



UW Peer Institutions

UW Board of Trustees
August 2016 Retreat

- Prepared by Brian Schueler -



UNIVERSITY OF WYOMING

Contents

1. Importance of peer institutions
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3. The selected institutions
4. Observations and analysis on peers

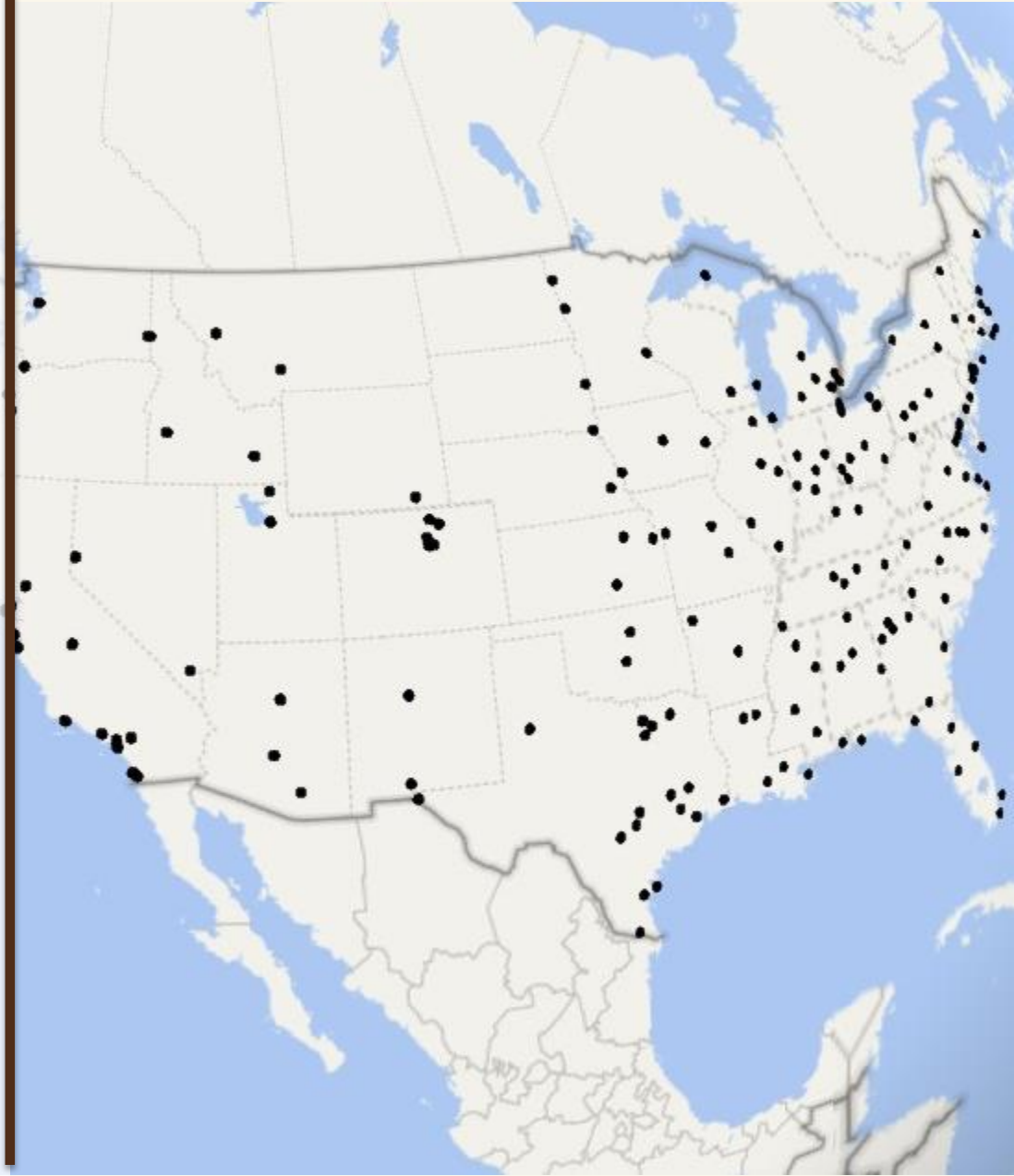
1. Importance of Peer Institutions

Why select peer institutions?

- Setting consistent parameters for research
- Establishing institutional benchmarks
- Developing ambitious and attainable goals
- Measuring institutional progress towards goals

2. Selection of Peers

- Started with 192 institutions :
 - All public research Universities
 - All institutions included on existing peer lists
 - 73 institutions on 19 existing peer lists



2. How Peers were Selected

- Based on South Dakota State University's peer selection method

South Dakota State University and Peer Institutions

Institution Name	City	State	Level	Control	Basic	UG Program	Graduate Program	Enroll Profile	UG Profile	Total HC FA 2013	Size & Setting
South Dakota State University	Brookings	SD	4-yr+	Public	RU/H	Prof+A&S/SGC	Doc/Prof	VHU	FT4/S/HTI	12,525	M4/R
Colorado State University	Fort Collins	CO	4-yr+	Public	RU/VH	Bal/HGC	Doc/STEM	HU	FT4/S/HTI	31,186	L4/R
Kansas State University	Manhattan	KS	4-yr+	Public	RU/H	Prof+A&S/HGC	CompDoc/ MedVet	HU	FT4/S/HTI	24,581	L4/R
Montana State University-Bozeman	Bozeman	MT	4-yr+	Public	RU/VH	Prof+A&S/HGC	Doc/STEM	VHU	FT4/S/HTI	14,852	L4/R
New Mexico State University-Main Campus	Las Cruces	NM	4-yr+	Public	RU/H	Prof+A&S/HGC	CompDoc/ NMedVet	HU	FT4/I	16,765	L4/NR
North Dakota State University-Main Campus	Fargo	ND	4-yr+	Public	RU/VH	Prof+A&S/SGC	CompDoc/ NMedVet	VHU	FT4/S/HTI	14,629	L4/R
Oklahoma State University-Main Campus	Stillwater	OK	4-yr+	Public	RU/H	Prof+A&S/HGC	CompDoc/ MedVet	HU	FT4/S/HTI	26,073	L4/R
Southern Illinois University	Carbondale	IL	4-yr+	Public	RU/H	Prof+A&S/HGC	CompDoc/ MedVet	HU	FT4/S/HTI	17,964	L4/R
University of Idaho	Moscow	ID	4-yr+	Public	RU/H	Prof+A&S/HGC	Doc/Prof	HU	FT4/S/HTI	12,024	L4/HR
University of Montana-Missoula, The	Missoula	MT	4-yr+	Public	RU/H	Bal/SGC	Doc/Prof	HU	FT4/S/LTI	14,525	L4/NR
University of North Dakota Main Campus	Grand Forks	ND	4-yr+	Public	RU/H	Prof+A&S/HGC	CompDoc/MedVet	HU	FT4/S/HTI	15,143	L4/R
University of Wyoming	Laramie	WY	4-yr+	Public	RU/H	Prof+A&S/HGC	Doc/Prof	HU	FT4/S/HTI	12,778	L4/NR



2. How Peers were Selected

- Initial Statistics (11 scored metrics)

1. Land Grant

2. Carnegie Basic – 2015

3. Carnegie Characteristics

- UG Program
- Grad Program
- Enrollment Profile
- UG Profile
- Size & Setting

4. NCES Comparison Group

5. Enrollment – 2013 & 2008

6. Distance from UW

2. How Peers were Selected

- Feedback & Development – June 15th – July 15th

Met with and solicited feedback from:

1. Vice President Gern
2. Office of Institutional Assessment Director Koller
3. Vice President Blalock
4. Academic Deans Council
5. Student Affairs Directors Council
6. Incoming Provost Miller
7. University Executive Council
8. University Financial Crisis Advisory Council

2. How Peers were Selected

- Feedback & Development – June 15th – July 15th

Statistics Added based on feedback:

1. Being sole public research university in state
2. Has medical education (MD, DDS, DMD, DO, or DVM)
3. Carnegie stats from 2010 & 2000
4. Amount of federal, state, local and private research grants
5. # of faculty with tenure or on tenure track
6. NSF research rankings
7. Endowment value
8. Previous inclusion on UW peer lists
9. Do these institutions consider UW their peer?
10. Percent of applicants admitted
11. Faculty average salaries & non-instructional staff average salaries
12. Incoming class 2014 25th percentile & 75th percentile ACT scores



2. How Peers were Selected

- Final Ranking Methods (43 scored metrics)

Some scored metrics derived from multiple sources of data

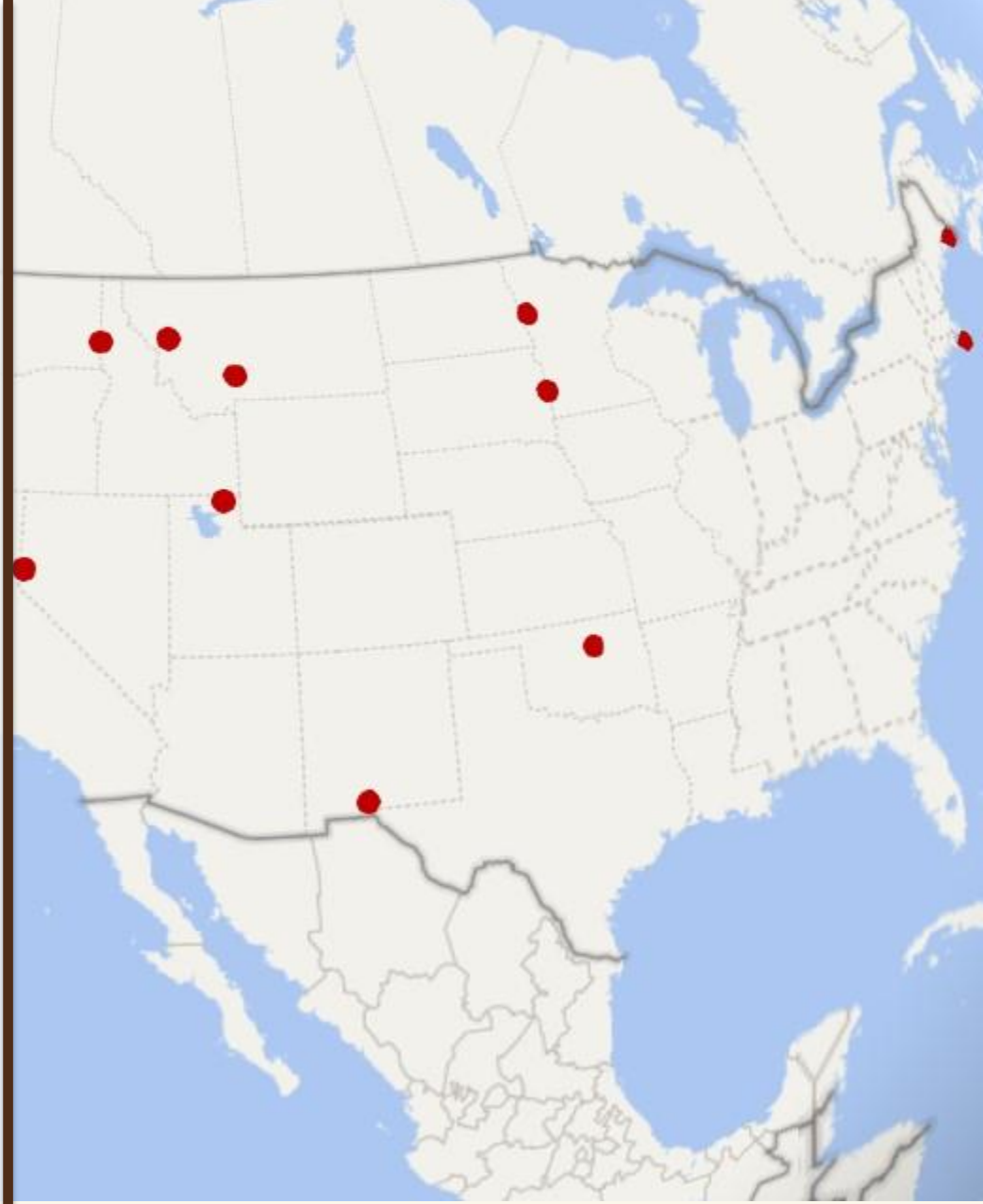
Numbers in parentheses below indicate the number of metrics included in that area if more than one

- | | | | |
|--------------------------------------|-----|--|------|
| • Public Institution | | • Distance from UW | |
| • Land Grant | | • Medical Education & Services | (2) |
| • Sole Public Research U. in State | | • Grants & Contracts | (4) |
| • Carnegie Classifications 2015 | (6) | • Endowments 2013,2010 & 2007 | (3) |
| • Carnegie Classifications 2010 | (6) | • Prevalence on existing UW peer lists | (19) |
| • Carnegie Basic Classification 2000 | | • UW Considered a Peer by institution? | |
| • NCES Comparison Grouping | | • ACT Scores & Admissions Selectivity | (4) |
| • Enrollment – 2013 & 2008 | (2) | • Average 9 month salaries | (10) |



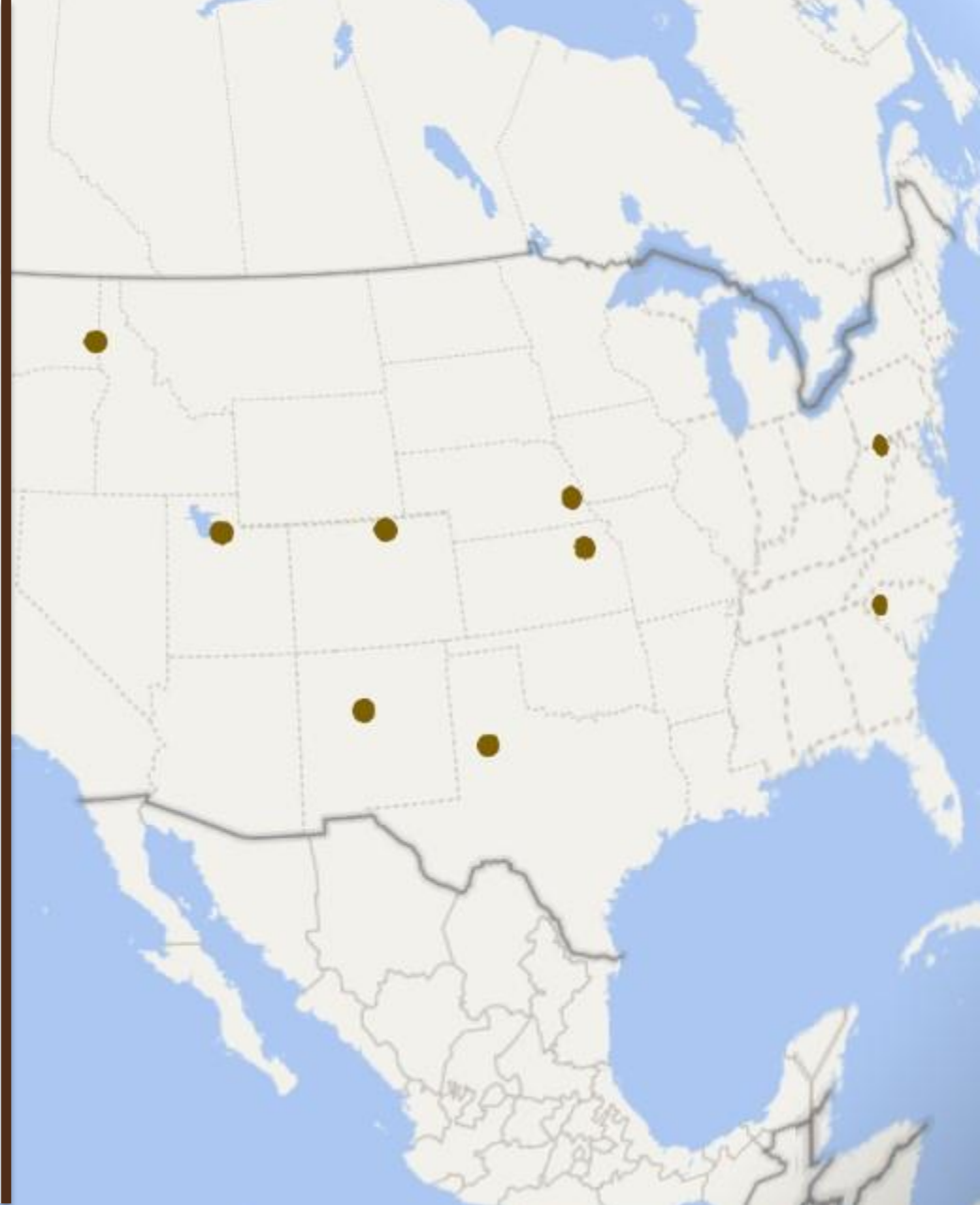
2. How Peers were Selected

- Secondary selection:
 - Pink – Close Peers
 - Feedback received
 - Geographic considerations
 - Represent surrounding states
 - Urban/Rural



2. How Peers were selected

- Secondary selection:
Gold - Aspirational Peers
 - Carnegie “Very-High Research” (RU/VH)
 - Feedback received



3. Selected Peers

Pink – Close Peers

Utah State U.

U. of Maine #

Oklahoma State U.

Montana State U.

U. of Nevada Reno

North Dakota State U.

U. of Rhode Island #

South Dakota State U.

New Mexico State U.

U. of Montana **

U. of Idaho

Only Public Research University in State

** NOT Land Grant



3. Selected Peers

Gold - Aspirational Peers

Kansas State U.

Clemson U.

West Virginia U. #

Texas Tech U. **

U. Nebraska – Lincoln

Washington State U.

Colorado State U.

