENSES PER FTE ENROLLMENT
FY 2011 – FY 2015

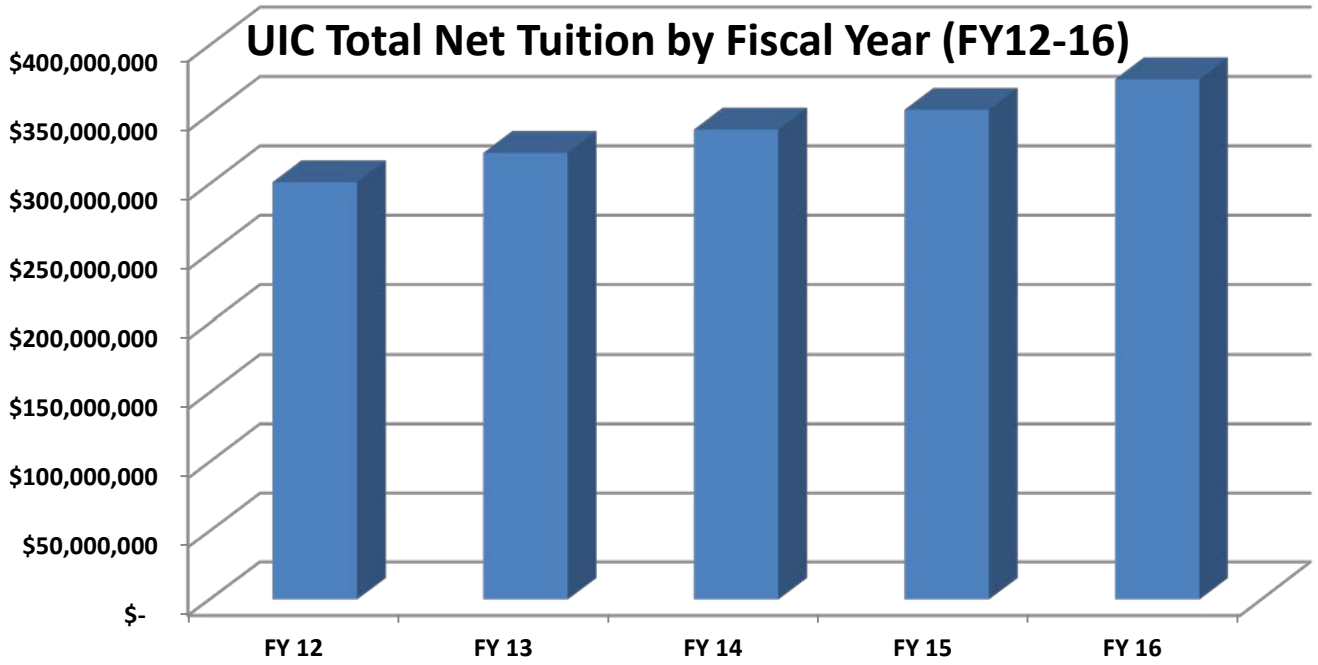
UIC has the highest instructional expenditures per FTE enrollment of its peer group. This data comparison is difficult because it includes Medical Service Plan (clinical revenue) but excludes benefits and System Office expenditures for services that are typically paid directly by the peer institutions.



FINANCIAL / REVENUE INCREASES

Net tuition revenue growth for FY 16 totaled $21.8M. Projection for FY17 is $6.1M.

- Decline in tuition revenue growth largely attributed to three consecutive years of flat tuition rates and marginal enrollment changes coupled with higher waiver and refund activity.



FINANCIAL / REVENUE INCREASES

- Based on a comparison of YTD data through December 2016, ICR earnings have increased by 6.8% or $1.9M over the same period last year.
- $299.2 million in 610 unique new awards for FY17 to date, includes State awards, a 21% year to year comparison increase (July 1 to February 27).

AREAS NEEDING IMPROVEMENT

- Partial State Appropriation are Depleting Cash Reserves and Make Planning Impossible
- Diversification of Revenue / New Revenue Streams
- Business Process Efficiency
- Research Expenditures

STRATEGY TO ADDRESS AREAS FOR IMPROVEMENT

- **Revenue Opportunities**
  - **Shorelight Education** - this revenue generating agreement will increase the number of full-pay international students. First intake of 38 students in Spring 2017 and expecting up to 200 additional students in Fall 2017.
  - **UIC Extended Campus initiatives** – new online programs, blended bachelor degree completion program, program partnerships with employers.
- **Strategic Initiatives**
  - **Public Private Partnership –** contract pending to build housing with 500 beds capacity and 50,000 sq ft of classroom facilities to create a live/learn environment on the east side of campus.
  - **Enrollment dashboard –** to assess enrollment capacity for all colleges; will be reviewed during budget meetings and at key intervals. Can drive resource decisions for adding capacity for high demand programs.

