

Reported to the Board of Trustees  
March 15, 2018

# University of Illinois at Chicago



## Performance Metrics

**FINANCIAL INDICATORS AND ADVANCEMENT UPDATES BY:  
UNIVERSITY OFFICE FOR PLANNING AND BUDGETING  
FEBRUARY 5, 2018**

**REPORTED BY:  
CHANCELLOR MICHAEL D. AMIRIDIS  
MARCH 15, 2018**

# 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

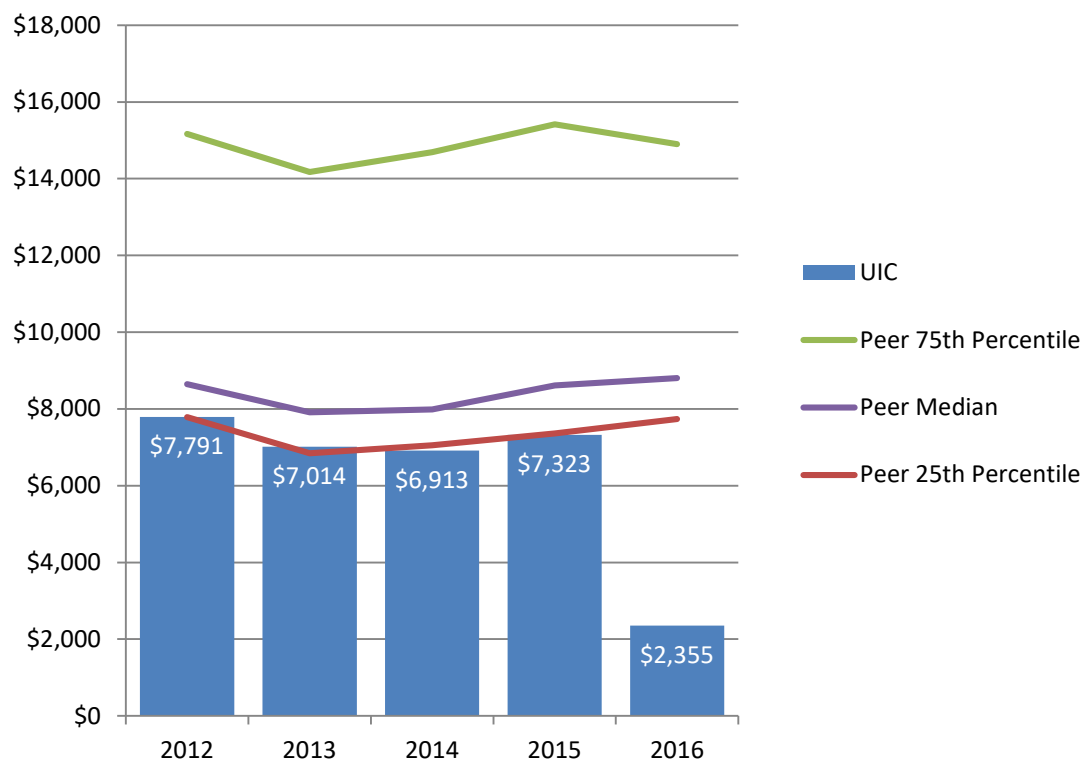