U. Of Utah **

Only Public Research University in State

** NOT Land Grant



4. Observations on Peers

- Student Costs
- Student Body
- Graduation & Retention Rates
- Academic Programs
- Employees & Student Faculty Ratio
- Faculty & Research
- Private Giving

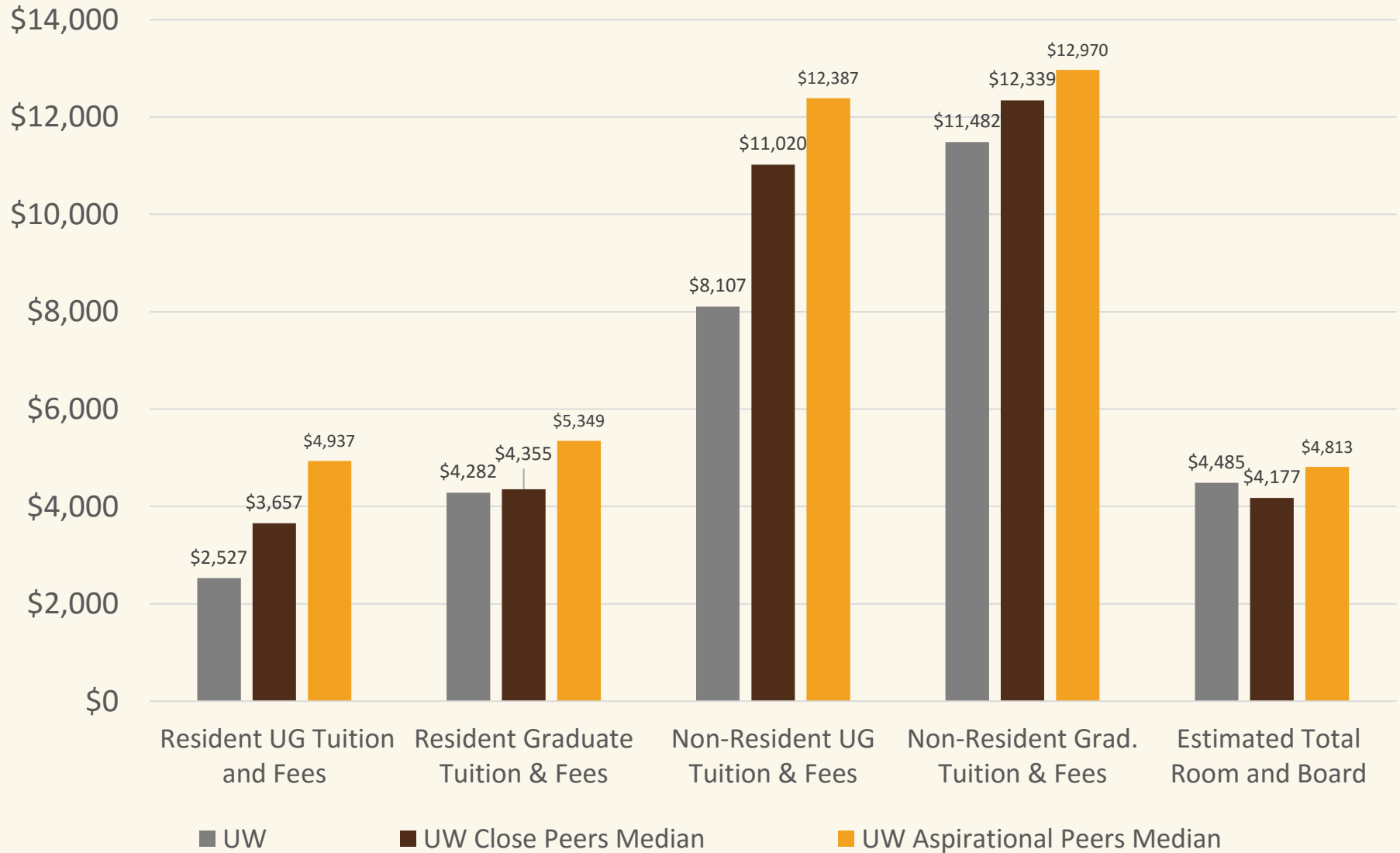
4. Observations on Peers

Student Costs Across Peers

- Median Costs
- Tuition & Fee Distribution
- Tuition & Fees compared to Room and Board
- Tuition and Fees compared to Student Loans
- Online/Outreach Charges compared to traditional offerings

Median Student Costs for AY 2016-2017

15 Credit Hours, Average Room & Board Charges



Data collected from respective institutions' websites 7/21/2016

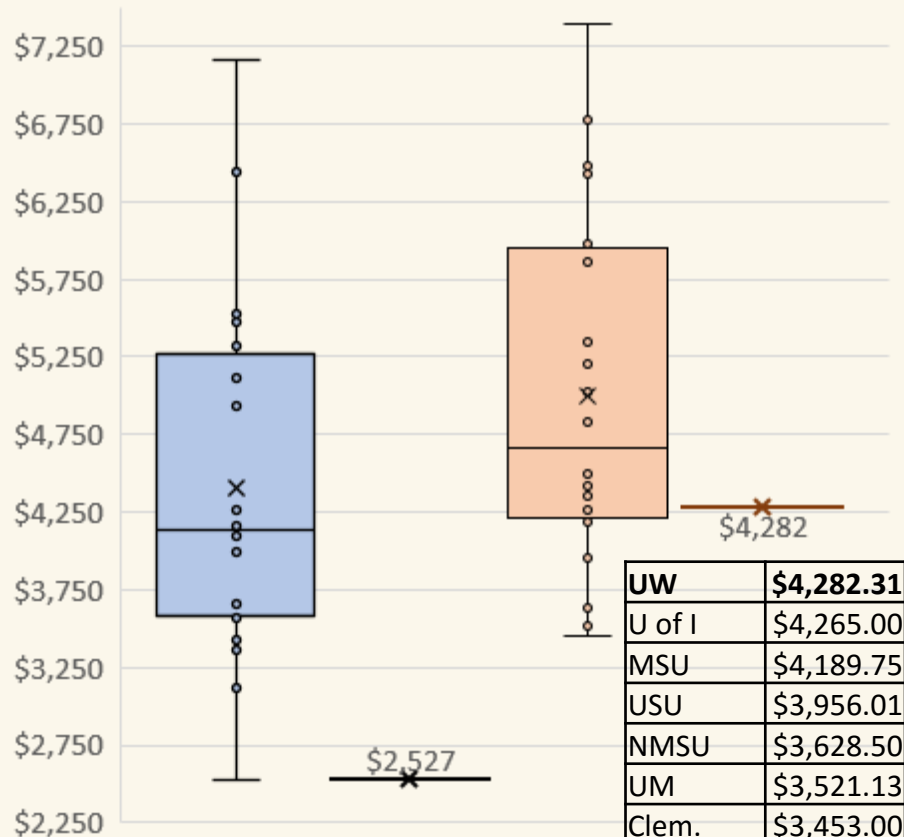
Estimated Room and Board is calculated in accordance with the provisions for calculating cost of attendance in Title IV, Section 472 of the Higher Education Act



Tuition and Fee Distribution AY 2016-2017

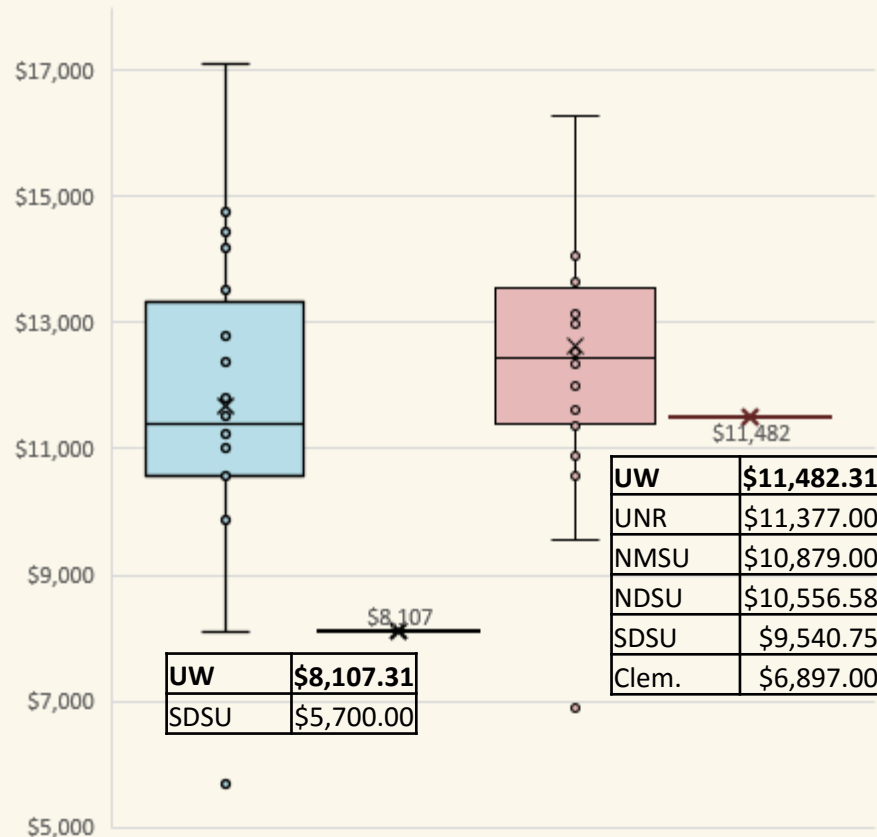
15 Credit Hours

Resident Grad & UG Tuition and Fees 2016-2017 (15 credit hrs)



Resident Undergrad. Tuition and Fees UW
Resident Graduate Tuition & Fees UW

Non-Resident Grad & UG Tuition and Fees 2016-2017 (15 credit hrs)



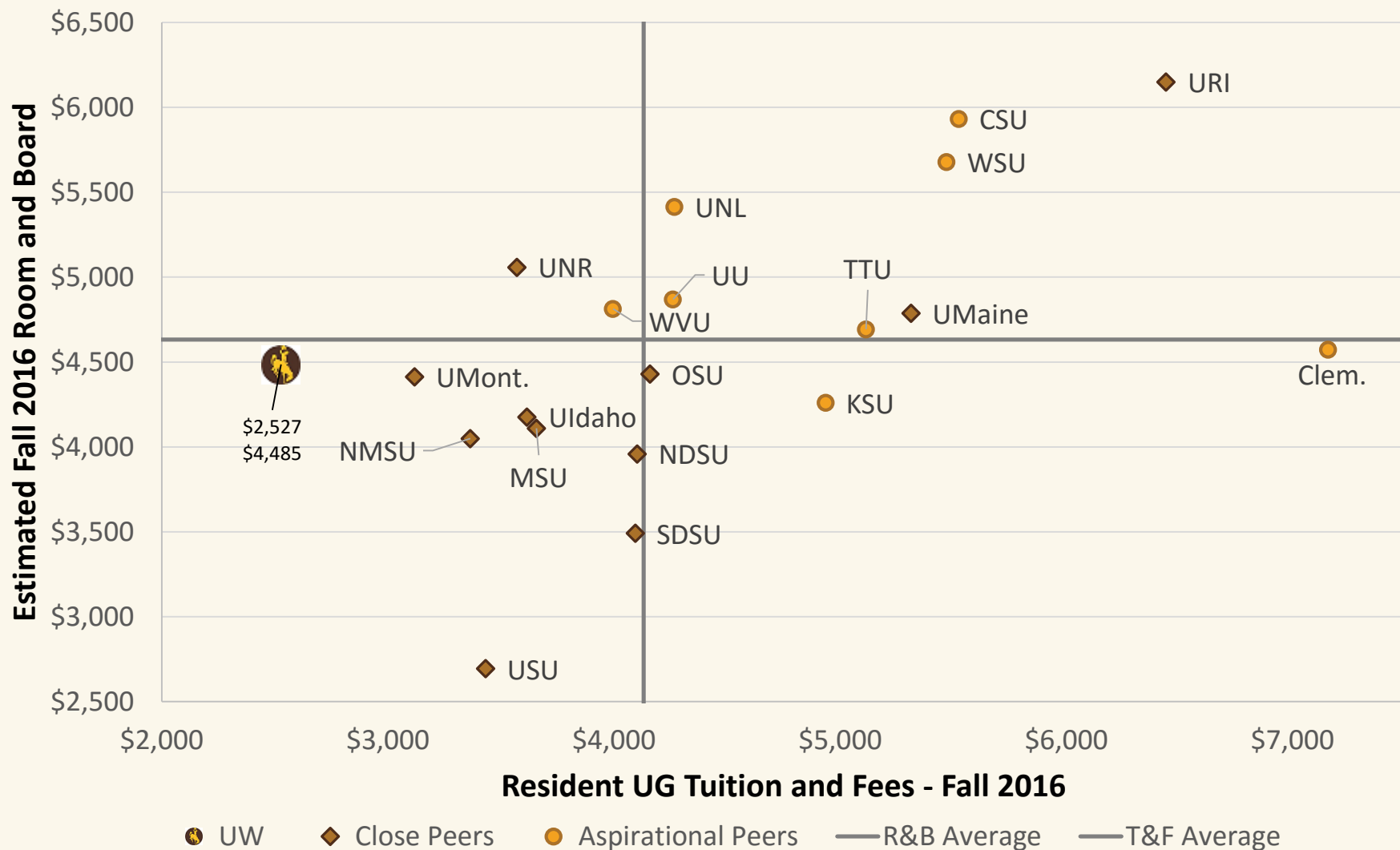
Non-Resident UG Tuition & Fees UW
Non-Resident Grad. Tuition & Fees UW

Data collected from respective institutions' websites 7/21/2016



Tuition, Fees Room & Board AY 2016-2017

15 Credit Hours, Average Room & Board Costs



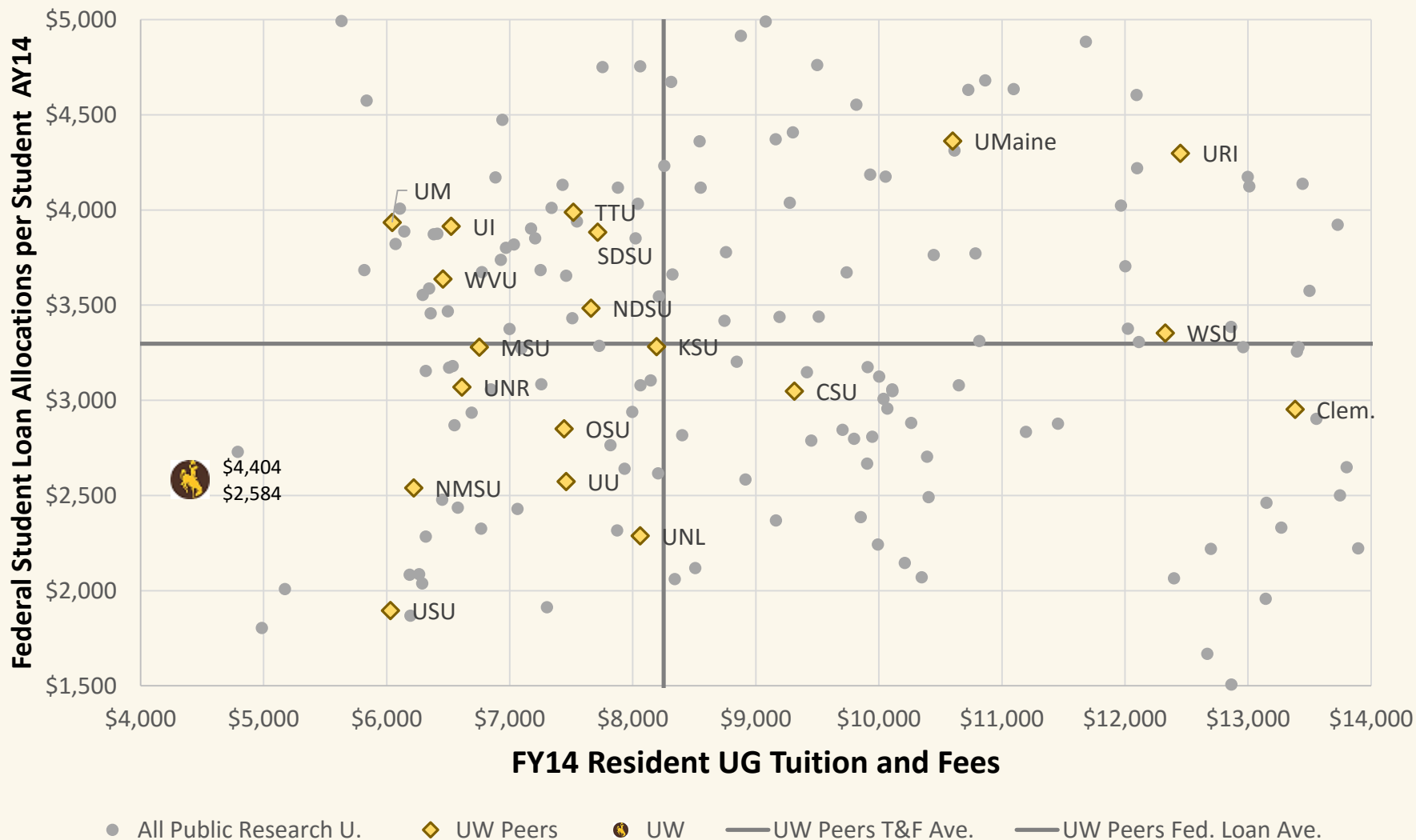
Data collected from respective institutions' websites 7/21/2016

Estimated Room and Board is calculated in accordance with the provisions for calculating cost of attendance in Title IV, Section 472 of the Higher Education Act



AY 2014 Tuition and Fees & Ave. Federal Loans

Resident Undergraduate Tuition, Total Federal Loan disbursements divided among all undergraduate students

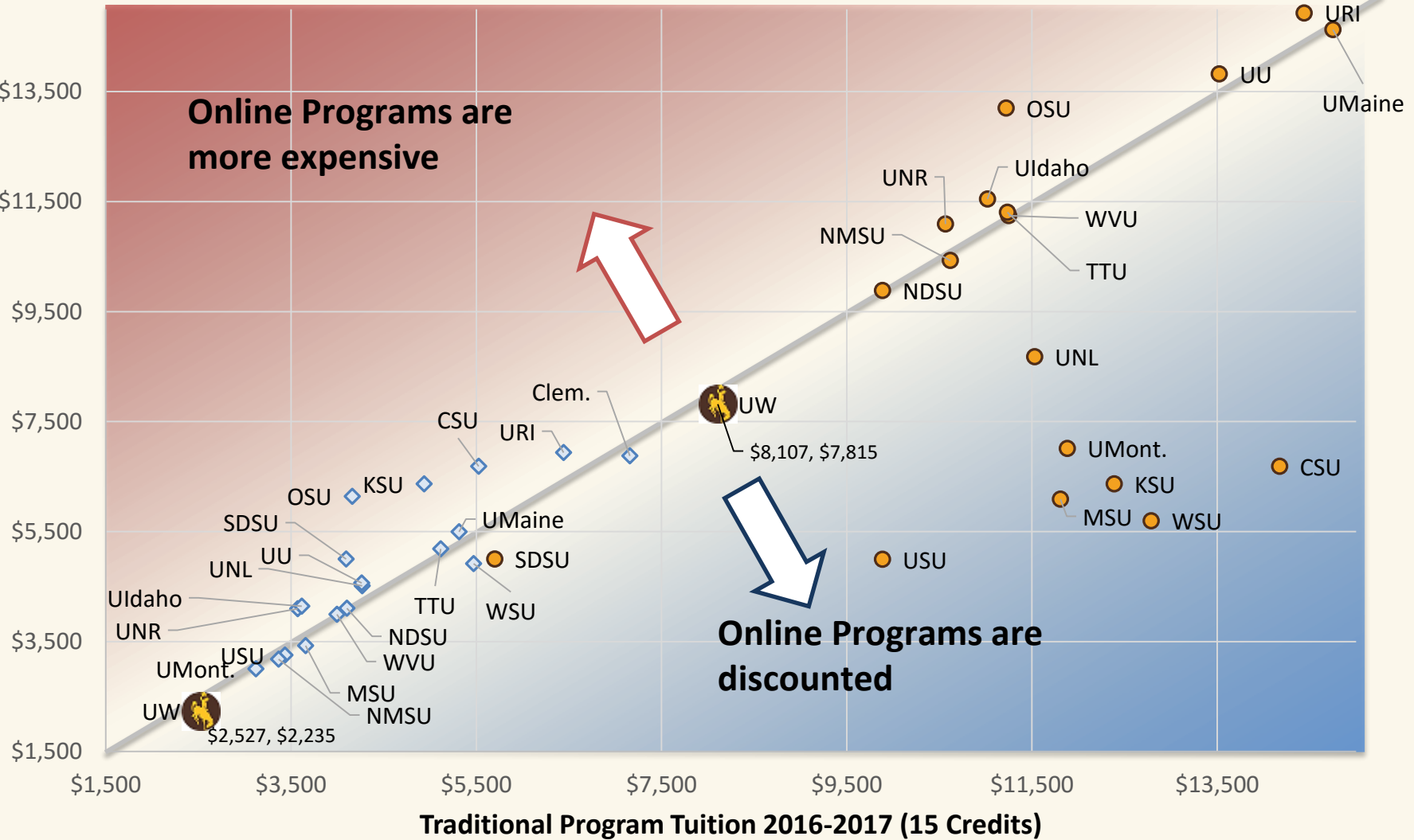


Data collected from respective institutions' websites 7/21/2016



Regular & Online Undergraduate Tuition & Fees Comparison

Online/Outreach Program Tuition 2016-2017 (15 Credits)