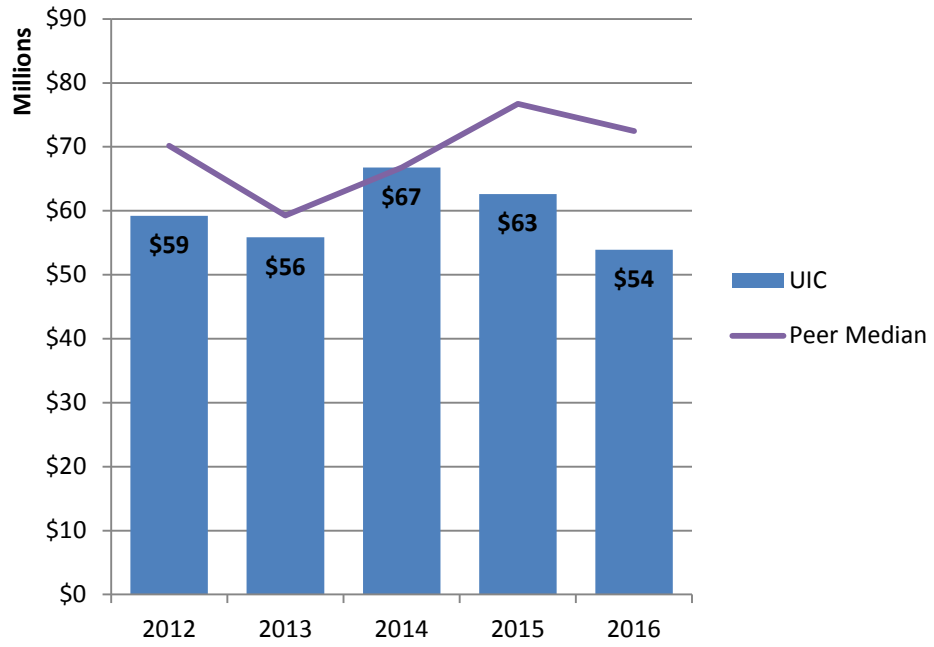
AREAS TO WATCH

- **State Budget Impasse**
  - 27% of appropriation received in FY16; 50% in FY17. University can't continue to cash finance lost appropriated funds without significant additional budget reductions.
- **MAP Grant Funding**
  - No funding received for FY17; $32M liability for UIC.
- **Institutionally Funded Financial Aid**
  - Without a state budget, need-based funding is flat and difficult to maintain.
  - UIC students have high unmet need, which is affecting retention.
- **Key Metrics:** Student Retention, Graduation Rates, Degrees Awarded and Enrollment Capacity
- **Maintaining Academic Quality and Student Faculty Ratios**

ADVANCEMENT

CASH GIFTS RECEIVED, FY 2012 – FY 2016

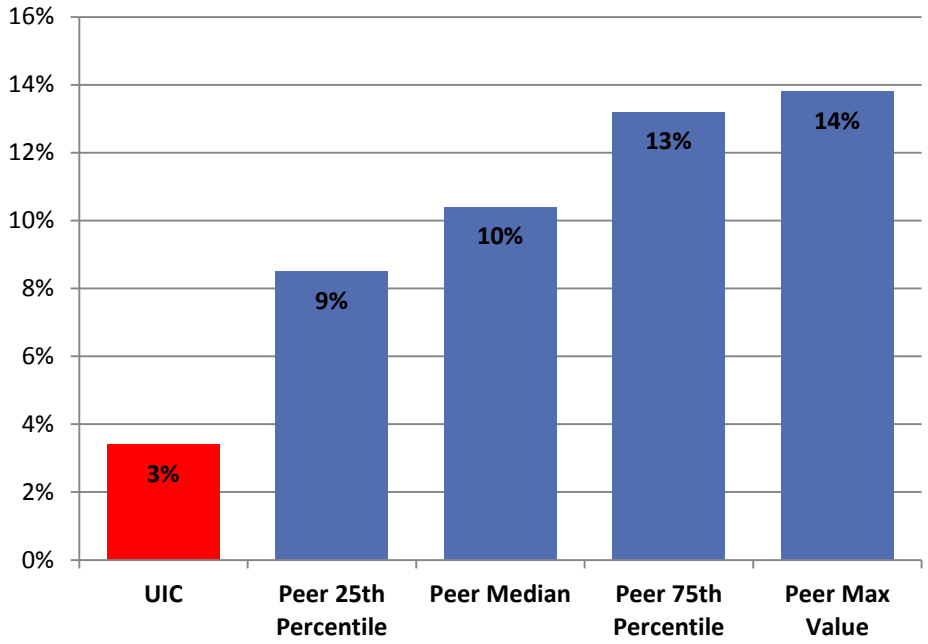
Gift income at UIC is below the peer group median.