Virginia Commonwealth University

# FINANCIAL INDICATORS

# STATE APPROPRIATIONS PER FTE ENROLLMENT

## FY 2012 – FY 2016

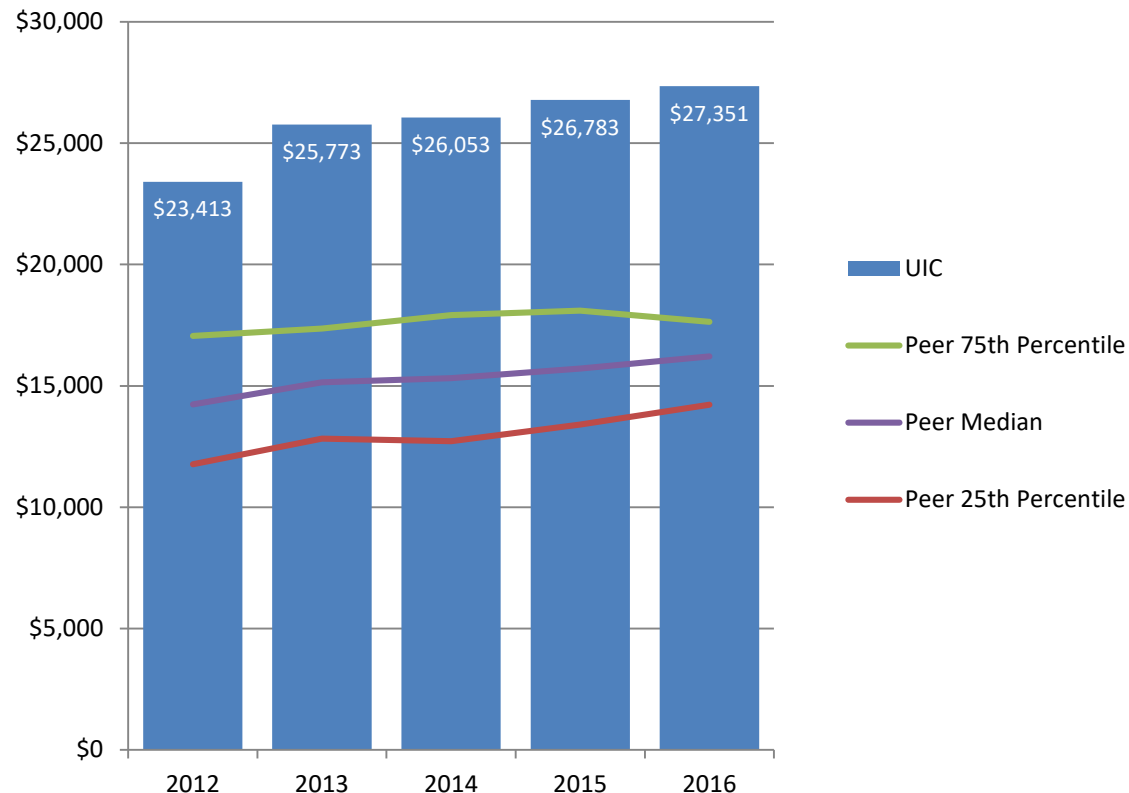
State appropriations per FTE enrollment dropped dramatically in FY 2016 due to partial appropriations (27% of FY 2015). State of Illinois direct support, on a per FTE student basis, is lower at UIC than the median of its peers.