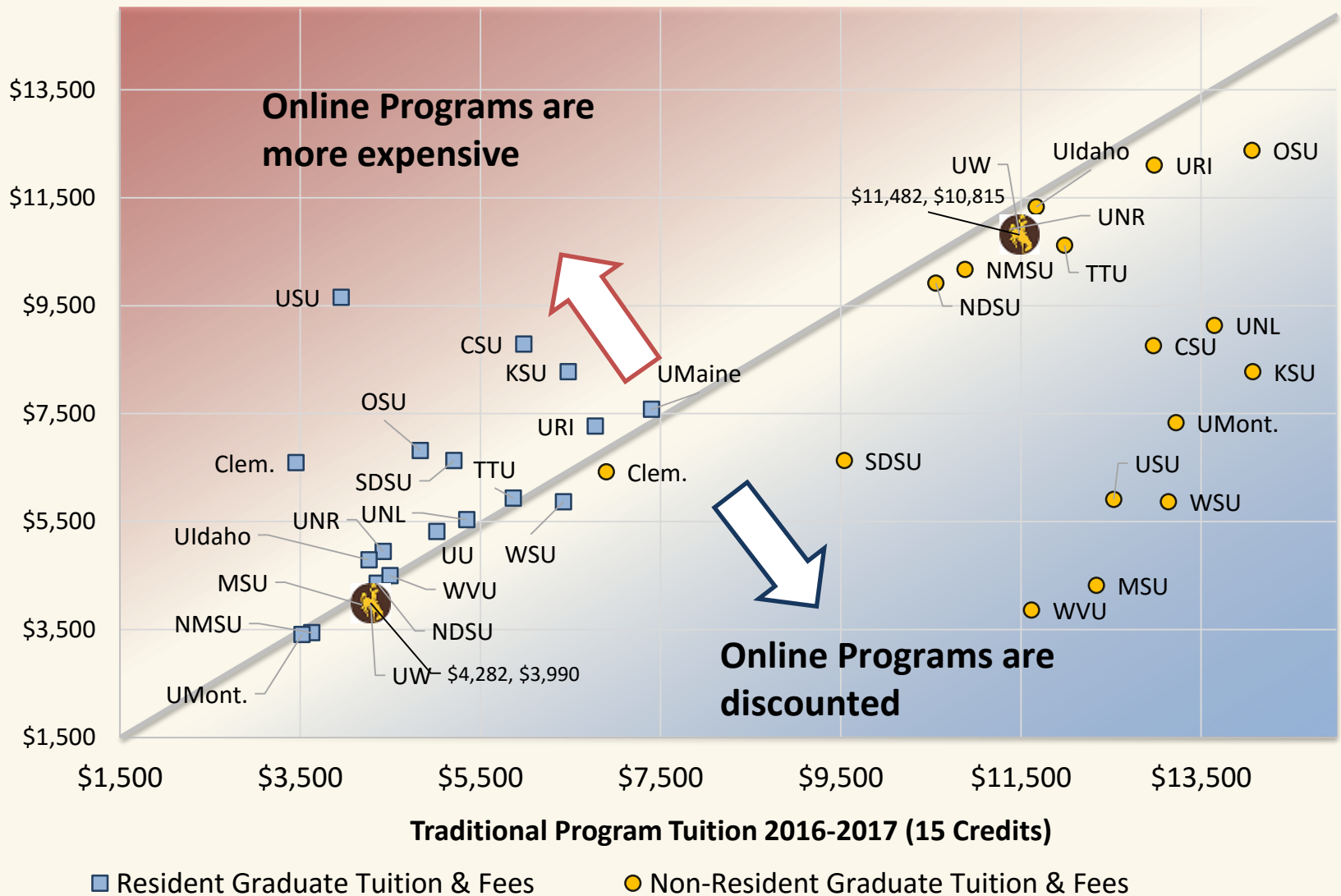


Data collected from respective institutions' websites 7/21/2016



Regular & Online Graduate Tuition & Fees Comparison

Online/Outreach Program Tuition 2016-2017 (15 Credits)



Data collected from respective institutions' websites 7/21/2016

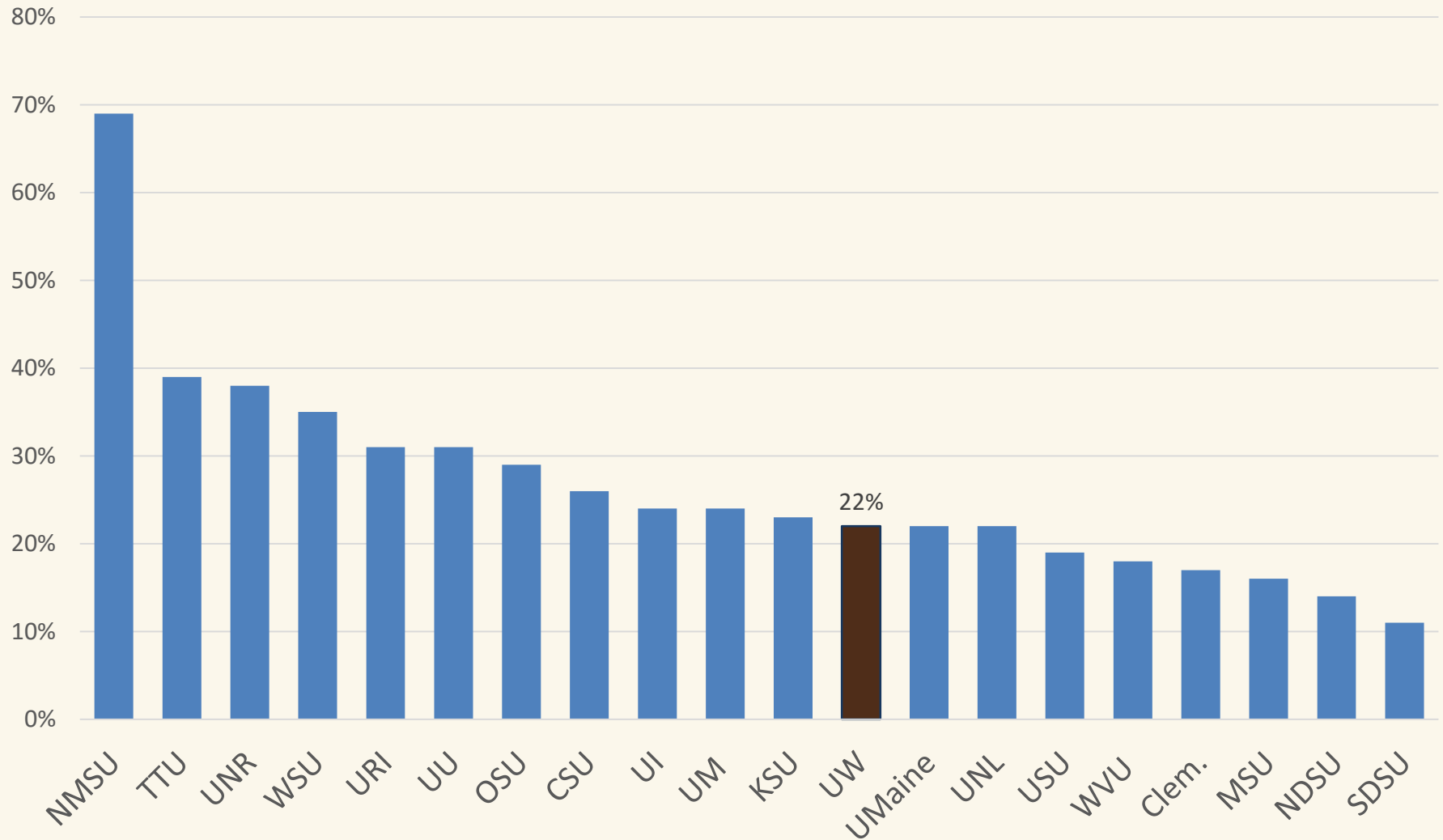


4. Observations on Peers

Student Body Makeup Across Peers

- Percentage racial minority
- Percentage full-time/part-time
- Breakdown by level (continuing, first-time, transfers, etc.)

Percent of Student Body Identifying as a Racial Minority (Not identifying as solely 'White')

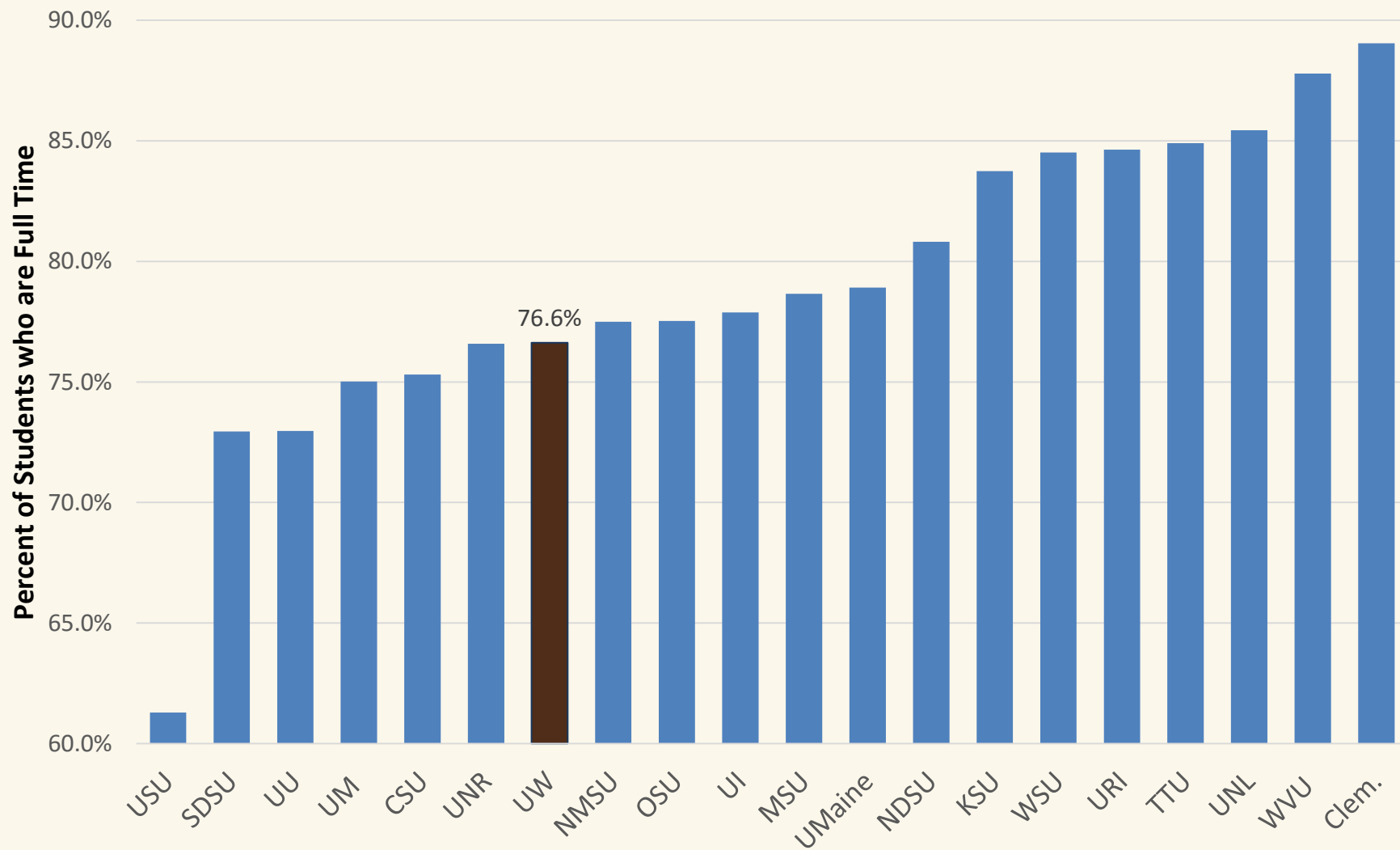


Source: IPEDS 2014

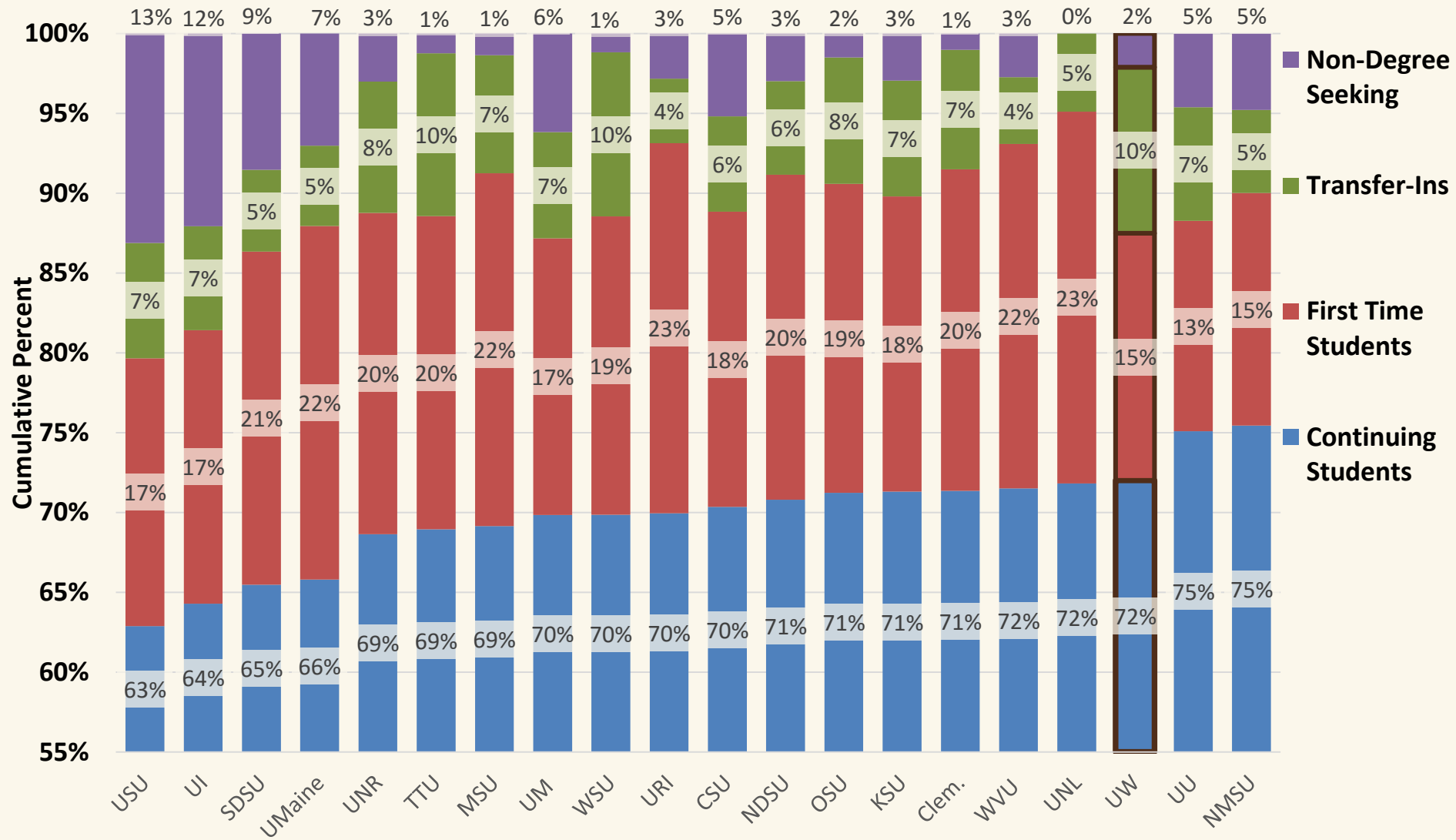


Percent of Student Body Enrolled Full-Time

UG – 12+ Credit Hours, Grad – 9+ Credit Hours



Breakdown of Undergraduate Enrollment



Source: IPEDS 2014



4. Observations on Peers

Graduation and Retention Rates

- Graduation Rates & Tuition Rates
- Retention Rates & Total Cost
- Graduation Rates & Undergraduate Headcounts
- Graduation Rates & Rates of Pell Grants
- Retention Rates & Instructional Expenditures
- Retention Rates & Enrollment
- Retention Rates & Rates of Pell Grants

6 Yr. Grad. Rates and Resident Tuition & Fees



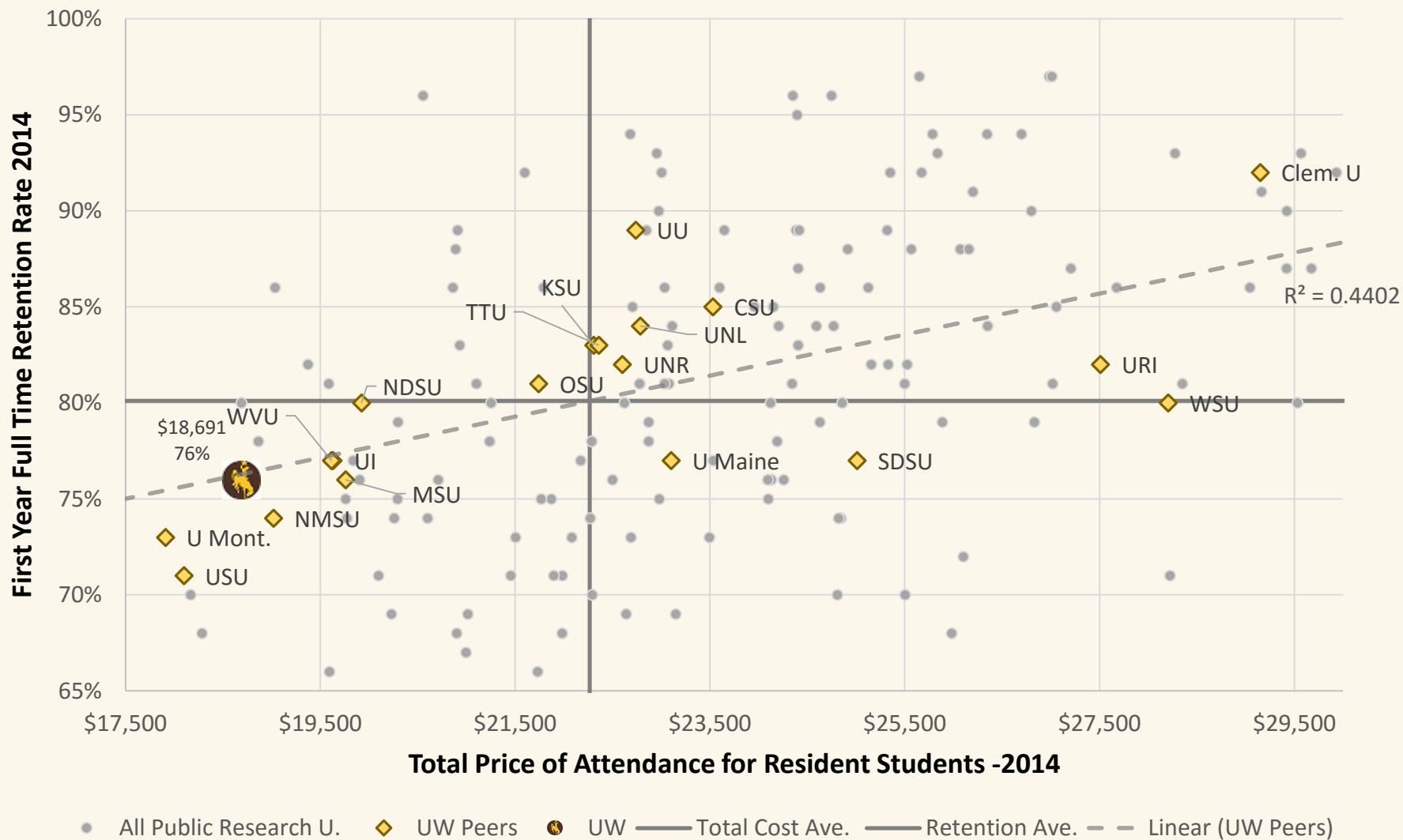
Source: IPEDS 2014

[Go To Non-Resident Figures](#) ➡



First Year Retention and Total Price of Attendance - Resident

Total Price of Attendance Includes Tuition & Fees, Room & Board, Books & Supplies, and other Campus Expenses