Note: Data for University of Connecticut and University of South Florida include multi-campuses.

ANNUAL GIVING RATE, AY 2013-14 AND AY 2014-15

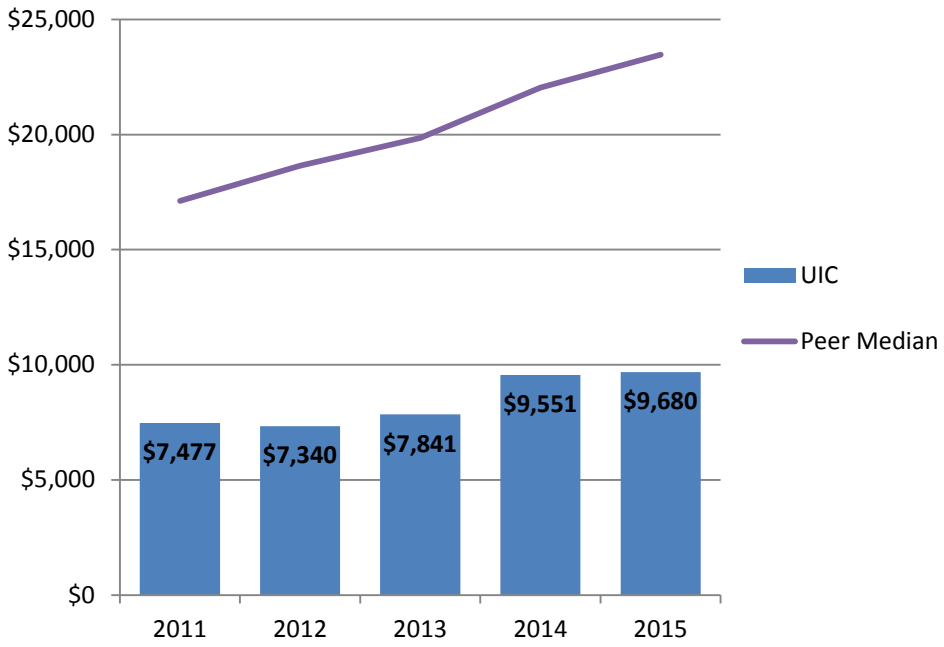
UIC has a lower (undergraduate) alumni giving rate as compared to the peer median. UIC is making progress in alumni giving. The largest donor base is professional program graduates, which is not included in the data displayed below.



Note: Peer data from U.S. News & World Report, 2017 Edition. Annual giving rate is a two year average.

ENDOWMENT ASSETS PER FTE ENROLLMENT, FY 2011 – FY 2015

UIC has the lowest total endowment per FTE enrollment of its peer group.



AREAS MEETING OR EXCEEDING EXPECTATIONS

- **Cultivation and Solicitation of Donors through:**
  - Increased One-on-One Meetings
  - Increased Event Attendance
  - Increased Chancellor-hosted Jonasson House Events

- **Campaign Readiness and Planning Activities**
  - Active Chancellor Campaign Committee Meetings
  - Finalizing Campaign Visioning and Priorities for Colleges, Units and University
  - Finalizing Campaign Messaging and Branding

AREAS MEETING OR EXCEEDING EXPECTATIONS

- **Increase in $1M+ Solicitations**
  - FY15: 5 $1M+ Solicitations
  - FY16: 19 $1M+ Solicitations
  - FY17: 30 $1M+ Planned Solicitations, with 12 made to date
- **Set Ambitious Goals**
  - New Business Goal set at $75M
- **Recruit and Retain Top-notch Advancement Staff**
  - Continue recruitment, with heavy emphasis on training and retention

AREAS NEEDING IMPROVEMENT

- Increase number of gifts
- Continue Training for Deans, Faculty, and Fundraisers
- Prospect Identification and Building Prospect Portfolios
- Alumni Engagement Starting with Students and Continuing through all Generations
- Coordination of Internal Work and Communications Flows

STRATEGY TO ADDRESS AREAS FOR IMPROVEMENT

- Work on Transition of UIAA Engagement
- Continue Training with Outside Consultant for Deans
- Train officials on utilization of Proactive Research to Identify New Prospects and Build Portfolios

AREAS TO WATCH

- **Performance Metrics and Achievement of Goals**
  - Defined metrics and goals set at college, unit and university level
- **Continue Training New Advancement Database**
  - TED Database
  - Continue training for all advancement staff
  - Work with UIF to resolve outstanding issues with new system
- **Continue Progress in Campaign Planning for Public Campaign Launch**
- **Impact of State Budget Impasse**