# INSTRUCTIONAL EXPENSES PER FTE ENROLLMENT

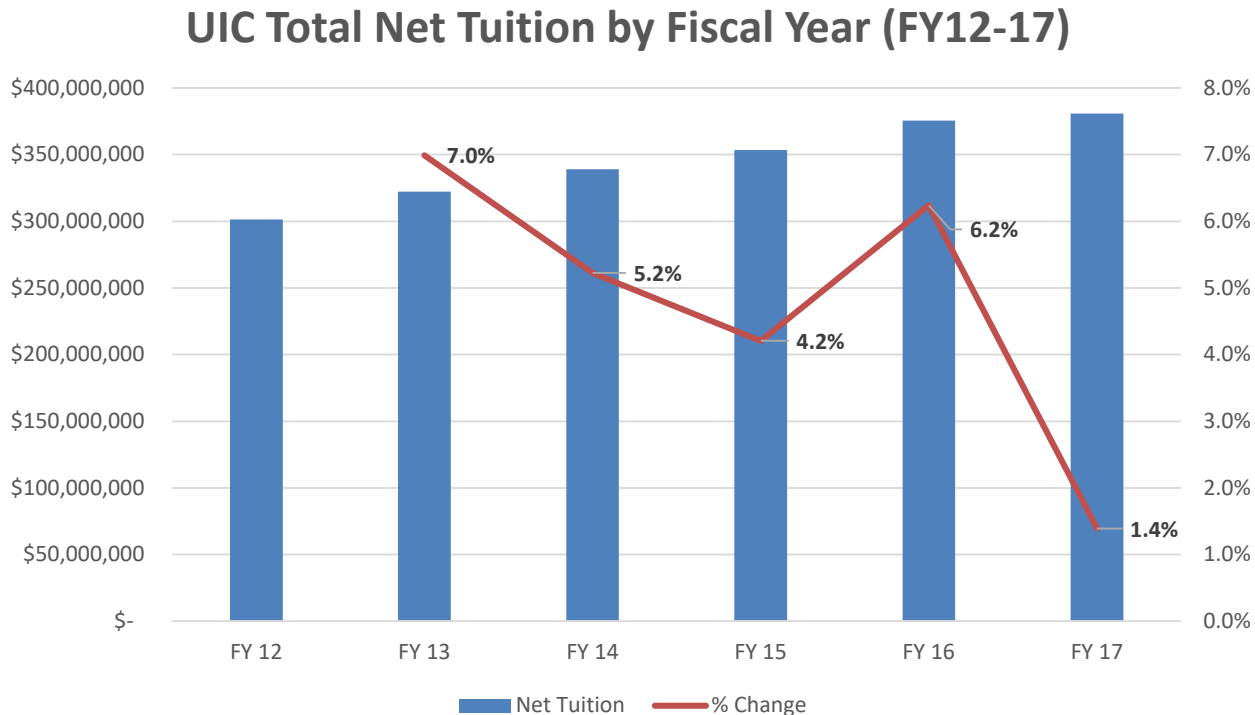
## FY 2012 – FY 2016

UIC has the highest instructional expenditures per FTE enrollment of its peer group. These data comparison are not comparable, because it includes Medical Service Plan (clinical revenue) but excludes benefits and System Office expenditures for services that are typically paid directly by peer institutions.



# FINANCIAL / REVENUE INCREASES

Net tuition revenue growth for FY 2017 totaled \$5.2M. Projection for FY 2018 is \$12.3M. Decline in tuition revenue growth (from 7.0% in FY 2013 to 1.4% in FY 2017) is largely attributed to four consecutive years of flat tuition rates, higher waiver and refund activity, and despite enrollment growth in three consecutive years.



# FINANCIAL / REVENUE INCREASES

- Based on a comparison of YTD data through December 2017, ICR earnings have increased by 1.43% or \$420K over the same period
- **FY 2018 Tuition**
  - Current estimate of total net tuition \$393,023,690
  - Incremental increase of \$12,303,078 from FY 2017
- **Areas of Growth**
  - Undergraduate Enrollment: over 1,100 increase enrollment from FY 2017
  - UIC Global: over 300 new international students in Fall 2017
- **Areas of Change**
  - UIC Global Teaching Reimbursement



# FINANCIAL / REVENUE INCREASES

	FY17 Q2	FY18 Q2	Change
Self-Supporting Excluding Hospital	\$ 266,585,562	\$ 248,680,336	-6.7%
Hospital Only	\$ 341,373,127	\$ 365,141,592	6.9%
Gift/Endowment	\$ 13,218,167	\$ 15,348,412	16.1%

- **Areas of Growth (YTD Comparison)**

- **Hospital revenue increased 6.9% FY2018 YTD primarily due to \$37M increase in gross charges and improvements in inpatient revenue yield**
- **Gift/Endowment revenue increased 16.1%, with notable favorable increases in Nursing, Medicine-Rockford, Engineering and Public Health**

- **Areas to Watch**

- **Although it appears that self-supporting revenues decreased 6.7%, decrease in self-supporting revenue likely due to delay in posting of revenue**