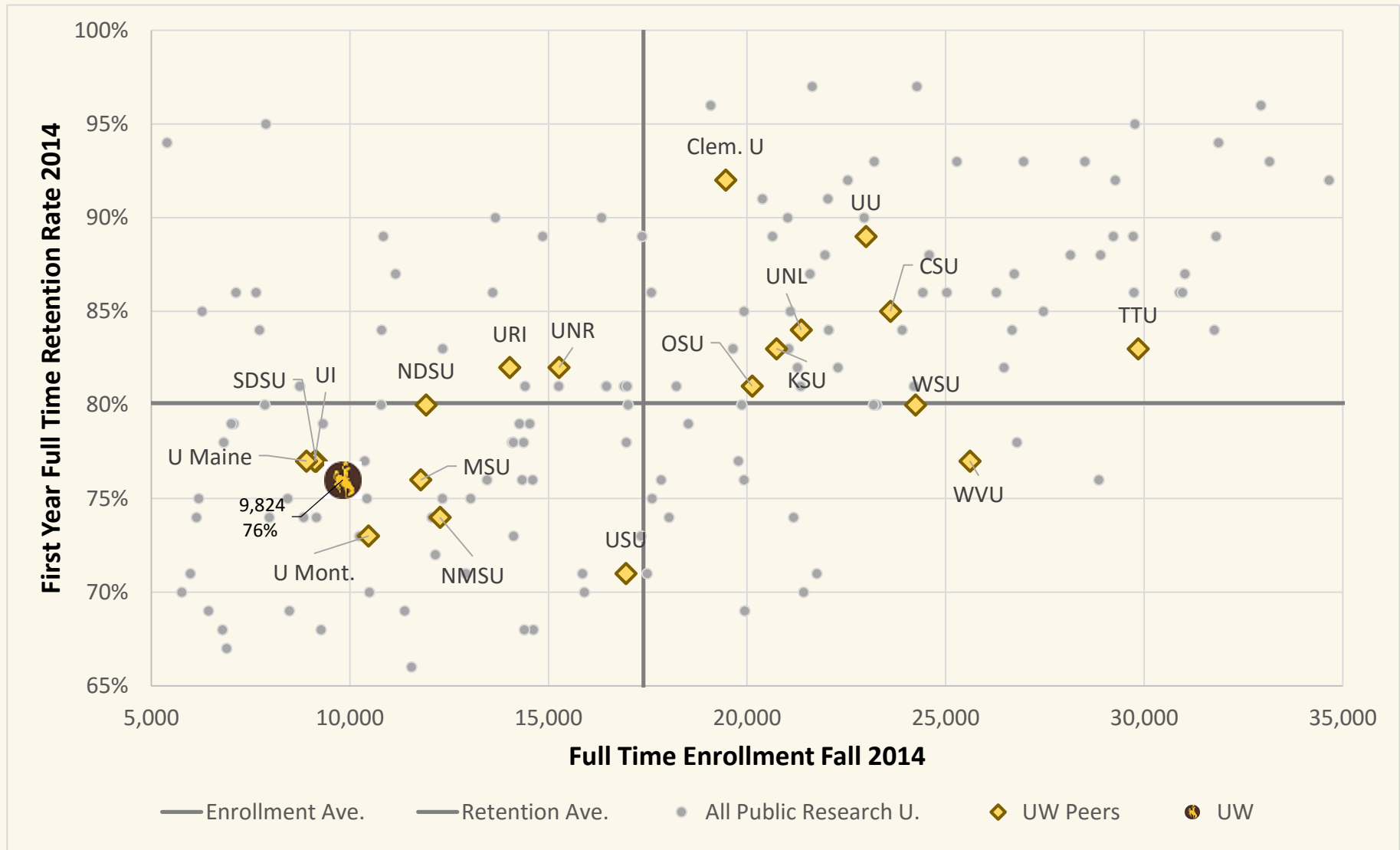


Source: IPEDS 2014

[Go To Non-Resident Figures](#)



First Year Retention and Total Full Time Enrollment



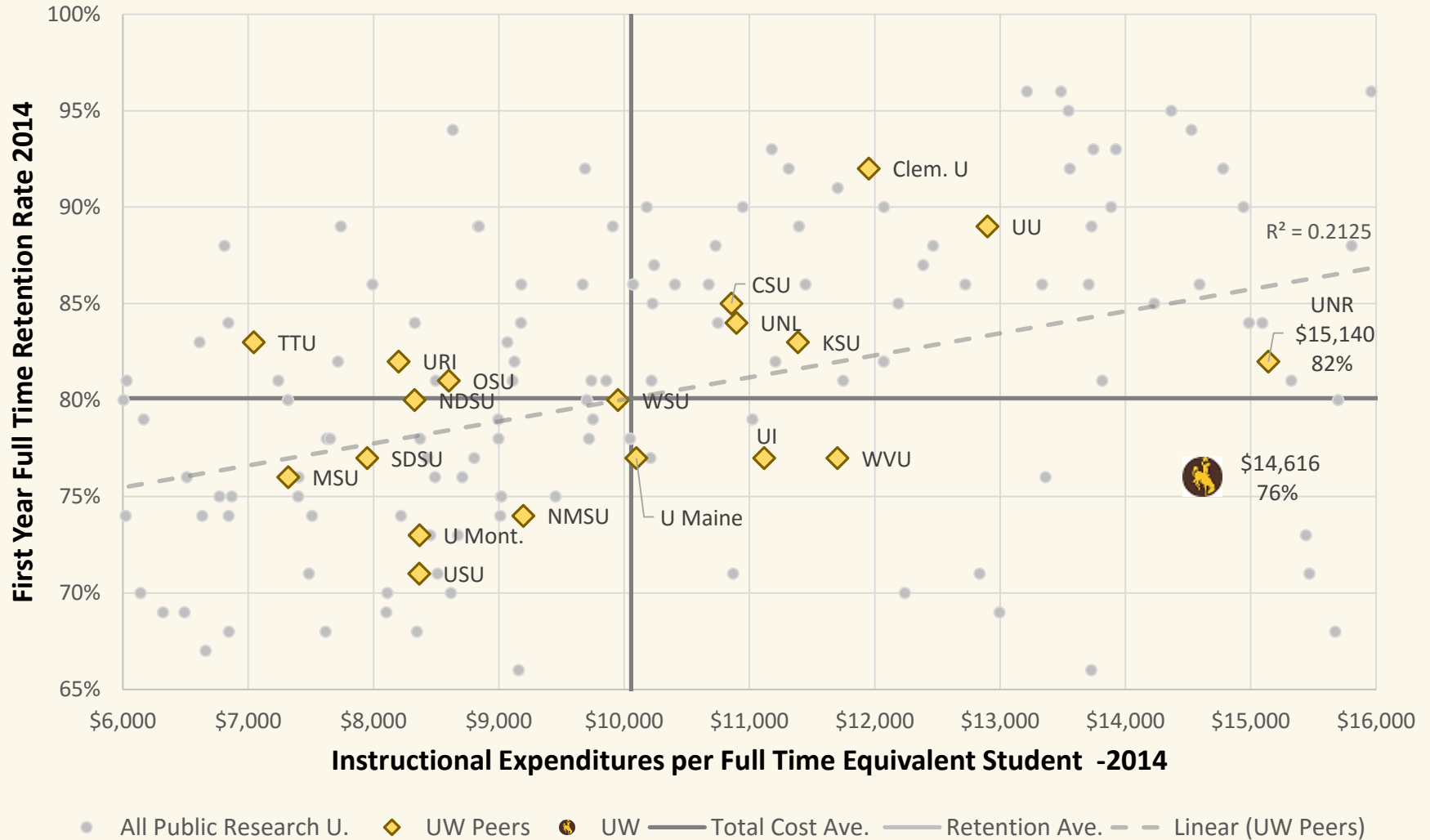
Source: IPEDS 2014

[Go To 6 Yr. Grad & Enrollment Figures](#) ➞



First Year Retention and Total Instructional Expenditure per FTE

Instructional Expenditures is the sum of all operating expenses associated with colleges, schools, depts., etc. Includes compensation for all instruction, community education, preparatory and adult basic education, and remedial or tutorial instruction.



4. Observations on Peers

Degree Programs Offered

- Enrollment & CIP-4 Digit Degree Areas
- Expenses & CIP-4 Digit Degree Areas
- Research Grants & CIP-4 Digit Degree Areas

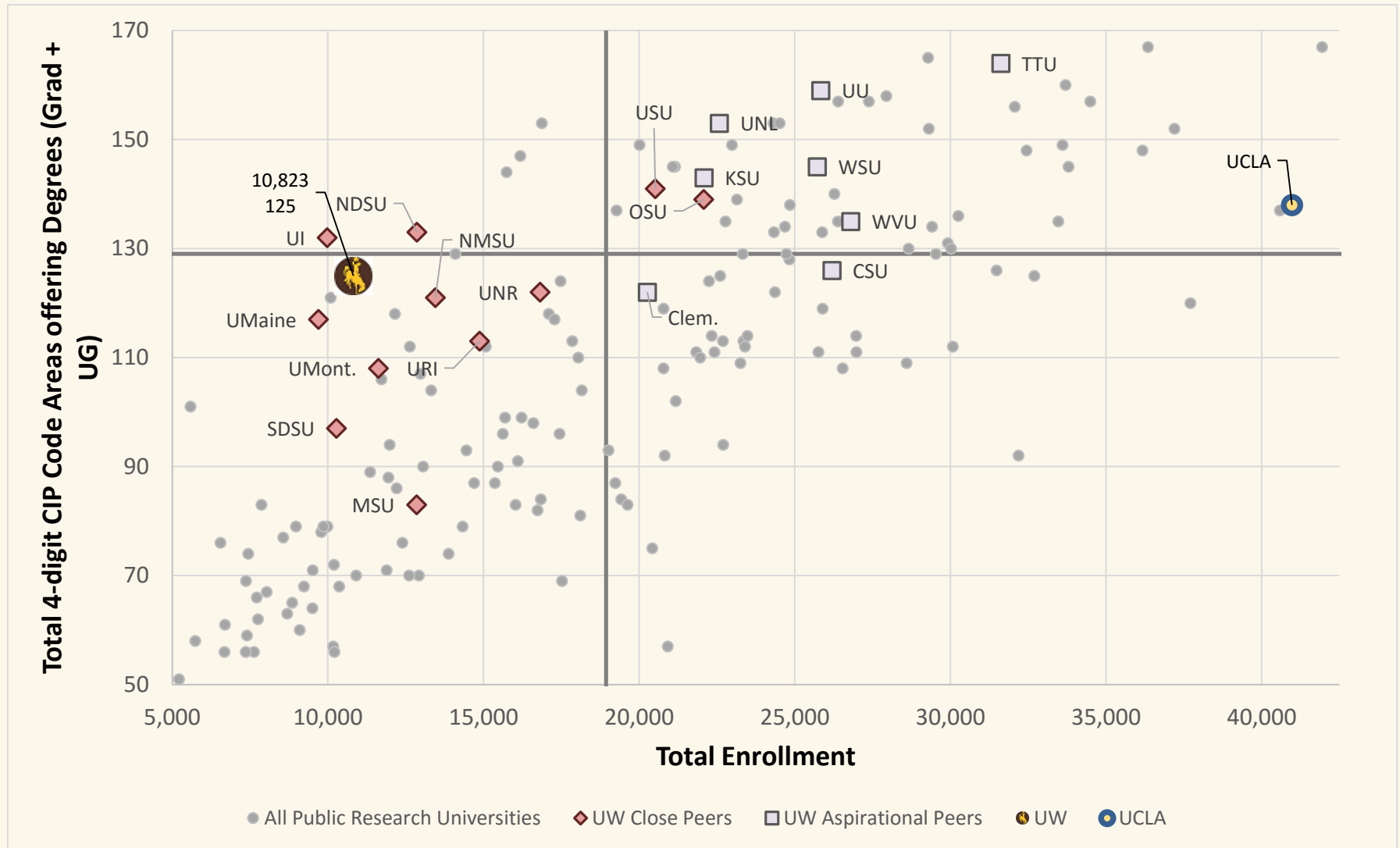
4. Observations on Peers

Classification of Instructional Programs (CIP)

Total UW Majors	Total UW 2-Digit CIP Areas	Total UW 4-Digit CIP Areas	Total UW 6-Digit CIP Areas
171 Degrees on Website (76 Bachelors, 60 Masters, 28 Doctorate, 7 Other)	27 (grad & undergrad)	125 (grad + undergrad) (58 graduate, 67 undergraduate, 42 undergraduate areas that also have Grad. studies)	114 unique CIP 6-digit areas (all degrees) 158 (grad + undergrad) (91 undergraduate, 67 graduate)
Example UW Majors	CIP 2 Digit Code	CIP 4 Digit Code	CIP 6 Digit Code
B.S. in Chemical Engineering	14 – Engineering	14.07 – Chemical Engineering	14.0701 – Chemical Engineering, General
B.S. in Computer Engineering	14 – Engineering	14.09 – Computer Engineering	14.0901 – Computer Engineering, General
B.A. Music	50 – Visual and Performing Arts	50.09 - Music	50.0901 – Music, General
B.A. Music Performance	50 – Visual and Performing Arts	50.09 - Music	50.0901 – Music Performance, General

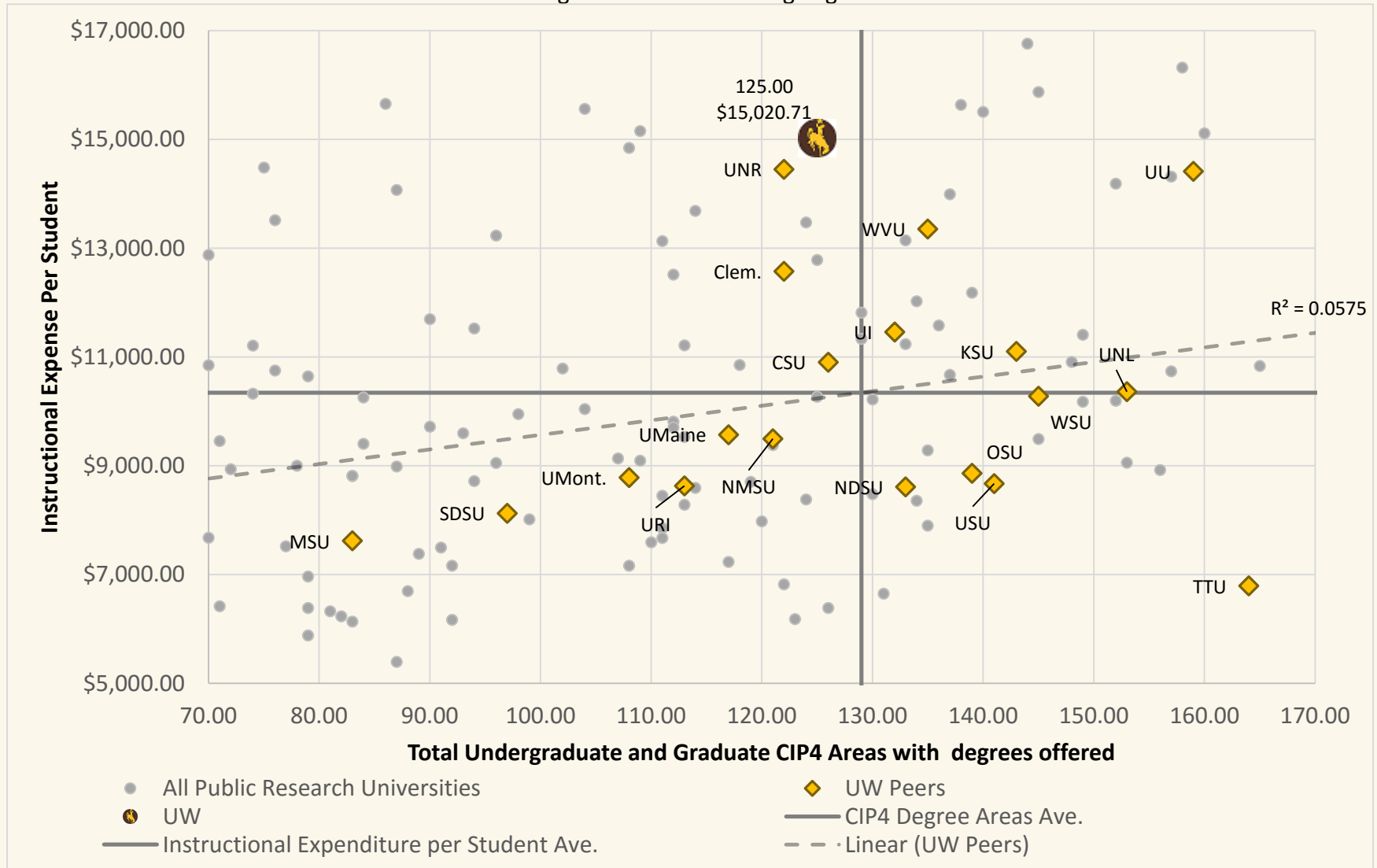
CIP-4 Areas Offering Degrees and Enrollment

Classification of Instructional Profile (CIP) 4 digit areas differentiate separate career-level academic areas. Sum of graduate and undergraduate areas offering degrees.



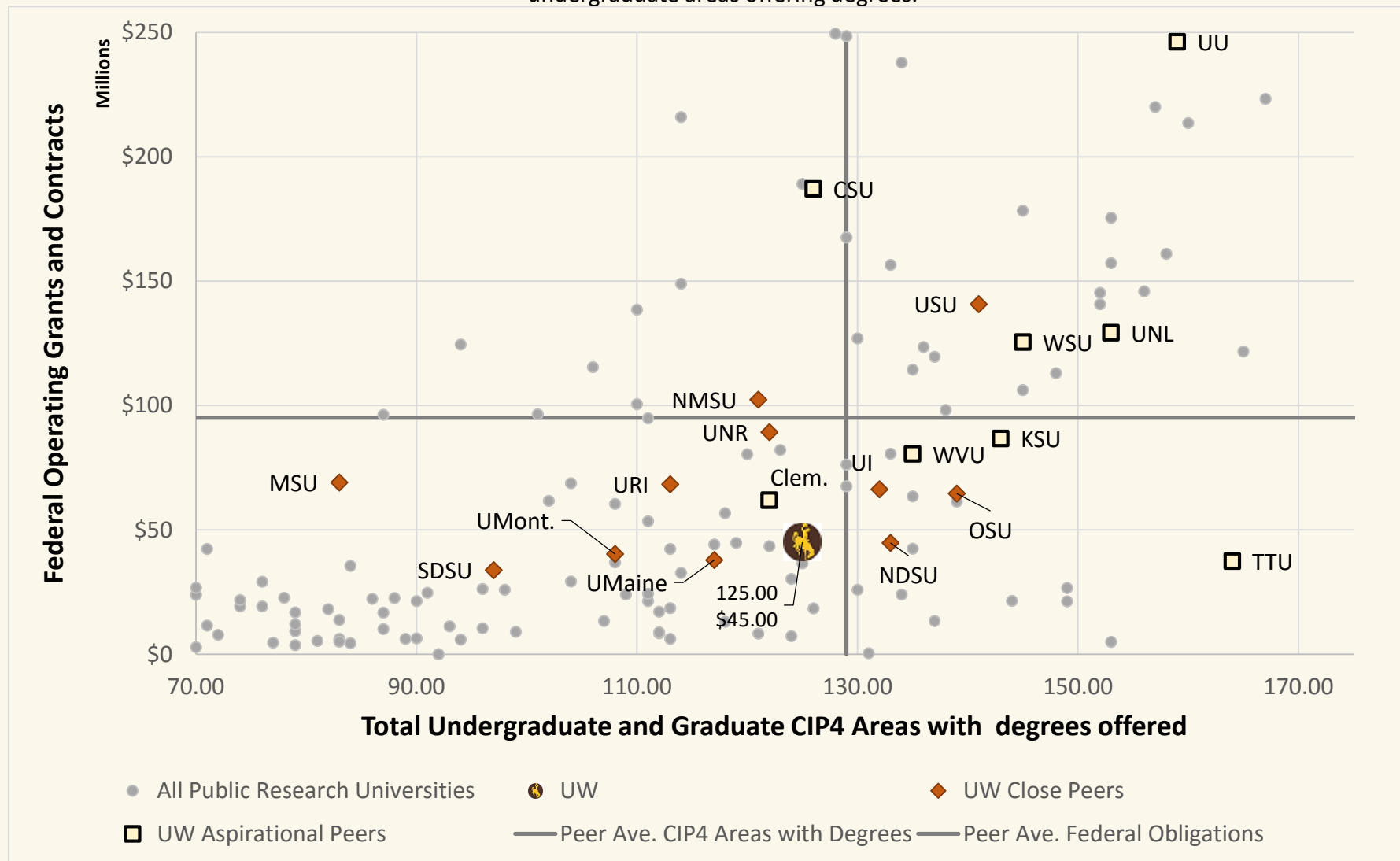
CIP-4 Areas Offering Degrees and Instructional Expense per Student

Classification of Instructional Profile (CIP) 4 digit areas differentiate separate career-level academic areas. Sum of graduate and undergraduate areas offering degrees.



CIP-4 Areas Offering Degrees and Federal Operating Grants & Contracts

Classification of Instructional Profile (CIP) 4 digit areas differentiate separate career-level academic areas. Sum of graduate and undergraduate areas offering degrees.

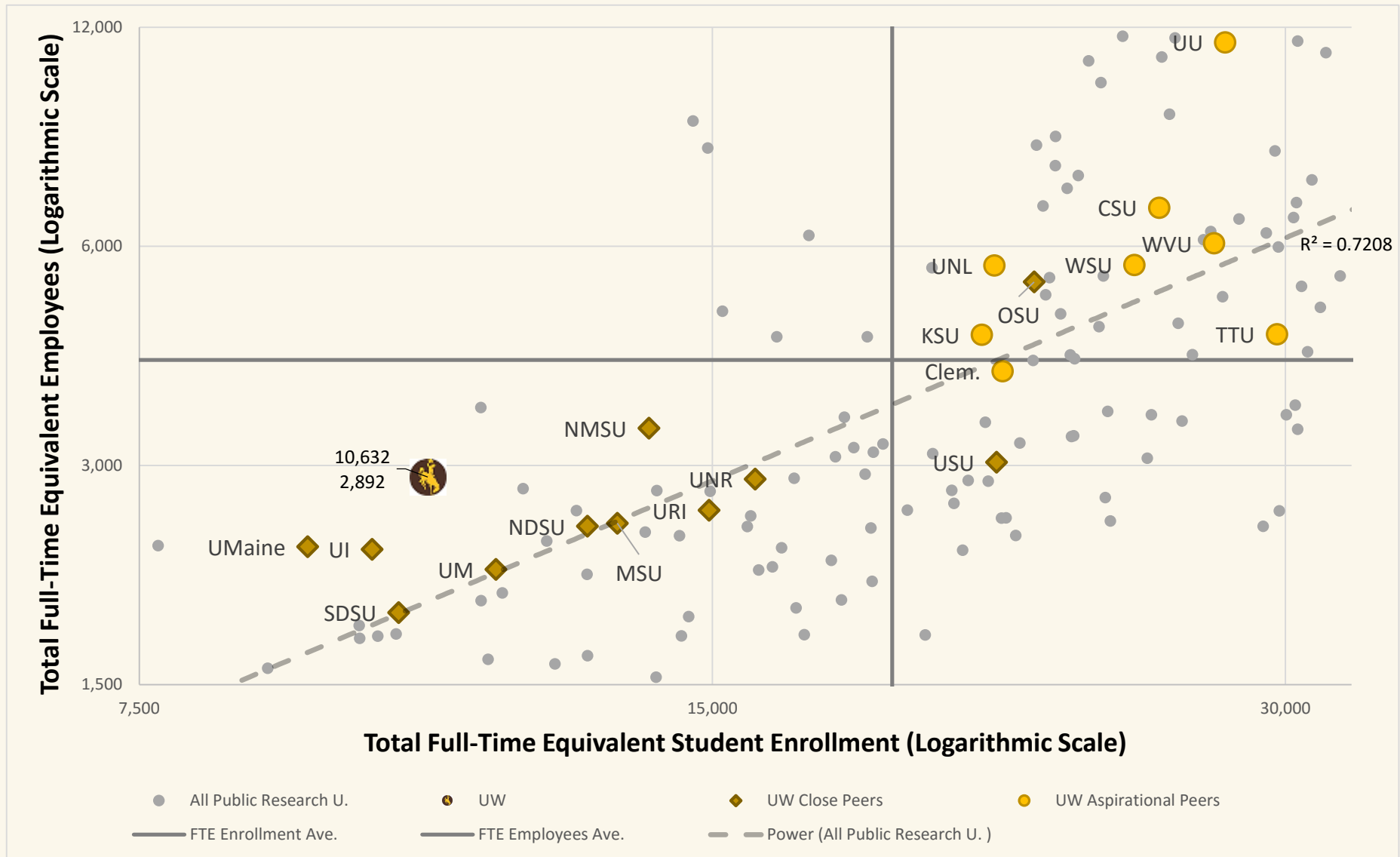


4. Observations on Peers

Employees & Student Faculty Ratio

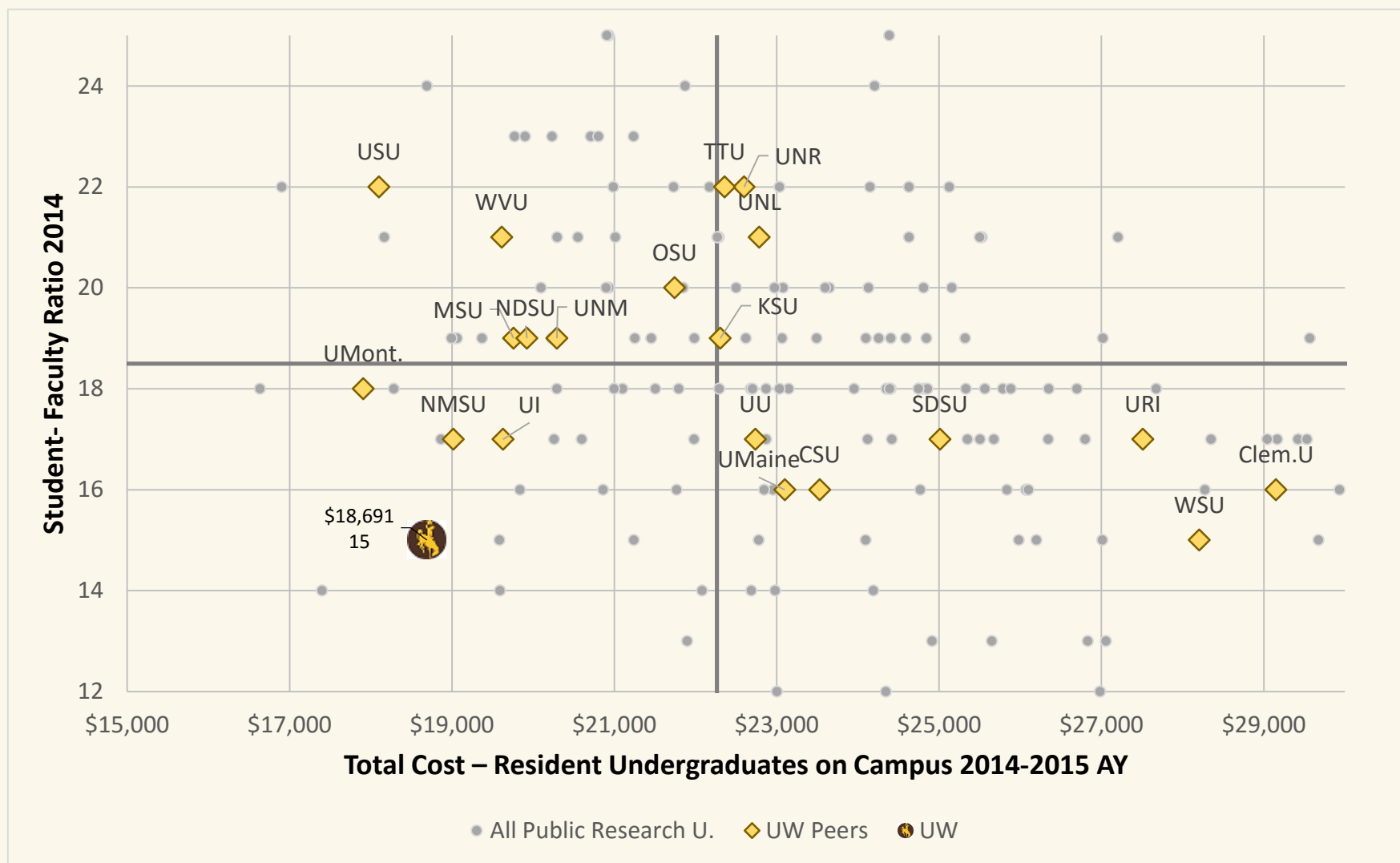
- Total FTE Employment and FTE Enrollment
- S-F Ratios and Costs
- S-F Ratios and Retention
- S-F Ratios and Graduation

FTE Employees and FTE Enrollment



Student-Faculty Ratio and Resident Undergraduate Total Cost

Total cost includes tuition & fees, books & supplies and room & board expenses

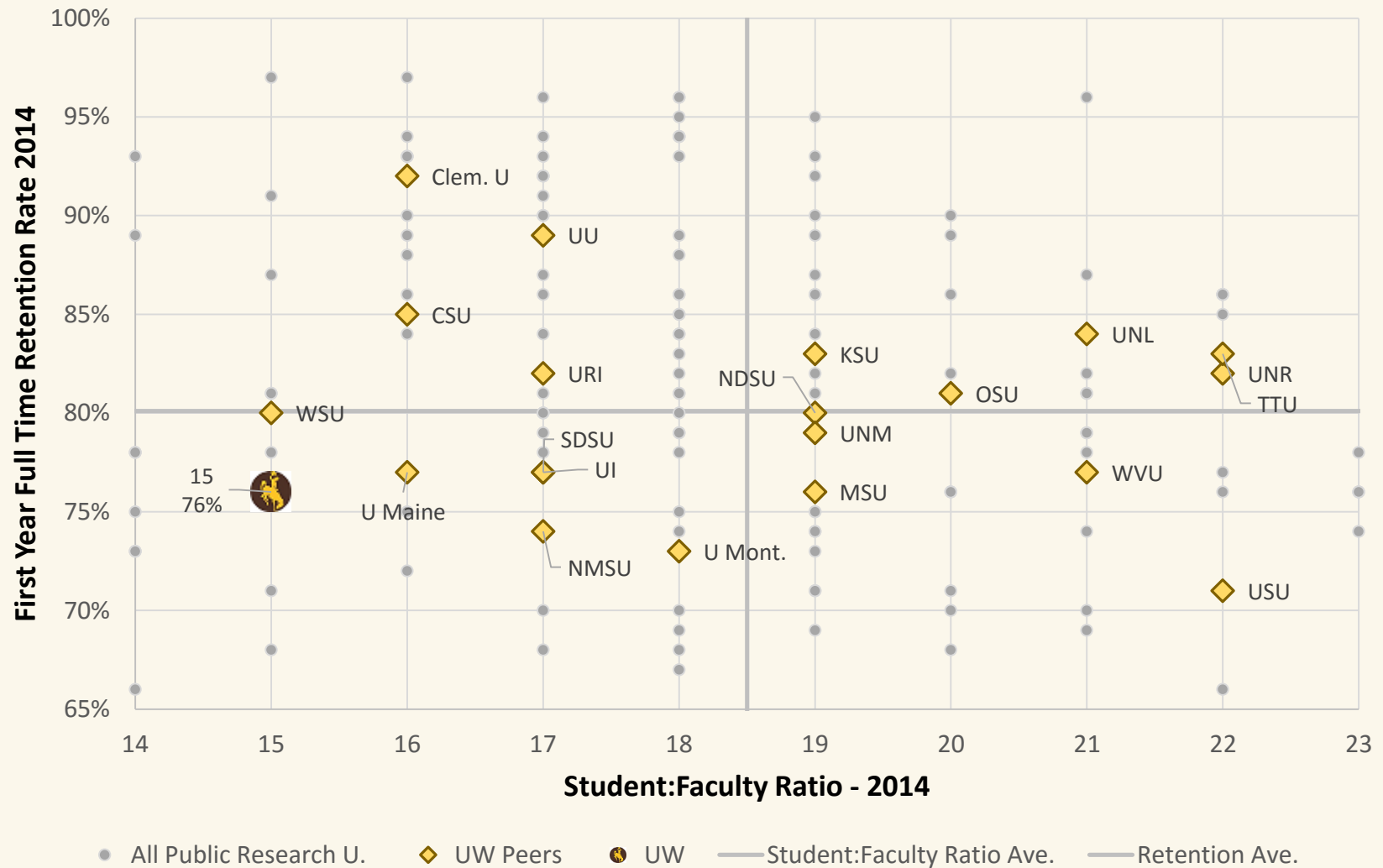


Source: IPEDS 2014

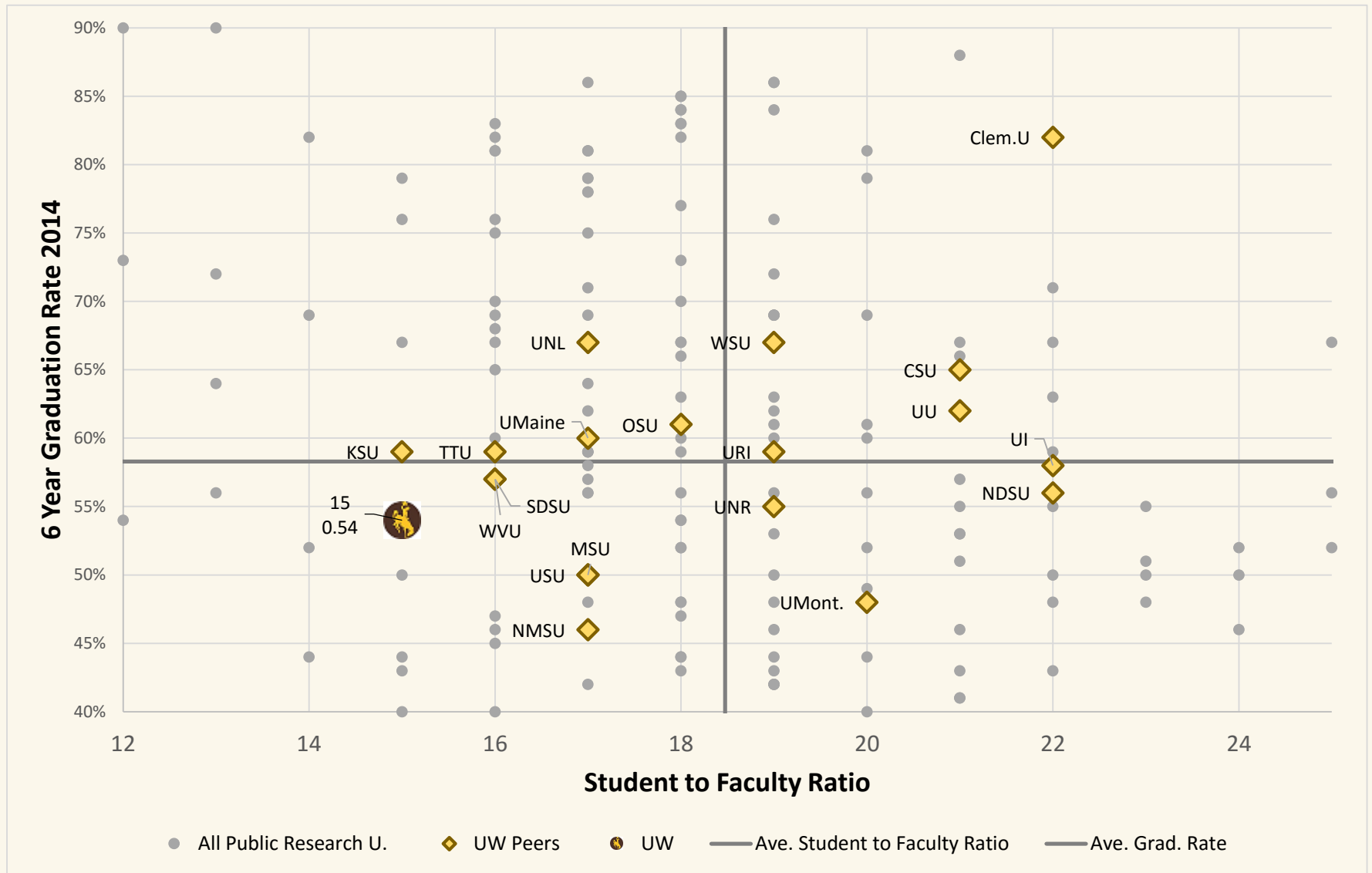
[Go To Non-Resident Figures](#) ➡



Student-Faculty Ratio and Full Time Student Retention Rates



Student-Faculty Ratio and 6 Yr. Graduation Rate

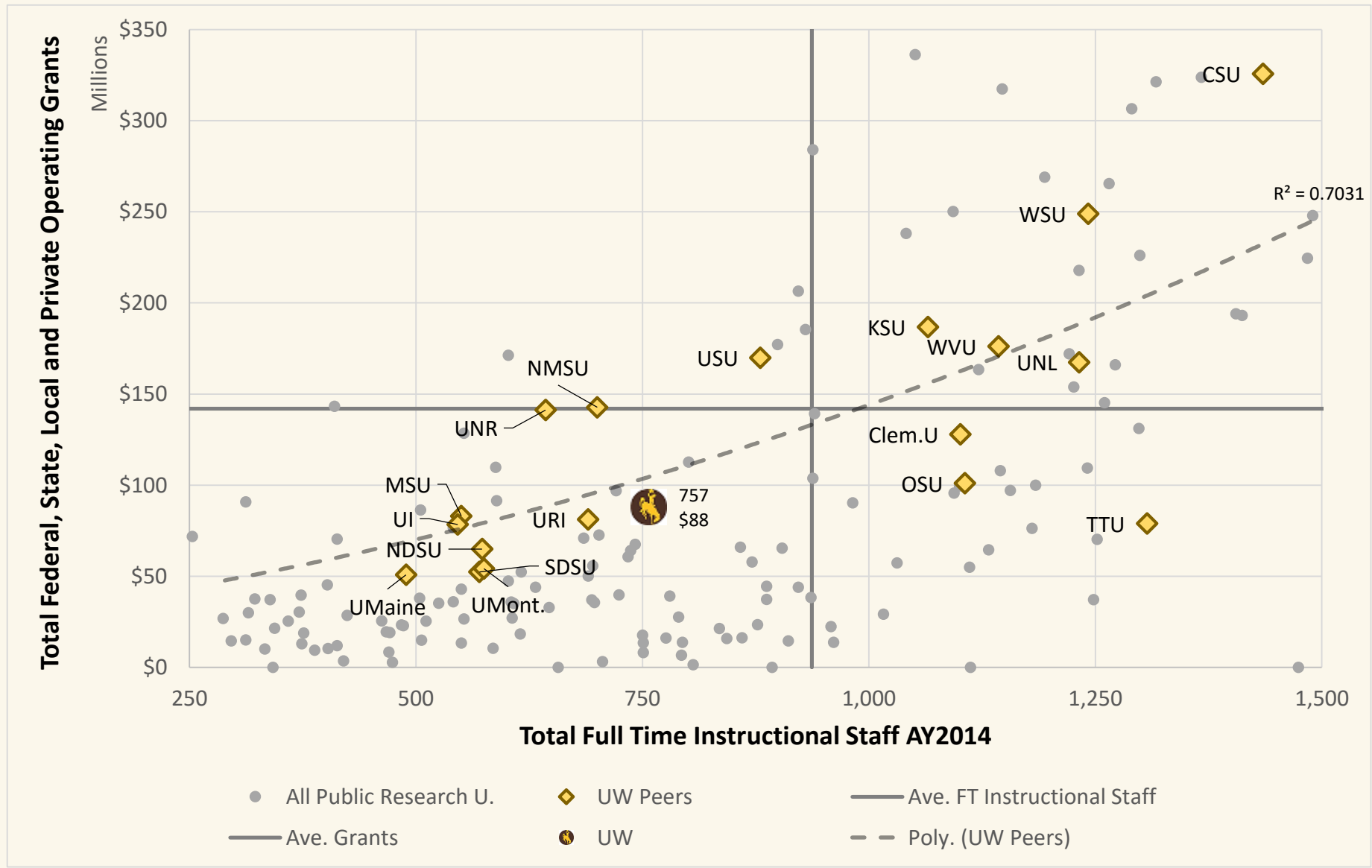


4. Observations on Peers

Faculty and Research

- Total Full Time Instructional Staff and Research Grants
- NSF Rankings and CIP-4 Areas Offering Graduate Degrees (Ph.D.)
- CIP-4 Areas offering Graduate Degrees and total Ph.D. Graduates