# AREAS NEEDING IMPROVEMENT

- Diminished Cash Reserves in FY 2016
- Diversification of Revenue / New Revenue Streams
- Business Process Efficiency and Cost Reductions
- Establish more effective internal recharge rates

# STRATEGY TO ADDRESS AREAS FOR IMPROVEMENT

- **Revenue Opportunities**

- **Shorelight Education** - revenue generating agreement has already increased the number of full-pay international students
- **New Contract Programs** – some colleges have executed or are developing expedited enrollment increase (educational and certificate) programs to provide opportunities to bring additional revenue

- **Strategic Initiatives**

- **Public Private Partnership** – began construction of 500+ bed student housing and 50,000 sq ft classroom facility to create a live/learn environment on the east campus
- **Engineering Innovation Building** – began construction of \$43 million, 50,500 sq ft building to support enrollment and programmatic growth

# AREAS TO WATCH

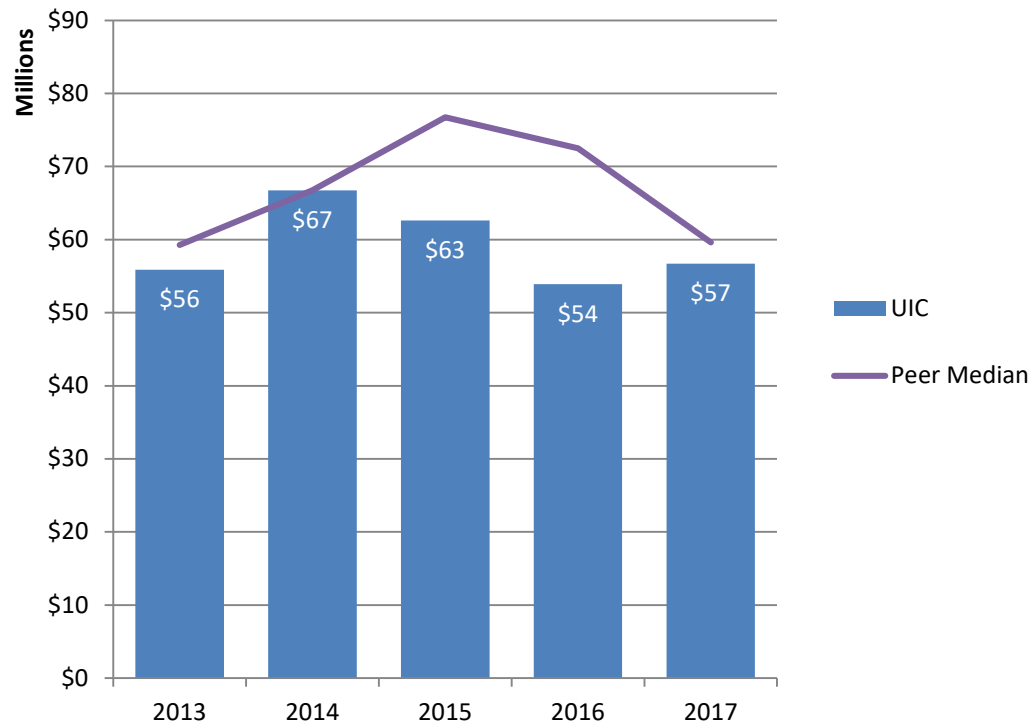
- **FY 2019 State Budget and Pension Cost Shifts**
- **Institutionally Funded Financial Aid**
  - **With a Pell eligibility rate of 57% for first time freshmen, UIC students have high unmet need**
- **Enrollment Growth Demands**
- **Capital planning process and funding needed to address deferred maintenance backlog**

# ADVANCEMENT



# CASH GIFTS RECEIVED, FY 2013 – FY 2017

Gift income at UIC has historically been below the peer group median. Due to sharp declines in the peer group median, UIC gained ground in 2017 and is approaching the peer group median.

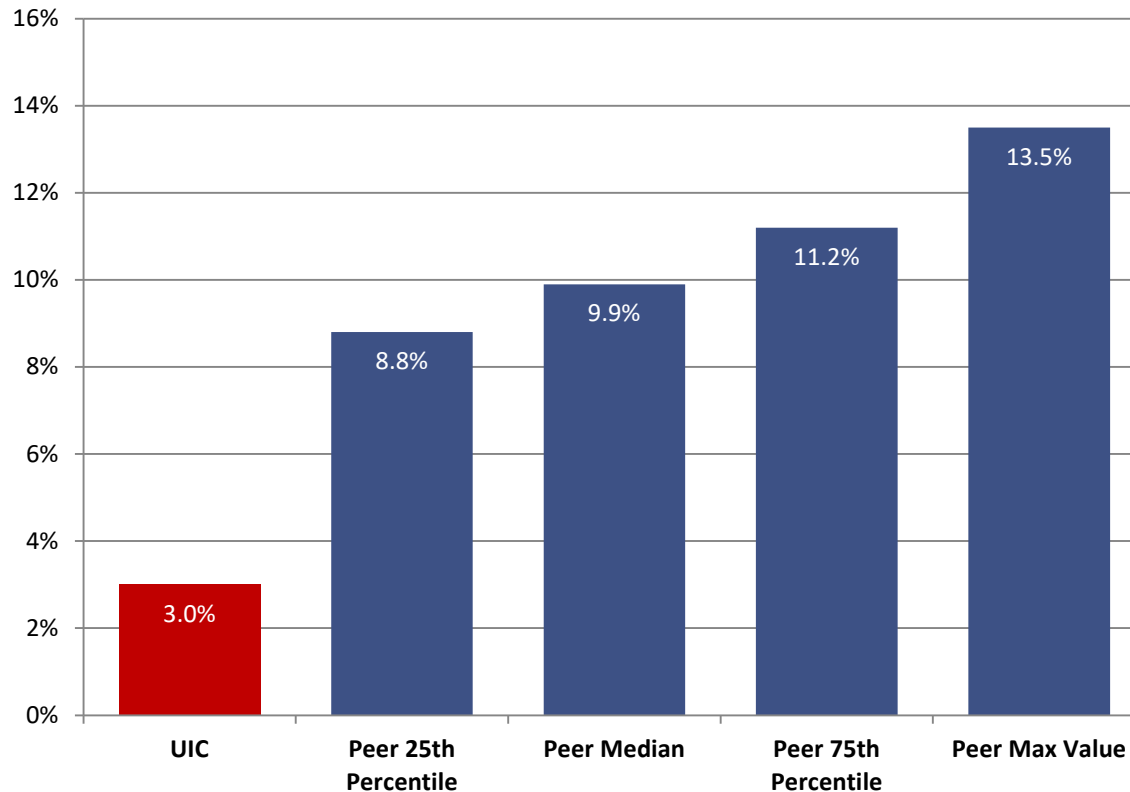


Note: Data for University of Connecticut and University of South Florida include multi-campus.



# ANNUAL GIVING RATE, AY 2014-15 AND AY 2015-16

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.