Full Time Instructional Staff and Research Grants



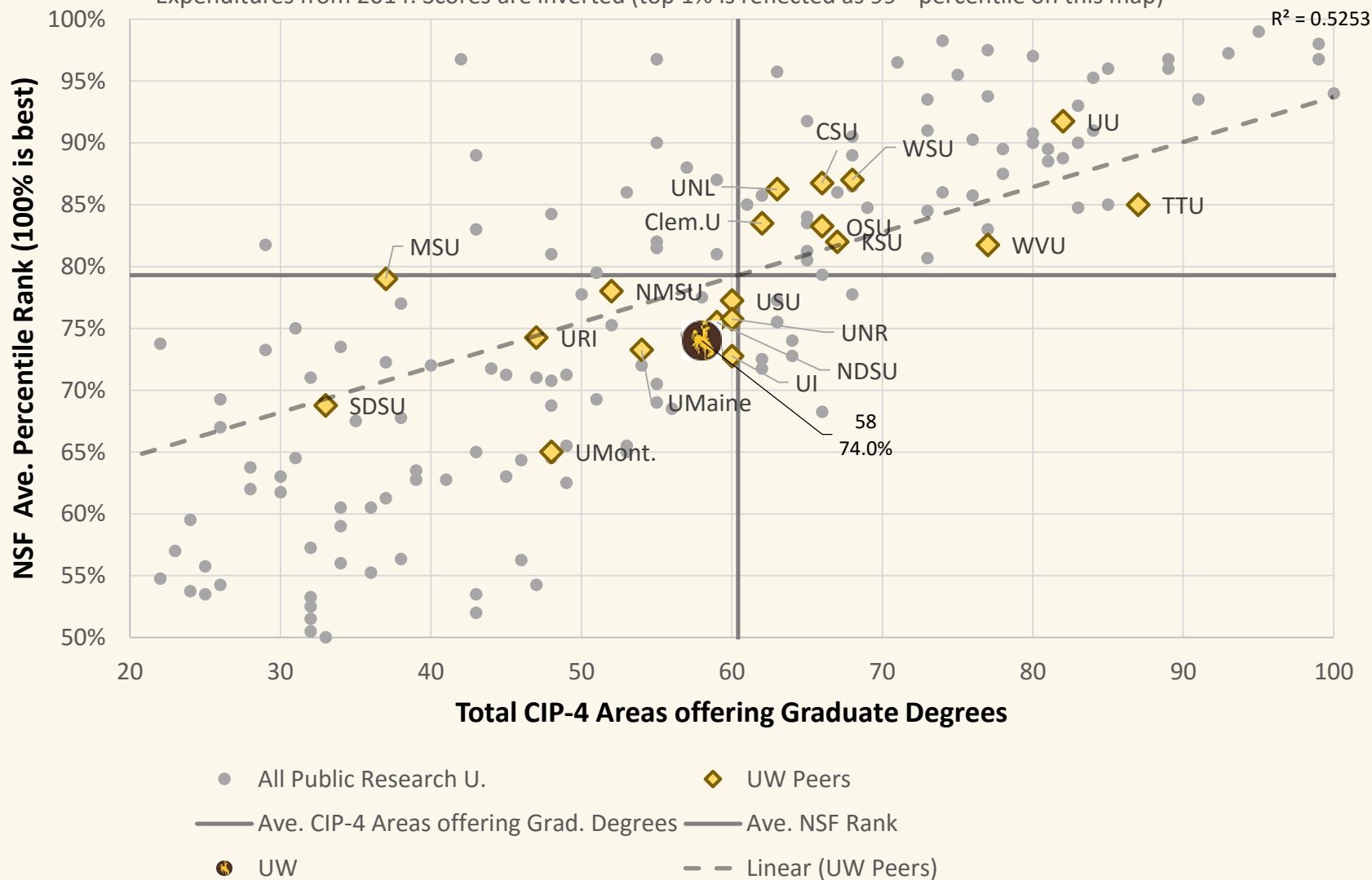
Source: IPEDS 2014

University of Utah (not displayed) has 1,959 full-time instructional staff and \$365M in grant awards



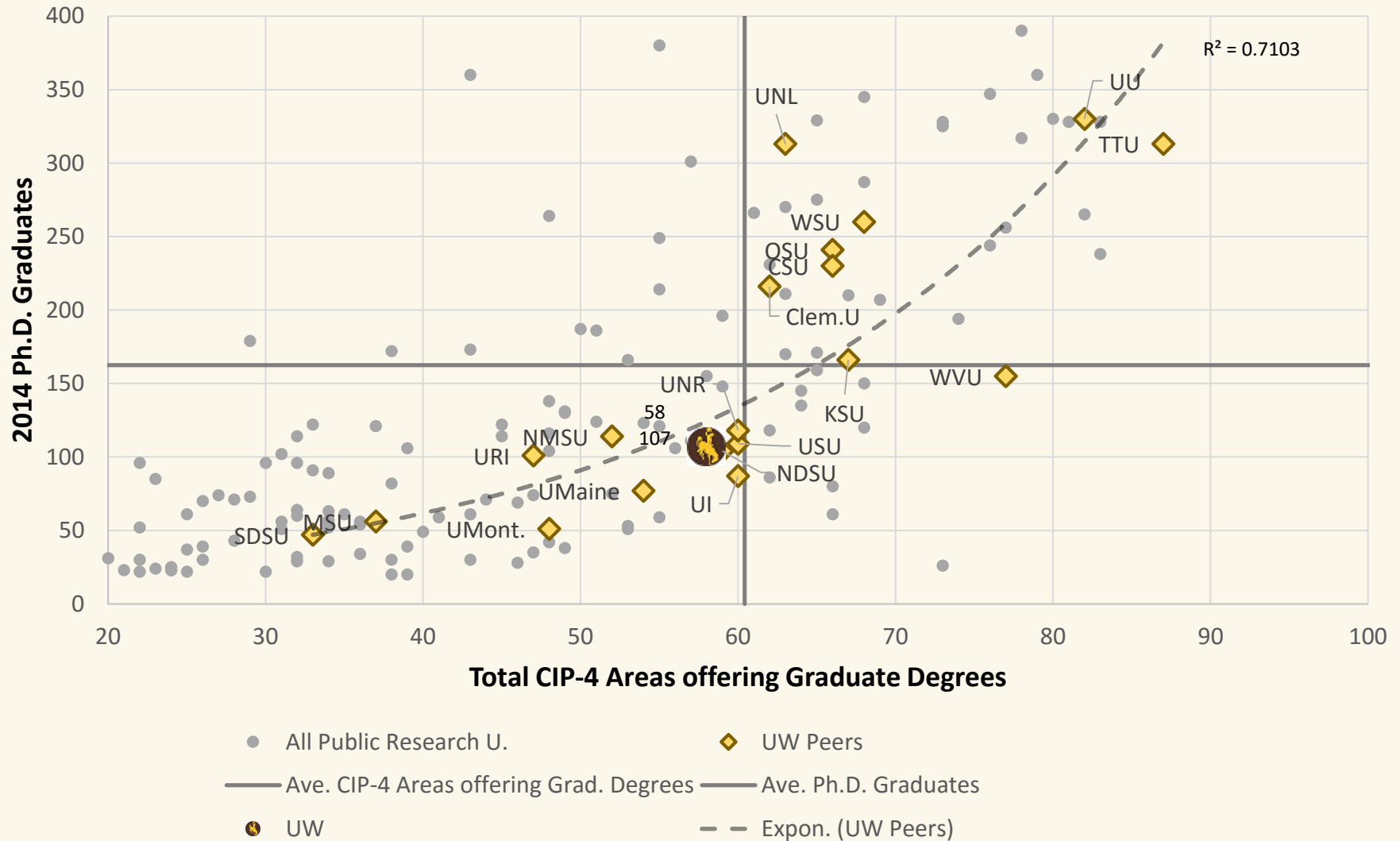
Average NSF Research Percentile Rank and CIP-4 Areas offering Graduate Degrees

Average of NSF Percentile Rankings for Earned Doctorates, Full Time Graduate Students, Total Federal Obligations, and Total R&D Expenditures from 2014. Scores are inverted (top 1% is reflected as 99th percentile on this map)



Number of CIP-4 Areas offering Graduate Degrees and Total Ph.D. Graduates (2014)

Does not include professional degrees (Law, Medical, Etc.)



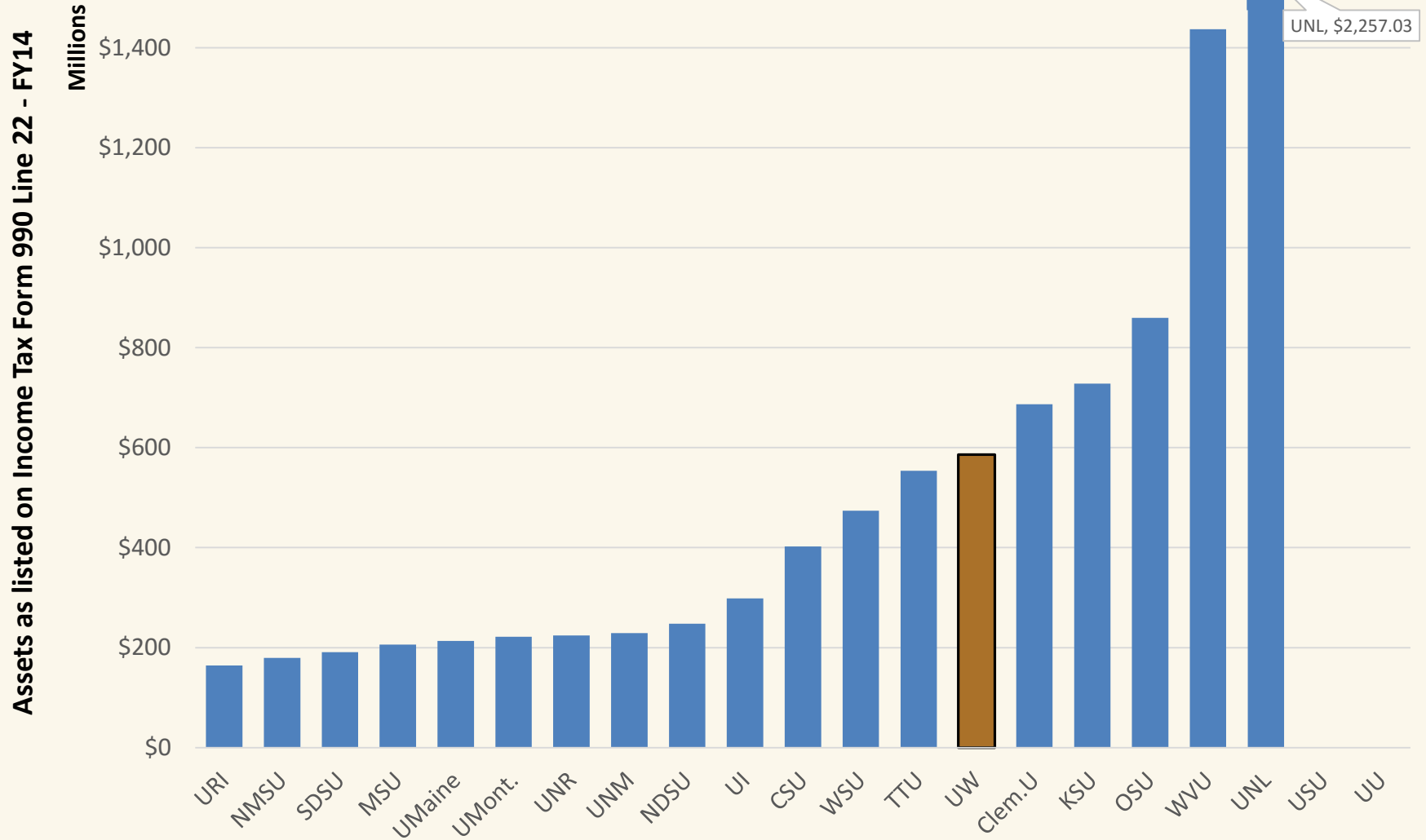
4. Observations on Peers

Foundation and Giving

- Total foundation assets
- Foundation expenditures supporting university programs
- Assets and program support expenditures compared to football programs

Total Foundation Assets FY14 End of Year

Federal Exempt Organization Income Tax Form 990 – Line 20 FY2014



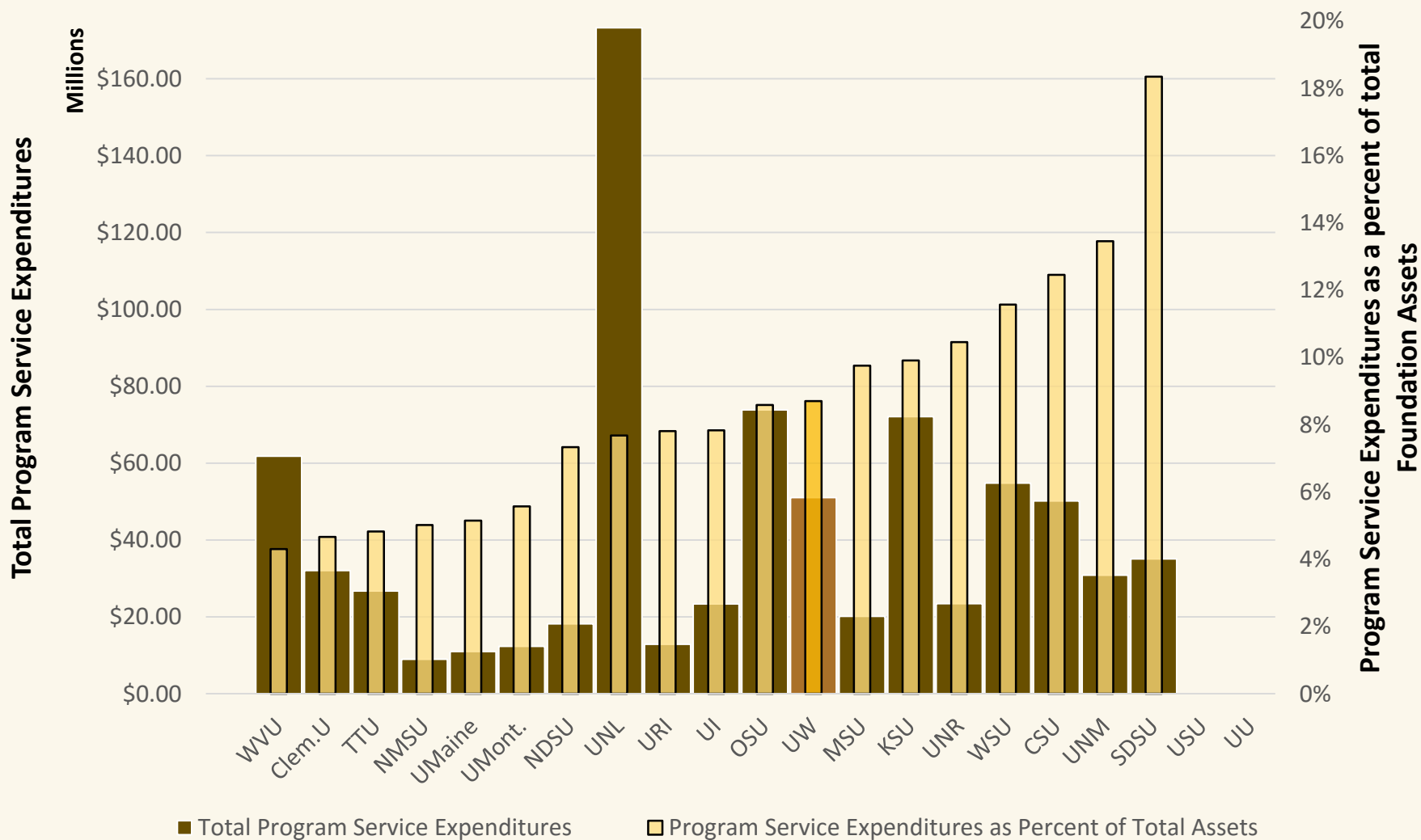
Source: Federal Exempt Organization Income Tax Form 990 – Line 20 FY2014
 Data for Utah State University and the University of Utah are unavailable

[Go To Endowment & Enrollment Figures](#) ➡



Foundation Expenditures Used to Support University Programs

Actual and as Percent of Endowment Assets. Includes funds spent on scholarships, capital items and other expenditures in line with donor agreements
Federal Exempt Organization Income Tax Form 990 – Part III (4e) FY2014

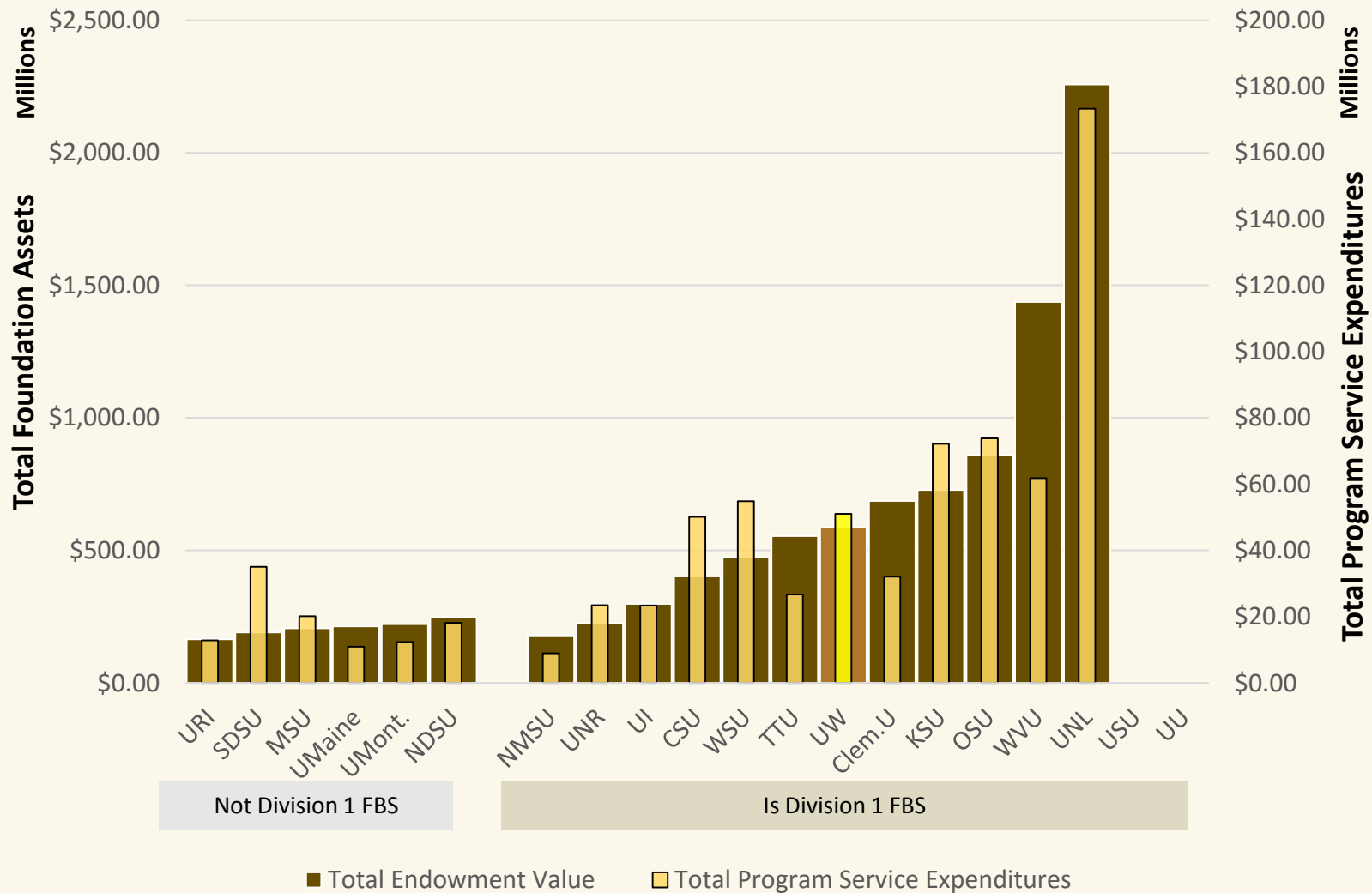


Source: Federal Exempt Organization Income Tax Form 990 – Part III (4e) FY2014
Data for Utah State University and the University of Utah are unavailable



Foundation Assets and Division 1 FBS Football Status

Program Service Expenditure includes funds spent on scholarships, capital items and other expenditures in line with donor agreements
Federal Exempt Organization Income Tax Form 990 – Line 20, Part III (4e) FY2014 , IPEDS 2014 Data



Source: Federal Exempt Organization Income Tax Form 990 – Line 20, Part III (4e) FY2014 , IPEDS 2014 Data
Data for Utah State University and the University of Utah are unavailable



Summary Observations

- Student Costs
 - UW is inexpensive, especially for off-campus undergrads
- Student Body
 - UW has more transfer and more part-time students.
- Graduation & Retention Rates
 - Slightly lower than peers & peer trend
- Academic Programs
 - Slightly more degrees than close peers
- Employees & Student Faculty Ratio
 - More employees than peers of our size
- Faculty & Research
 - Slightly below peer trend
- Private Giving
 - Foundation is larger than peers



Brian's Proposal Targets

1. Balance Students and Employees at around peer levels (4.44 students/employee)
 - FTE enrollment up to around 14-15,000
 - -and/or-
 - Reduce total employees by around 600-700
2. Focus tuition increases on undergraduates and residents
 - Rates can rise here and still remain competitive
3. Reduce degree program offerings slightly
4. Investigate further into why our cost/student is so high
 - (low student-faculty ratio doesn't fully explain the discrepancy)

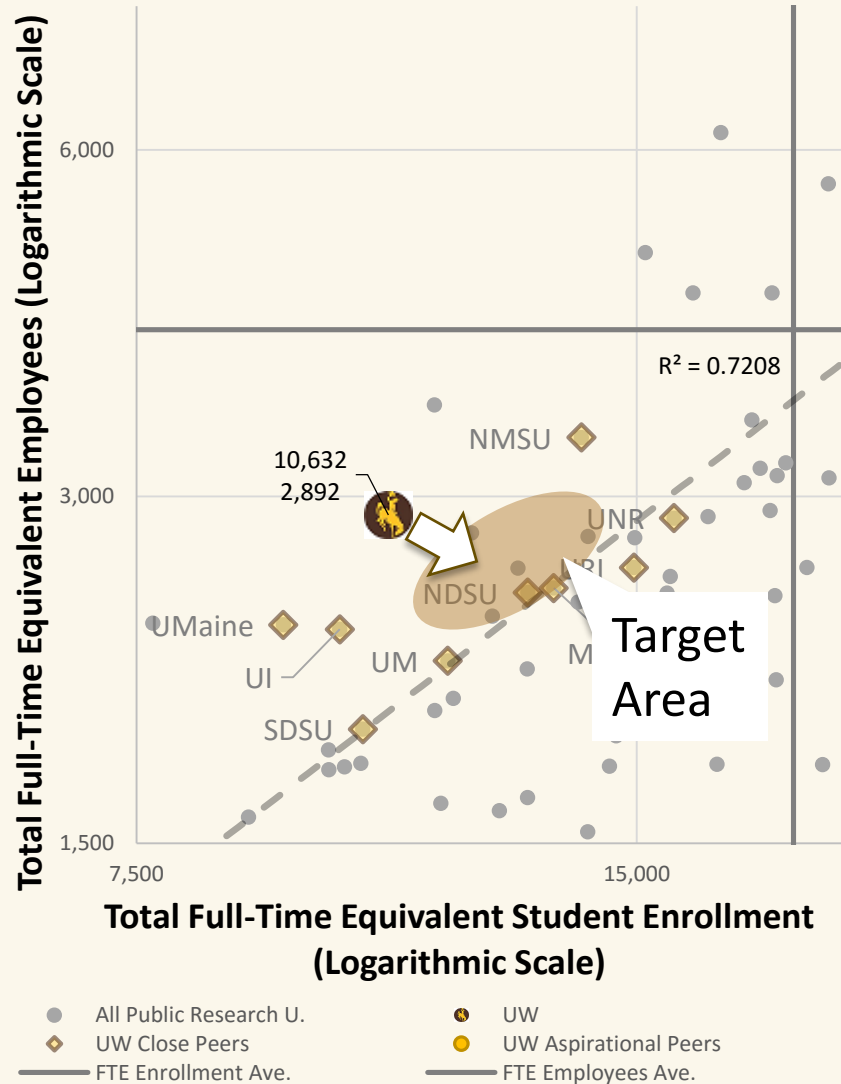


Thank You!



Appendix and Additional Slides

FTE Employees and FTE Enrollment



Brian's Proposal Targets

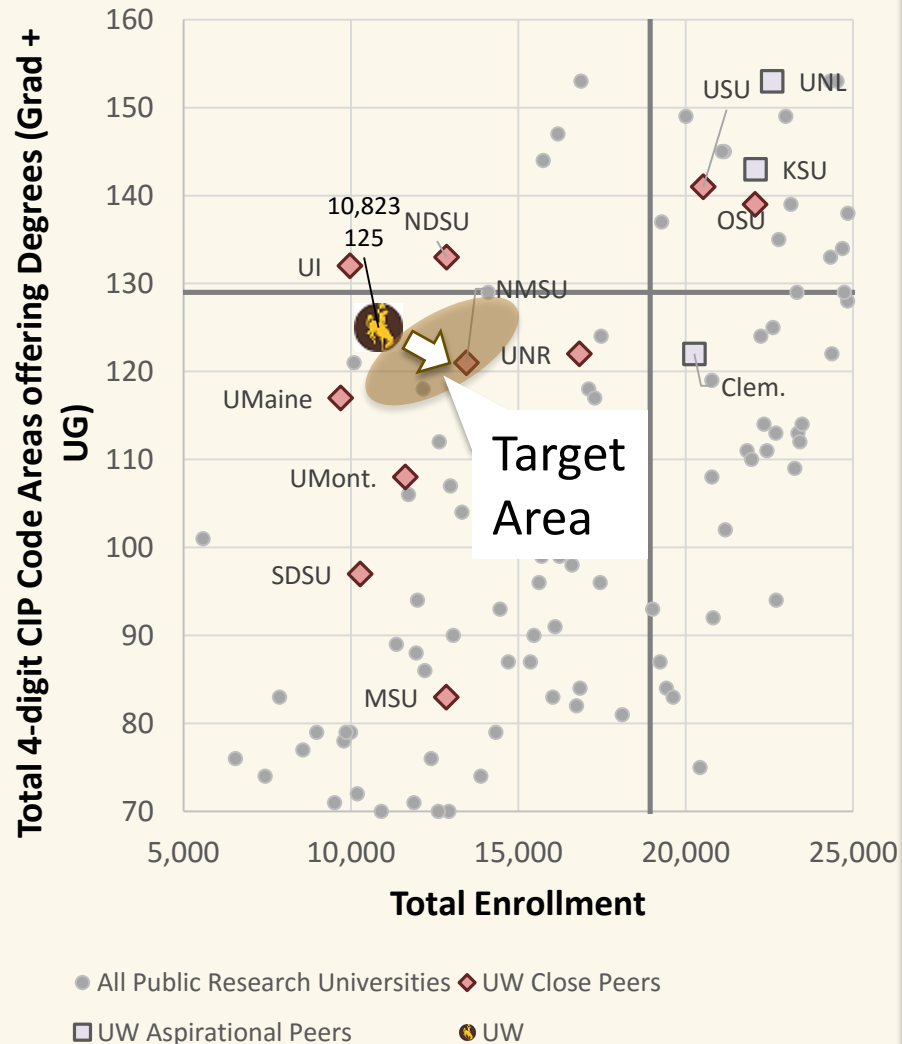
Balance Student Body, Staff and Faculty Sizes

- Boost FTE enrollment (12,000 – 15,000)
 - Specifically target transfer students
 - Student:Faculty ratio of around 19-20

-and/or-

- Slim employee ranks over time
 - Fewer employees/student in long-run
 - Instructional
 - Non-Instructional
 - May reduce research grants
 - (~188k/FT Faculty)

CIP-4 Areas Offering Degrees and Enrollment

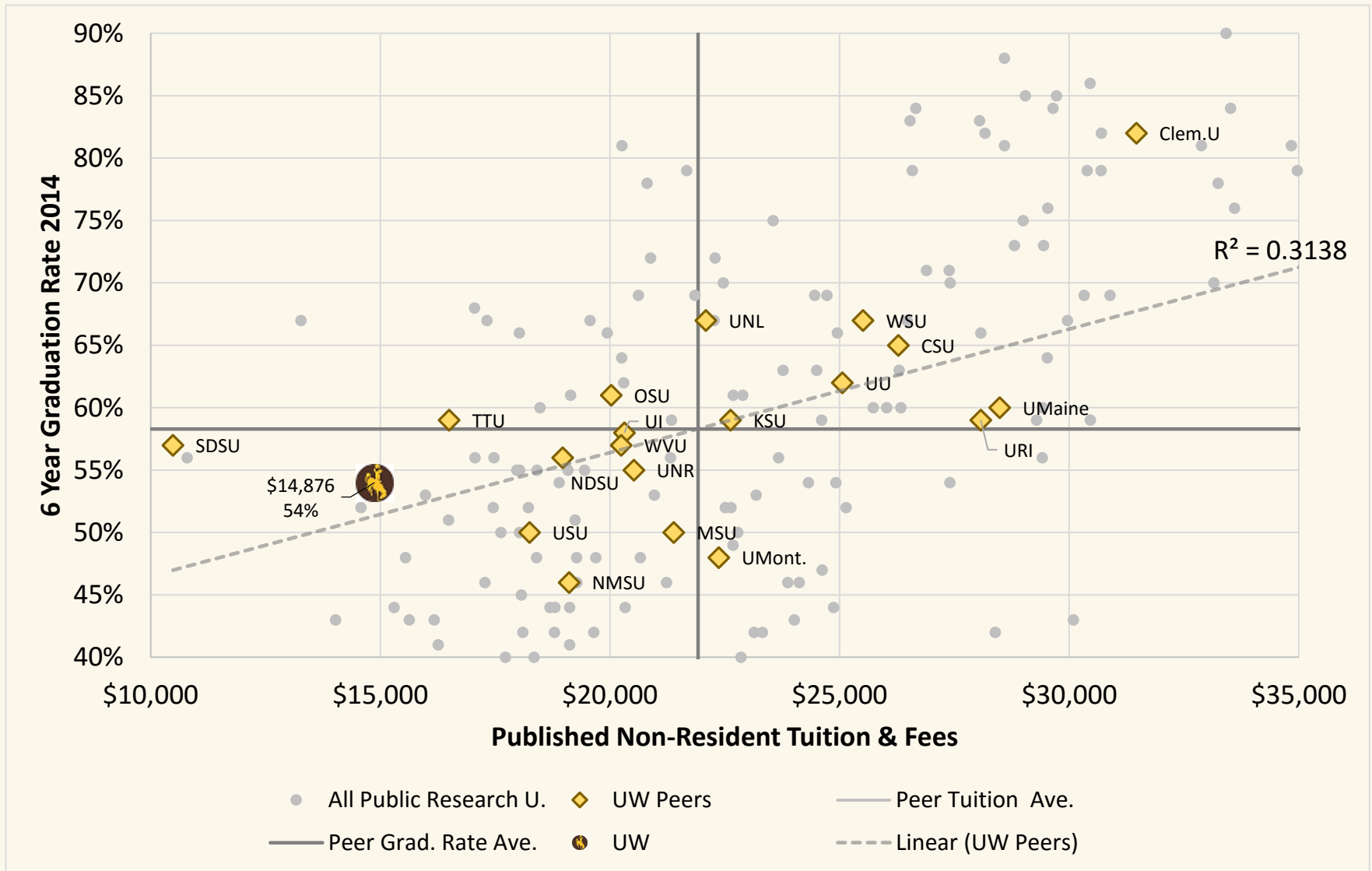


Brian's Proposal Targets

Reduce Degree offerings, or increase enrollment

- Reduce degrees offered by roughly 6-12
 - Slimming employee ranks will likely reduce research grants
 - (~188k/FT Faculty)
- and/or-
- Increase FTE student enrollment

6 Yr. Grad. Rates and Non-Resident Tuition & Fees



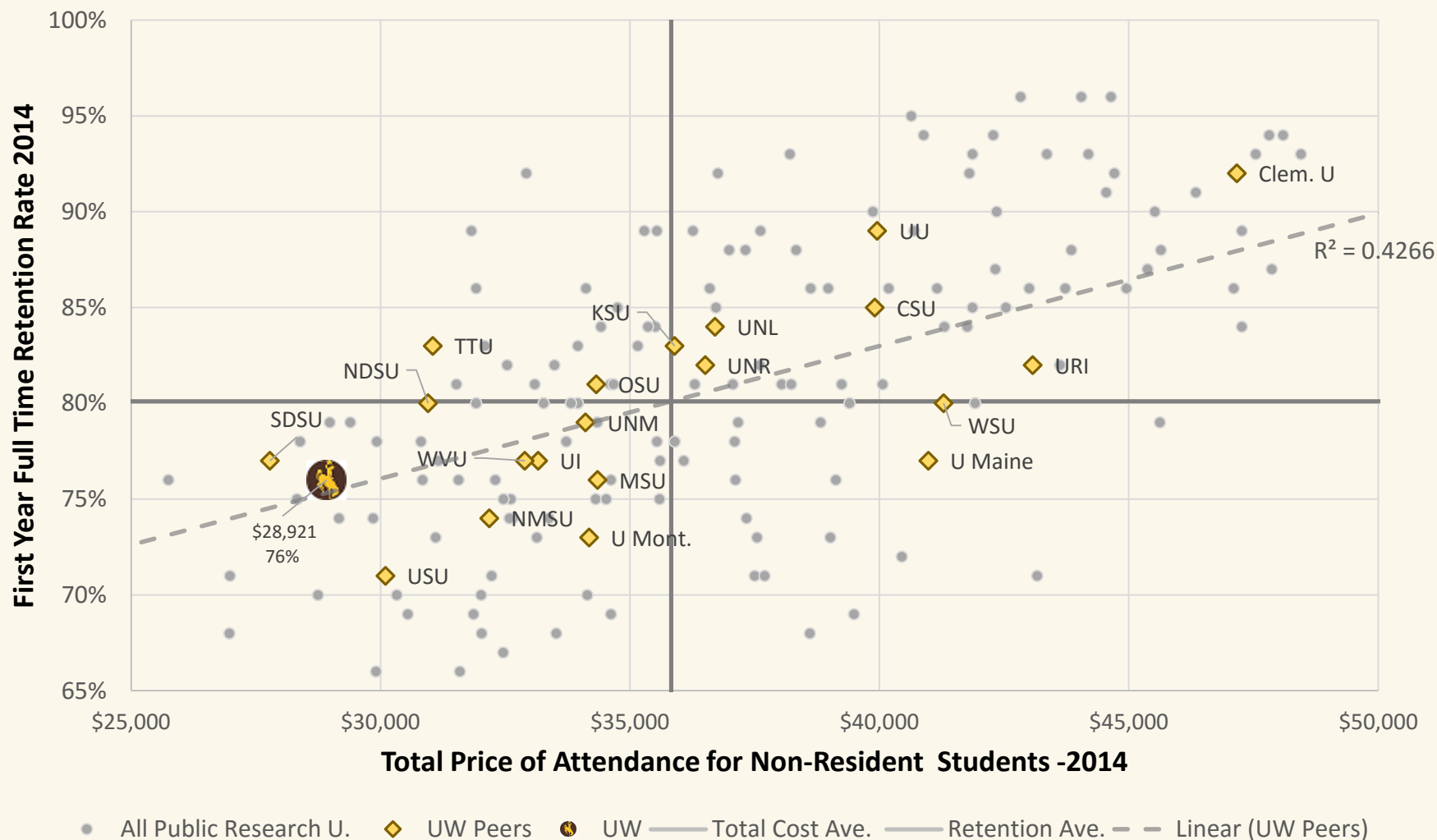
Source: IPEDS 2014

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First Year Retention and Total Price of Attendance – Non-Resident

Total Price of Attendance Includes Tuition & Fees, Room & Board, Books & Supplies, and other Campus Expenses