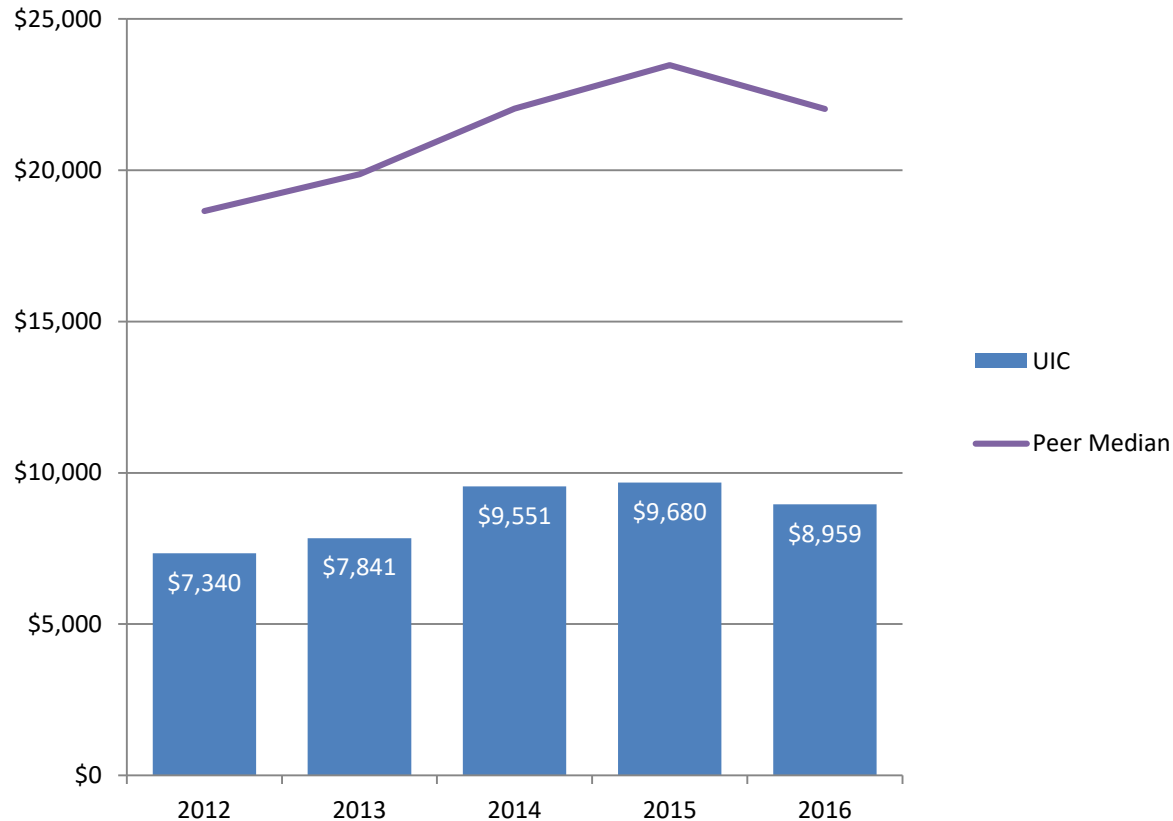


Note: Peer data from U.S. News & World Report, 2018 Edition. Annual giving rate is a two year average.



# ENDOWMENT ASSETS PER FTE ENROLLMENT, FY 2012 – FY 2016

**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 Launched and Planning Activities**
  - Active Chancellor Campaign Committee Meetings
  - Campaign Visioning and Priorities for Colleges, Units and University
  - Ignite: the Campaign for UIC launched, October 28, 2017
  - Goal set at \$750M: raised to date \$314M, 42%



# AREAS MEETING OR EXCEEDING EXPECTATIONS

- **Increase in \$1M+ Solicitations**
  - FY16: 19 \$1M+ Solicitations
  - FY17: 23 \$1M+ Solicitations
  - FY18: 22 \$1M+ Planning Solicitations
- **Set Ambitious Goals**
  - New Business Goal set at \$82M, compared to \$68M raised previous year
- **Recruit and Retain Top-notch Advancement Staff**
  - Continue recruitment, with heavy emphasis on training and retention
  - Training done with Deans, faculty, and major gift officers

# AREAS NEEDING IMPROVEMENT

- Increase number of gifts
- Prospect Identification and Building Prospect Portfolios
- Execution of New UIC Alumni Association
- Coordination of Internal Work and Communications Flows

# STRATEGY TO ADDRESS AREAS FOR IMPROVEMENT

- 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 new reports available
- **Impact of State Budget Impasse**