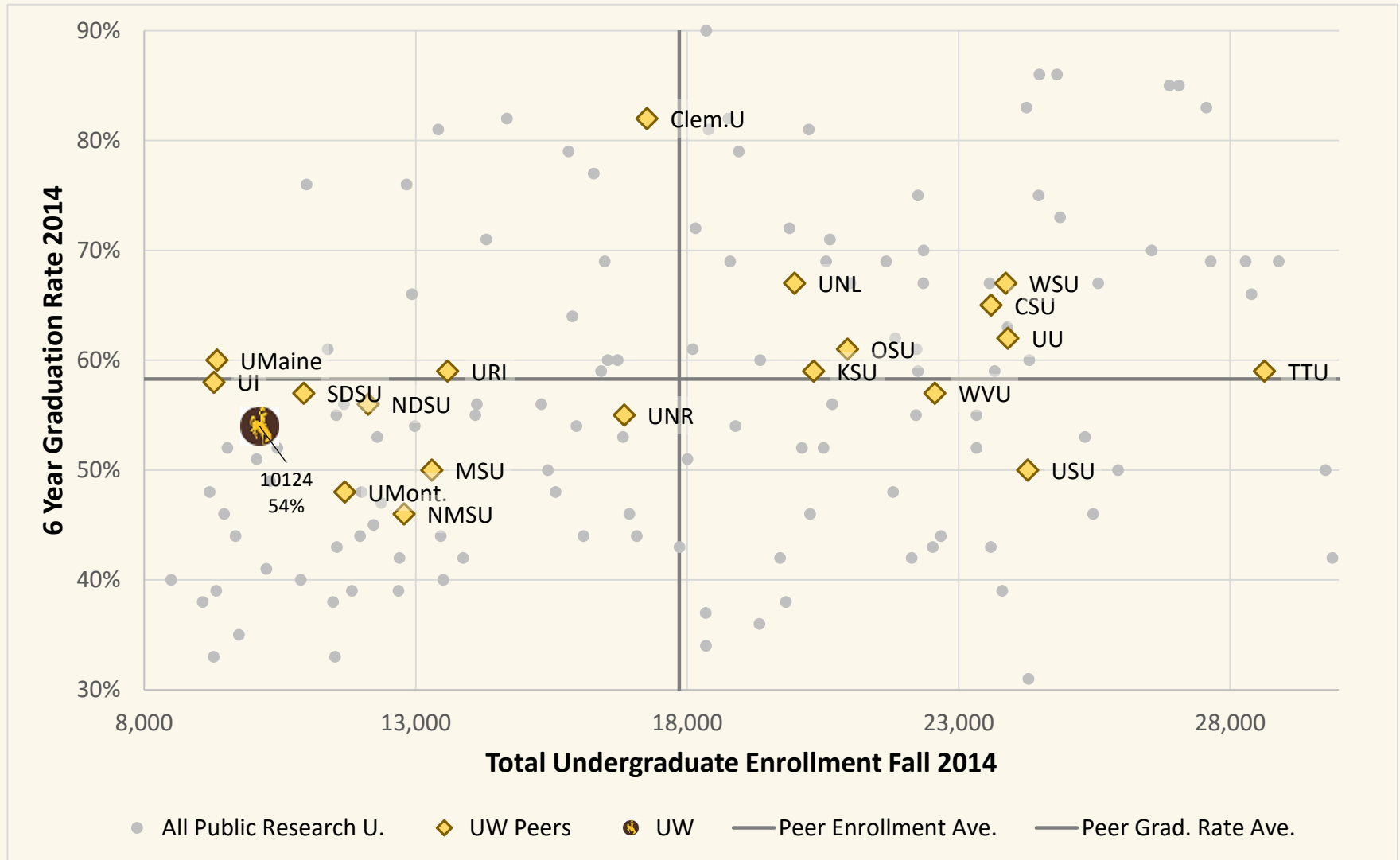


Source: IPEDS 2014

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6 Yr. Grad. Rates and Total Undergraduate Enrollment

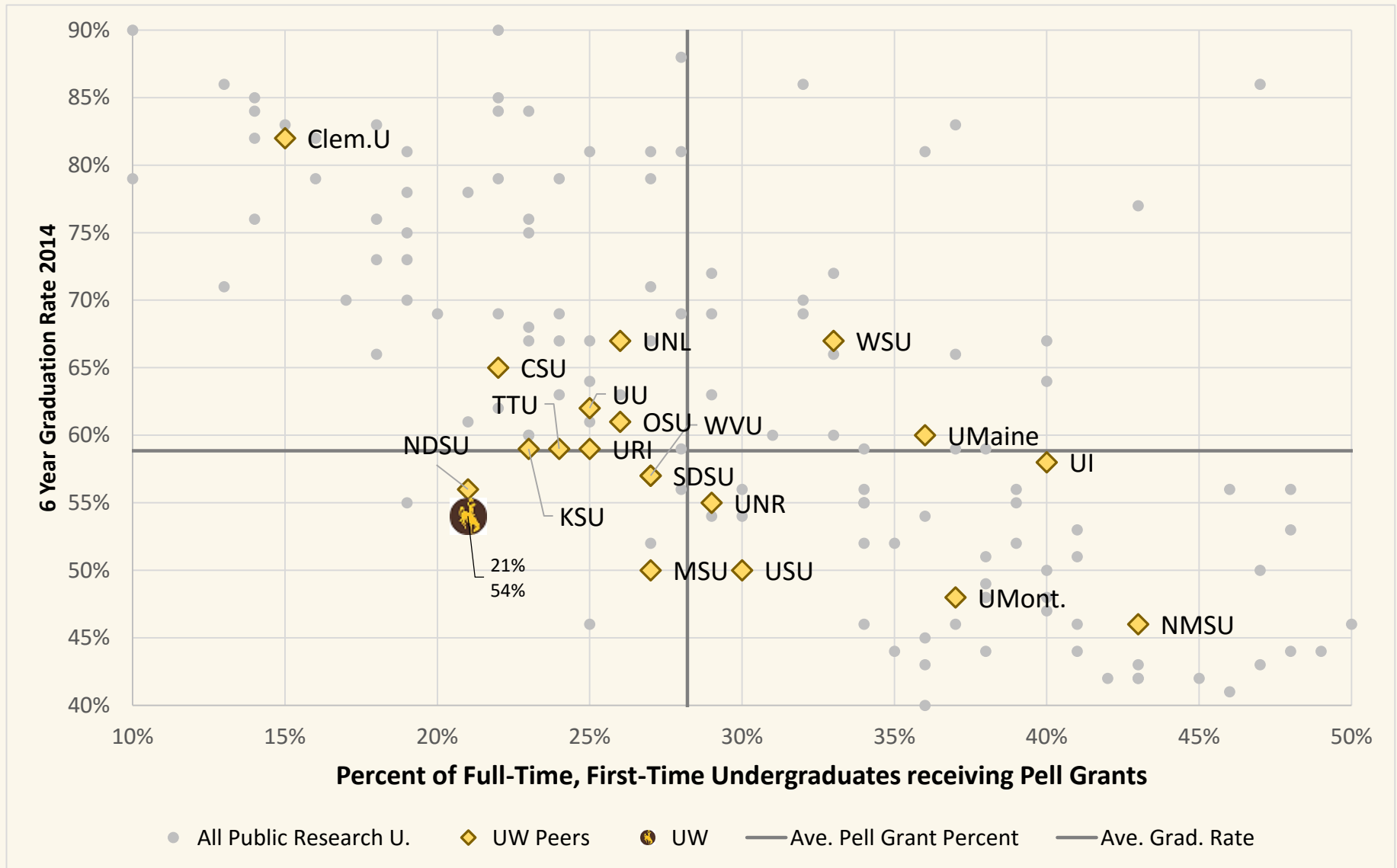


Source: IPEDS 2014

[Go To Retention & Enrollment Figures](#) ➡



6 Yr. Grad. Rates and Pell Grant Recipients

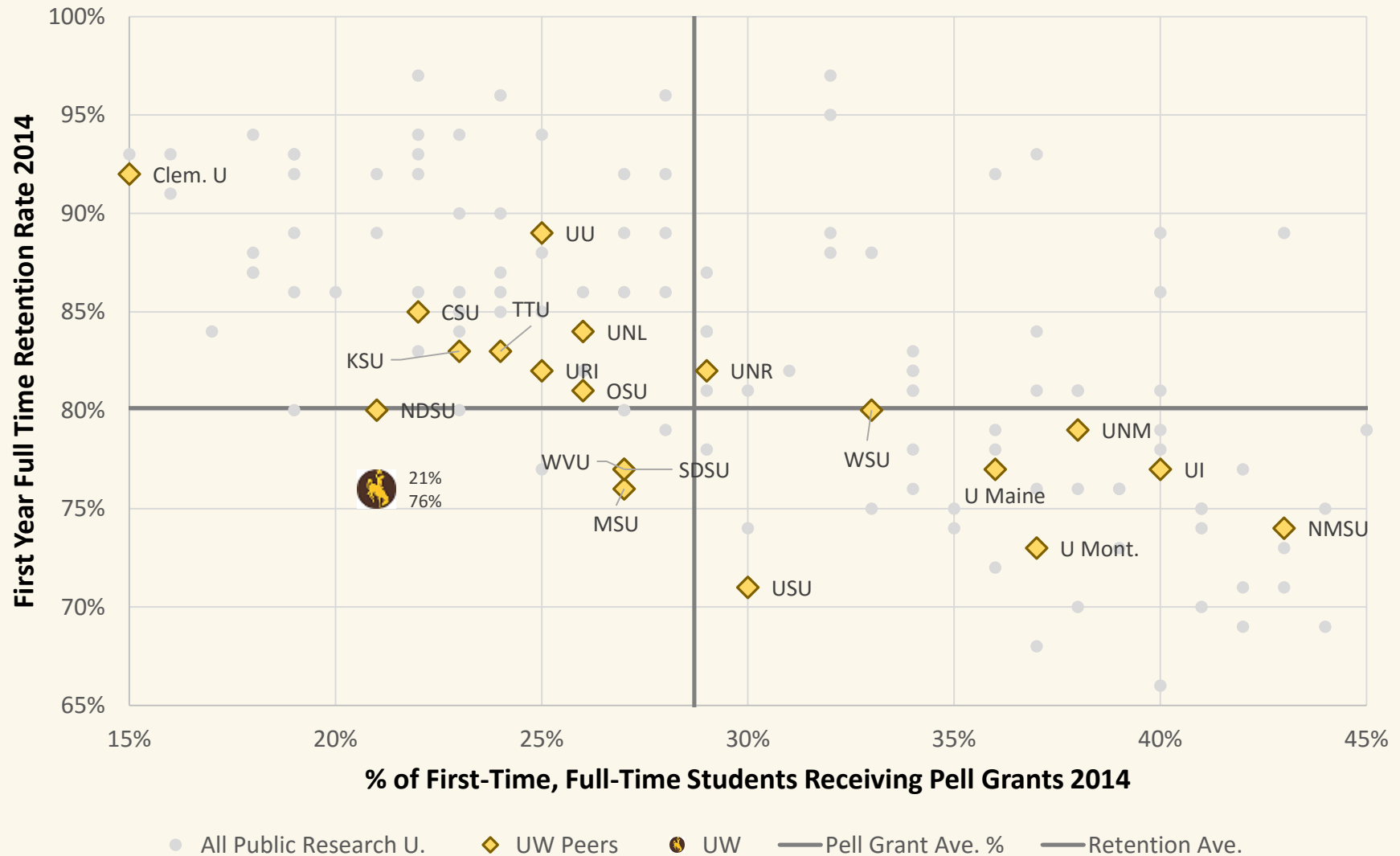


Source: IPEDS 2014

[Go To Retention & Pell Grant Figures](#)



First Year Retention and First-Time, Full-Time Students Receiving Pell Grants

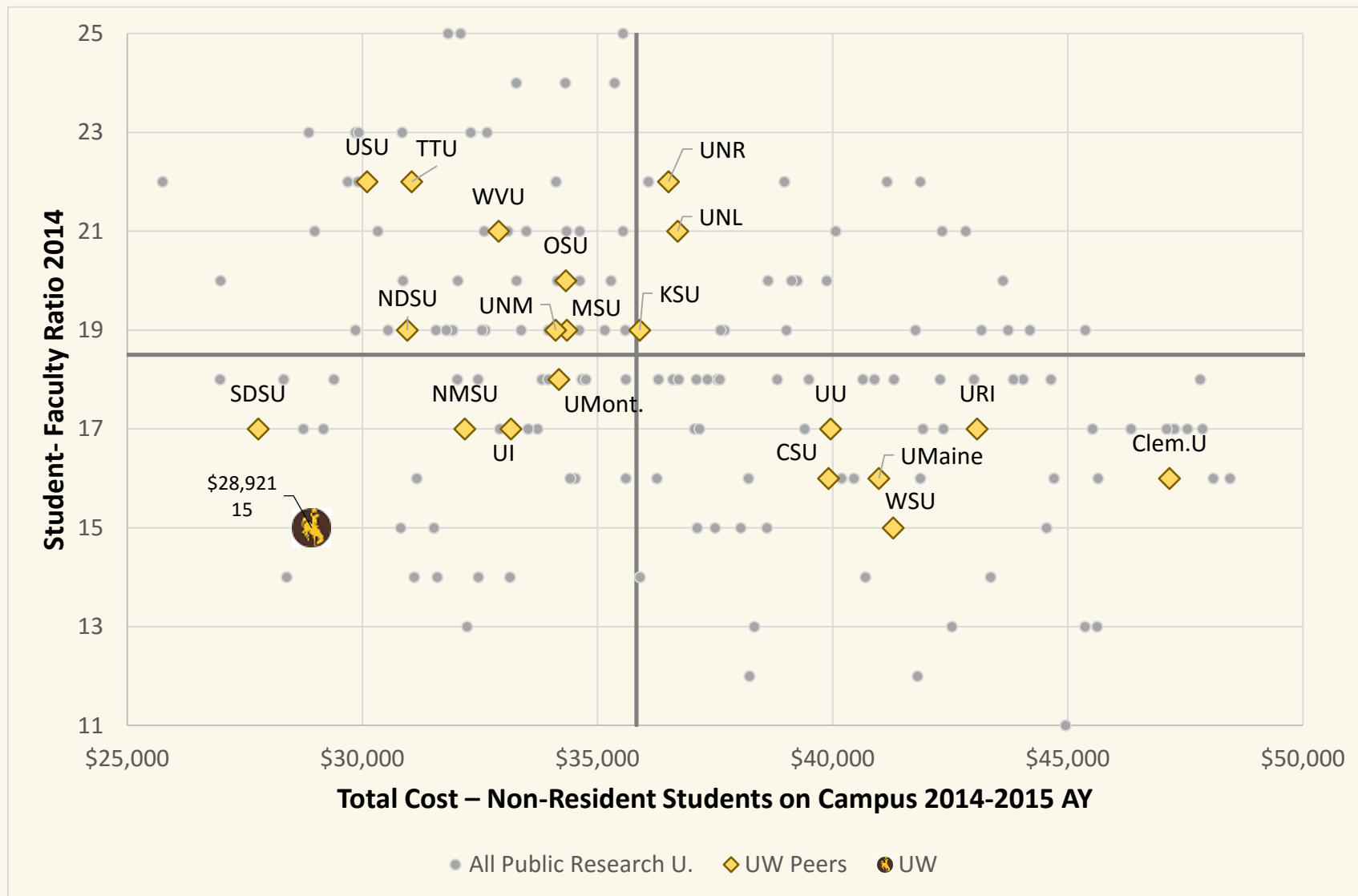


Source: IPEDS 2014

[Go To 6 Yr. Grad & Pell Grant Figures](#)



Student-Faculty Ratio and Non-Resident Total Cost

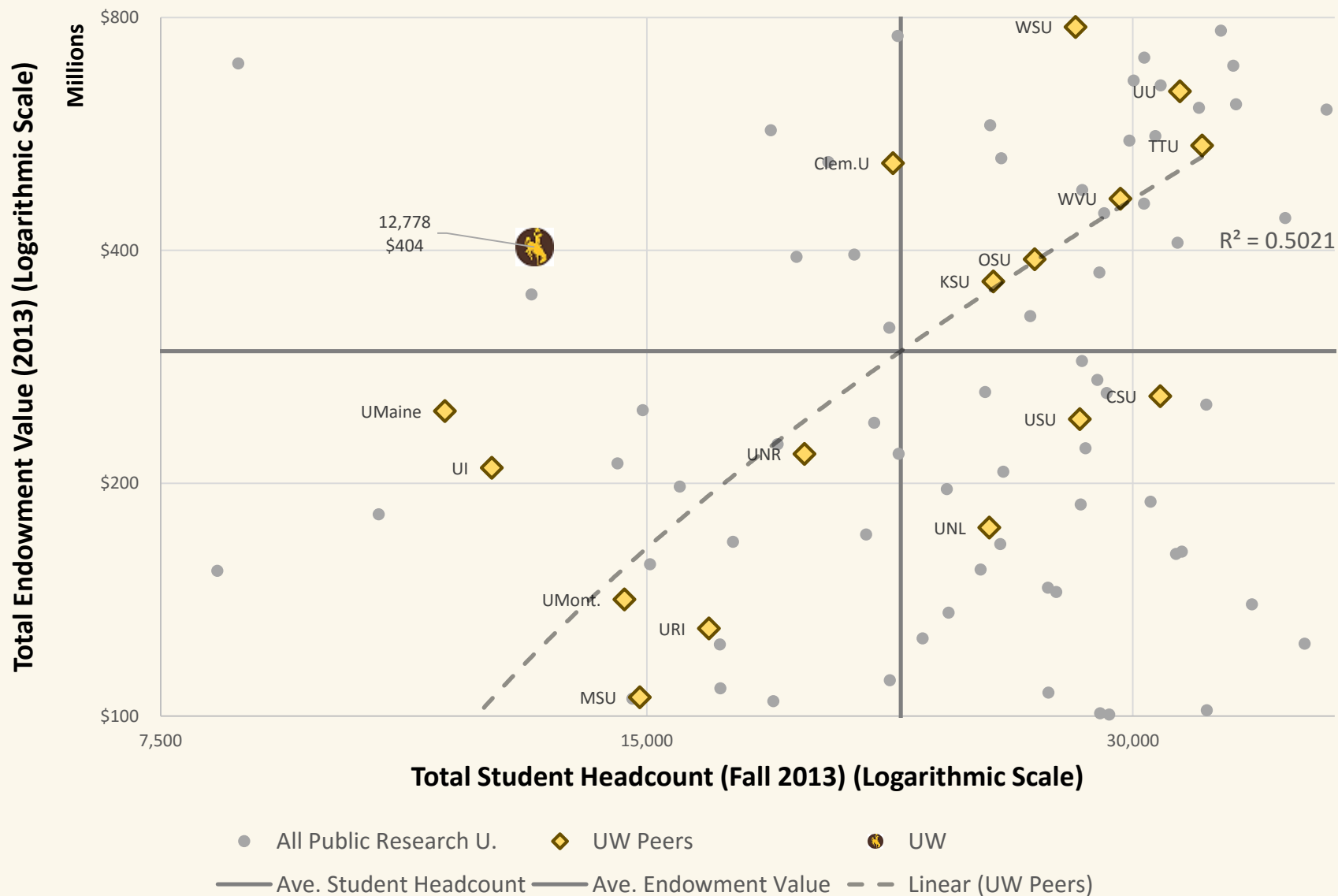


Source: IPEDS 2014

[Go To Resident Figures](#)



Foundation Endowment Value and Student Headcounts



Source: IPEDS 2013 Data

[Go To Total Foundation Asset Figures](#) ➡

